



DELHI TECHNOLOGICAL UNIVERSITY

(Formerly Delhi College of Engineering)

Estd. by the Government of NCT of Delhi vide Act 6 of 2009

ACADEMIC PROGRAMS (East Delhi Campus)



MASTER OF BUSINESS ADMINISTRATION

Academic Session 2017-18 onwards



COURSE CURRICULUM

**MASTER OF BUSINESS ADMINISTRATION
2017-18 onwards**



**DELHI TECHNOLOGICAL UNIVERSITY
EAST DELHI CAMPUS**

Vivek Vihar, Phase -2, Delhi-110095
www.dtu.ac.in

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SECTION A
About the University

Initially established with the name
“Delhi Polytechnic”
in the year 1941 at Kashmere Gate Campus.
In the year 1965 renamed as
Delhi College of Engineering.
Reconstituted as
Delhi Technological University in the year 2009
vide Govt. of NCT of Delhi Act 6 of 2009
Technological University.

“Committed to Foster Excellence in
Science, Engineering and Management
together”



Delhi Technological University
(Formerly Delhi College of Engineering)

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“Delhi Technological University is a non-affiliating teaching-cum-research University engaged in fostering excellence in education, research and innovations in engineering and technology, applied sciences and management.” The University is inspired by talent and driven by innovations and is firmly committed to provide industry relevant, socially responsible manpower to meet the challenges of 21st Century. The culture of research and innovations is vibrant in the DTU campus which inspires students from UG levels onwards to engage in cutting edge technology development and discover the value and worth of the knowledge acquired by them during their studies. With its illustrious history spanning over 76 years the institution is marching on the pathways of excellence and is one of the highly sought-after university for the inspired students community and faculty.

Vision

“To be a world class university through education, innovation and research for the service of humanity.”

Mission

1. To establish centres of excellence in emerging areas of science, engineering, technology, management and allied areas.
2. To foster an ecosystem for incubation, product development, transfer of technology and entrepreneurship.
3. To create environment of collaboration, experimentation, imagination and creativity.
4. To develop human potential with analytical abilities, ethics and integrity.
5. To provide environment friendly, reasonable and sustainable solutions for local & global needs.

“...DTU as a Technological University will be a significant milestone to create an academic and research environment to foster scientism and engineering excellence together. The upgradation of DCE as a Tech University is seen as a major initiative of Government of Delhi to make Delhi as the Knowledge Capital of India.”

The Inspiration

The inspiration for reconstituting Delhi College of Engineering into a Technological University in the NCT of Delhi has been derived from the fact that in the new Knowledge Age creation and dissemination of knowledge, capabilities of utilizing knowledge to create quantum jump in quality, performance and service to industry and society and thus, creating a better tomorrow has to be the hallmark of science, engineering and technology education in India. Such an effort when encapsulated with the agile layers of scientific values, unclenching faith in research integrity and professional morality ensures growth, prosperity and happiness around the world. Such an academic environment, in fact, needs to be created in the temples of higher learning, especially in the University and Institutions imparting professional education. This necessitates the requisite academic and administrative autonomy. The autonomy here becomes the freedom to excel and the associated accountability ensures a much greater commitment and compliance to high academic standards. In the context of Technological University and Engineering Institutions, we need also to cause seamless integration of science and engineering so that we succeed in creating the power of science and the might of technology together in our institutional campuses.

Learning from the international experience it goes without saying that we need to establish future Universities in India where science and technology both could flourish together, adding strength to each other's existence and contributing to the growth of interdisciplinary engineering in

an environment of scientism. What we really need to do is to create institutions and academic environment which attracts the very best talent towards science & engineering education and research both in the student community as well as in the faculty. For this we need to create the synergy between science and engineering to ensure that the very best talent is drawn towards university campuses that gravitate with the excitement of science and the thrill and joy of engineering. The DTU is firmly committed to foster this vital synergy between science and engineering.

The National Capital for many decades has been the hub for quality education and research in its premier institutions and universities. Delhi for a long time has been also known for promotion of manufacturing and production activities in both medium and small scale sectors. It has witnessed during the last two decades a significant growth of IT and ITES industries in and around Delhi. This has caused a major shift in the emphasis on shifting the hard core engineering activity to soft sectors of the knowledge economy. We could have caused a much greater resurgence of the core engineering sector if along with human resource development, we could have undertaken technology incubation and product innovation in our institutions of higher learning. DTU as a teaching-cum-research University offers a unique opportunity to create an environment of synergetic partnership between academic and industry. DTU thus, aims to cause a major departure from the conventional system of education and research. It aspires to imbibe a culture of scientific research in its technology disciplines and technology temper it its scientific research and education. The university also aspires to provide the thrill of a corporate R&D environment with a planned focus on industrially relevant projects and technology incubation.

The human resource output of DTU shall impact the growth of future engineering and technology. It will revolutionize the basis of design, systems

of manufacturing and give rise to development of new materials, next generation communication technologies, information highways and cyber networks, growth of clean energy and environment technologies and capabilities to manage technology, business and enterprises in the connected economy. In fact, the output of DTU is target to impact significantly the resurgence of the 3rd Industrial Revolution which is on the anvil given the convergence of IT and the fast developing opportunities for harnessing energy in plenty through renewable energy resources.

The research outputs of this university are of high value to India's socio-economic development and for the progress in industrially relevant science and technology. Strong linkages have been forged between teaching and research, university and industry, and university and research laboratories. Collaborative projects with industry and research institute are also a major focus area of the University.

The DTU is engaged in fostering a culture of excellence supported by qualified faculty and high quality student intake, including international students admitted through the NRI/ PIO/ Foreign Nationals quota. It has the necessary freedom and supportive layers of autonomy to nurture excellence in teaching and research. DTU is envisioned to be a pioneering institute having high productivity of quality scientific and technological human resource and brainware. We wish to benefit Industry in India from the quality of our graduate out turn and cost effective technology incubation and innovative product development. The DTU has focused its academic and research strategy on creating the Panchamrit of Academia, Industries, R&D organization, Government and Society, thus enhancing its reach as well as its share of contribution to national economy and playing its role as a partner in progress of the society.

About East Delhi Campus

The newly established East Delhi campus of DTU is functional from 2017-18 academic session. It is located at Vivek Vihar, Phase II, Delhi (in the premises of Shaheed Sukhdev College of Business Studies which has been shifted to a new campus in Rohini, Delhi). This campus endeavours to provide quality education, research and innovation in the emerging areas of management relevant to industry and society. From this academic session, it offers courses in Bachelor of Business Administration (B.B.A.), Bachelor of Arts B.A. (Hons.) in Economics and Master of Business Administration (M.B.A.) Courses on M.B.A. Business Analytics, M.B.A. with specialization in public policy shall be offered from August 2018.

The prime focus of the East Delhi Campus shall be on:

- Introduction of New UG and PG programs in the emerging areas of management such as entrepreneurship and family business, public policy, business analytics and financial Markets etc. along with traditional management programs.
- Employability through industry relevant programs.
- Knowledge creation and innovation through research and development.
- Techno - entrepreneurship and knowledge enterprise development.



SECTION B
Key Functionaries

Name	Designation
Prof. Yogesh Singh	Vice Chancellor
Prof. S. K. Garg	Pro Vice Chancellor
Prof. Anu Singh Lather	Pro Vice Chancellor
Prof. Samsher	Registrar
Sh. R. K. Shukla	Link Officer to Registrar, OIC (S & P)
Sh. Anil Kumar	Deputy Registrar (Acad-PG and IRD), Link Officer to PIO
Dr. Ravinder Kaushik	Deputy Registrar, PIO, Recruitment & Estt, Legal
Prof. H C Taneja	Dean, Academics (PG)
Prof. Madhusudan Singh	Dean, Academics (UG)
Prof. Samsher	Dean, Student welfare
Prof. Ashutosh Trivedi	Dean, Industrial Research Development
Prof. S K Singh	Dean, Alumni Affairs
Prof. Vishal Verma	Dean, International Affairs
Prof. Pragati Kumar	Dean, Continuing Education
Prof. Pragati Kumar	Dean, Continuing Education
Dr. Rajni Jindal	HOD, Computer Science & Engineering
Dr. Kapil Sharma	HOD, Information Technology
Dr. S Indu	HOD, Electronics and Communication Engineering
Prof. R. S. Mishra	HOD, Mechanical & Production Engineering
Dr. Rajan Yadav	HOD, Delhi School of management
Prof. Madhusudan	HOD, Electrical Engineering
Prof. Nirendra Dev	HOD, Civil Engineering
Prof. A. K. Gupta	HOD, Environmental Engineering
Prof. D Kumar	HOD, Bio Technology
Prof. Suresh C. Sharma	HOD, Applied Physics
Dr. Sangita Kansal	HOD, Applied Mathematics
Dr. Seema Singh	HOD, Humanities
Dr. Archana Rani	HOD, Applied Chemistry and Polymer Technology
Dr. R. S. Walia	Training & Placement
Mr. Vinod Kumar	Associate Head, Computer Science & Eng.

Name	Designation
Dr. Ruchika Malhotra	Associate Head, Computer Science & Engineering
Dr. Suman Bhowmick	Associate Head, Electrical Engineering
Dr. Rachna Garg	Associate Head, Electrical Engineering
Dr. Raj Kumar Singh	Associate Head, Mechanical & Production Engineering
Dr. Atul Agarwal	Associate Head, Mechanical & Production Engineering
Dr. Rajesh Kumar	Associate Head, Mechanical & Production Engineering
Sh. Kamal Pathak	Controller of Examinations
Prof. Vipin	Chief Vigilance Officer
Sh. Anoop Lather	Public Relations Officer
Prof. Pragati Kumar	Superintendent (Exam)
Sh. Bimal Jain	Chief Project Officer / Estate Officer
Dr. Kapil Sharma	OSD (Results)
Dr. Mukhtiyar Singh	OIC, B.Tech. (Evening)
Dr. Rajeshwari Pandey	Associate Dean (Academic - UG)
Dr. S.G. Warker	Associate Dean (SW)
Sh. Vinod Bhandari	Assistant Public Information Officer
Dr. Ruchika Malhotra	Assistant Director (International Affairs)
Dr. Roli Purwar	Assistant Director (International Affairs)
Dr. Vivek Tripathi	Assistant Registrar (International Affairs)
Dr. Nitin Puri	Security Officer, Transport Officer
Dr. Raj Kumar Singh	OIC, Workshop
Rajesh Rohilla	Officer-in-charge, Guest House
Sh. Rajesh Birok	OIC, Health Centre
Prof. A.K. Gupta	Coordinator, TEQIP - III
Dr. D.K. Vishwakarma	OIC (Secrecy), OIC (GA)
Dr. Anil Singh Parihar	Additional Incharge (Secrecy)

SECTION C
Scheme and Syllabus of
Post Graduate Program M.B.A.

M.B.A. PROGRAM

The two years program is designed for four semesters using participative pedagogy with equal emphasis on conceptual knowledge and application of such knowledge in industry context. The Program focuses on inculcating effective managerial leadership.

Specialisations

- Marketing Management
- Financial Management
- Human Resource Management
- Supply Chain Management
- Information Technology Management
- Knowledge & Technology Management

Criteria for Assessment

All theory courses shall have internal weightage of 40% (20% + 20%) and 60% weightage for written

end semester examination. The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:

1. Mid semester examination -20%
Written Test Compulsory (to be conducted on the date Communicated by the Dept)
2. Individual Presentation/Viva-Voce/Group Discussion/Class Participation -20 %
3. End Semester Written Examination will be conducted by the University which shall have weightage of 60%
4. Each candidate for his/her summer internship (100 marks) and project report (200 marks) shall be evaluated by presentation and viva voce.

Note: All record shall be maintained by each faculty and made available to the examination branch of the University through department/ centre coordinator.

Syllabus for Master of Business Administration

First Semester

Course Code	Name of the Course	Nature of Course	Workload			Marks for		Total Marks	Credits
			L	T/P	Total	IA	ESE		
MGT-11	Management Process and Organizational Behavior	Core	4	-	4	40	60	100	4
MGT-12	Financial Accounting and Cost Accounting	Core	4	-	4	40	60	100	4
MGT-13	Marketing Management	Core	4	-	4	40	60	100	4
MGT-14	Managerial Economics	Interdisciplinary	4	-	4	40	60	100	4
MGT-15	Decision Sciences	Core	4	-	4	40	60	100	4
MGT-16	Legal Aspects of Management	Interdisciplinary	4	-	4	40	60	100	4
MGT-17	Business Communication	Skill Based	4		4	40	60	100	4
MGT-18	Data Analysis Lab	Skill Based	-	2	2	50	-	50	2
Total			28	2	30				30

Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:

- MGT-11 Management Process and Organizational Behavior
- MGT-13 Marketing Management
- MGT-16 Legal Aspects of Management

Note: There will be at least one Industrial Visit in the 1st year either in the First Semester or Second Semester for the Students. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

IA - Internal Assessment

ESE - End Semester Examination

Second Semester

Course Code	Name of the Course	Nature of Course	Workload			Marks for		Total Marks	Credits
			L	T/P	Total	IA	ESE		
MGT-21	Human Resource Management	Core	4	-	4	40	60	100	4
MGT-22	Financial Management	Core	4	-	4	40	60	100	4
MGT-23	Business Research Methods	Core	4	-	4	40	60	100	4
MGT-24	Business Environment	Core	4	-	4	40	60	100	4
MGT-25	Knowledge and Intellectual Capital Management	Core and Interdisciplinary	4	-	4	40	60	100	4
MGT-26	Operations and Supply Chain Management	Core and Interdisciplinary	4	-	4	40	60	100	4
MGT-27	Management Accounting	Core	2		2	40	60	100	2
MGT-28	Information Technology and Innovation Management	Interdisciplinary	4		4	40	60	100	4
MGT-29	#NCC/NSS/Sports/Dramatics/Yoga(NUES)	Skill Based	-	2	2	50	-	50	2
Total			30	2	32				32
<p>Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:</p> <ul style="list-style-type: none"> • MGT-21 Human Resource Management • MGT-22 Financial Management • MGT-24 Business Environment 									

*NUES: Non University Examination System

Note: Summer Internship: The students are required to undertake a Summer Internship Project (SIP) for 6-8 weeks duration at the end of second semester.

Third Semester

Course Code	Name of the Course	Nature of Course	Workload			Marks for		Total Marks	Credits
			L	T/P	Total	IA	ESE		
MGT-31	Business Analytics		2	-	2		50	50	2
MGT-32	Corporate Governance	Core and Interdisciplinary	2	-	2		50	50	2
MGT-33	Strategic Management	Core	4	-	4	40	60	100	4
	Elective-I	Two papers each from the same specialization	4	-	4	40	60	100	4
	Elective-II		4	-	4	40	60	100	4
	Elective-III		4	-	4	40	60	100	4
	Elective-IV		4		4	40	60	100	4
MGT-34	Summer Internship Report	Skill Based	-	4	4	-	100	100	4
MGT-35	Managerial Skills Development (NUES)	Skill Based	-	2	2	50	-	50	2
Total			24	6	30	-	-	-	30
<p>Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester:</p> <ul style="list-style-type: none"> • MGT-32 Corporate Governance • MGT-33 Strategic Management 									

NUES: Non University Examination System

Fourth Semester

Course Code	Name of the Course	Nature of Course	Workload			Marks for		Total Marks	Credits
			L	T/P	Total	IA	ESE		
MGT-41	Project Management	Interdisciplinary	4	-	4	40	60	100	4
MGT-42	Entrepreneurship Development	Interdisciplinary	2	-	2	40	60	100	2
MGT-43	Business Intelligence	Interdisciplinary	2	-	2	40	60	100	2
	Elective-I	Two papers each from the same specialization	4	-	4	40	60	100	4
	Elective-II		4	-	4	40	60	100	4
	Elective-III		4	-	4	40	60	100	4
	Elective-IV		4	-	4	40	60	100	4
MGT-44	Major Research Project	Skill Based	-	6	6	-	200	200	6
MGT-45	Emotional Intelligence and Managerial Effectiveness(NUES)	Skill Based	-	2	2	50	-	50	2
Total			24	8	32				32
Following courses shall also be offered by Delhi Technological University, East Delhi Campus for other departments as open electives during the semester: <ul style="list-style-type: none"> • MGT-41 Project Management • MGT-42 Entrepreneurship Development 									

NUES: Non University Examination System

List of Electives

Finance

Semester: III

- MGF- 01 Investment Management
- MGF-02 Tax Planning and Management
- MGF-03 Investment Banking and Financial Services
- MGF-04 Financial Markets and Institutions
- MGF-05 International Financial Management

Semester: IV

- MGF-06 Corporate Mergers, Acquisitions and Restructuring
- MGF-07 Derivatives and Risk Management
- MGF-08 Financial Modeling and Analysis
- MGF-09 Management Control Systems
- MGF-10 Strategic Cost Management

Human Resource Management

Semester III

- MGH-01 Industrial Relations & Labour Legislation
- MGH-02 Compensation Management
- MGH-03 Organizational Development
- MGH-04 Strategic Human Resource Management
- MGH-05 Changing Paradigms in Leadership

Semester IV

- MGH-06 Cross Cultural and International Human Resource Management
- MGH-07 Performance Management
- MGH-08 Training and Development
- MGH-09 Interpersonal Processes and Counseling Skills for Managers
- MGH-10 Team Building

Marketing

Semester: III

- MGM-01 Consumer Behavior
- MGM-02 Advertising and Brand Management
- MGM-03 Rural and Social Marketing
- MGM-04 International Marketing
- MGM-05 Sales and Distribution Management
- MGM-06 Marketing Research

Semester IV

- MGM-07 Retail Management
- MGM-08 Promotion Management and Business 2 Business Marketing
- MGM-09 Marketing of Services
- MGM-10 Digital Marketing
- MGM-11 Customer Relationship Management
- MGM-12 Entrepreneurial Marketing and Sales

IT Management

Semester: III

- MGI-01 Business Process Reengineering and Change Management
- MGI-02 Business Systems Analysis and Design
- MGI-03 Database Management System
- MGI-04 Data Warehousing and Online Analytical Process
- MGI-05 E-Business
- MGI-06 Knowledge Management and Big Data (Common to Knowledge Management Specialization)

Semester: IV

- MGI-07 E-Governance
- MGI-08 Strategic Telecommunications Management
- MGI-09 Knowledge and Innovation Management
- MGI-10 E-Learning and Knowledge Management (Common to Knowledge Management Specialization)
- MGI-11 Knowledge Management Tools and E-Businesses (Common to Knowledge Management Specialization)

Knowledge Management

Semester: III

- MGK-01 Knowledge Creation, Critical Thinking and Innovation
- MGK-02 Knowledge Management and Big Data
- MGK-03 Knowledge Creation and Skill Development
- MGK-04 Business Intelligence and Knowledge Management
- MGK-05 Knowledge System Strategy and Development

Semester: IV

- MGK-06 Integrating Knowledge Management with Strategic Initiatives
- MGK-07 Advanced Knowledge Management Concepts
- MGK-08/MGI-10 E-Learning and Knowledge Management
- MGK-09 Intellectual Property and Knowledge Capital
- MGK-10/MGI-11 KM Tools and E-Businesses

Operations and Supply Chain Management

Semester: III

- MGS-01 SCM and E-Commerce
- MGS-02 Operations Analytics
- MGS-03 Logistics Planning and Strategy
- MGS-04 Total Quality Management
- MGS-05 Business Process Management and Change
- MGS-06 Computer Aided Design and Manufacturing

Semester: IV

- MGS-07 Supply Chain Strategy and Innovation
- MGS-08 Transportation and Distribution Management
- MGS-09 IT Applications in SCM
- MGS-10 Operations Research and Strategy
- MGS-11 Materials and Store Management

SEMESTER I

Management Process and Organizational Behavior

Course Code: MGT-11

Credits - 4

Objective: Upon successful completion of this course the student should be able to explain the crucial part played by individuals and groups in organization processes, such as decision making, planning and managing new technology; analyze leadership styles and determine their effectiveness in employee situations; and analyze team dynamics, and cultural diversity.

Unit I

Introduction: Meaning and Nature of Management, The evolution of management thought, Functions and skills of a manager. Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager.

Unit II

Organizational Structure and Process: Organizational design, six key elements of organizational design, types of organizational design, organizational structure Managerial Ethos.

Unit III

Managing activities: Planning: need for planning, types of planning, and the elements of planning; Managerial decision making- types of managerial decisions, steps in decision-making process.

Unit IV

Controlling: Problem Solving Techniques, Controlling: Process and Techniques, Budgetary and Non-Budgetary control techniques, PERT, CPM.

Unit V

Organization Behavior: An Introduction, Behavioural Dynamics Foundations of individual behavior, Personality, Perception, Learning, Values, Attitudes, Motivation, Interpersonal Dynamics, Group Dynamics; Leadership theories and styles. Management of conflict and negotiation.

Unit VI

Organisational Culture and Change: Organisational culture, Organisational change: nature and forces of change, resistance to change: and management of resistance to change; Work stress: sources and consequences of stress and its management.

Text Books:

- Robbins, S.P. Judge, T.A., Vohra, N. (2016), "Organizational Behaviour", (16th Ed.), Pearson Education.
- Nahavandi, A., Denhardt R. B., Denhardt, J. V., Aristigueta M. P. (2015), "Organizational Behavior", Sage Publications.

Reference Books:

- Greenberg, J. and Baron, R.A. (2015), "Behaviour in Organization", Pearson Education.
- Newstrom, J.W. & Davis, K (2014), "Organizational Behaviour at Work", Tata Mc GrawHill.

Suggested Readings:

- George, J. M. & Jones, G.R. (2012), "Understanding and Managing Organizational Behaviour", (6th Ed.) Pearson Education.
- Nelson D.L., Quick, J.C. & Khandelwal, P. (2014), "Organizational Behaviour", (2nd Ed.), Cengage Learning.

Financial Accounting and Cost Accounting

Course Code: MGT-12

Credit - 4

Objective: This course aims at enabling the students understand the contents of Financial statements and its analysis. It also sensitizes the students to understand the element and nature of costs, methods and techniques.

Unit I

Introduction: Introduction to Accounting: Importance, Accounting Concepts and conventions, (GAAP), Accounting Standards (Focus on importance of Standards to give a general view on Financial Reporting Practices).

Unit II

Accounting: Accounting Process - Books of Original Record. Ledger & Trial Balance, Classification of Capital and Revenue expenses, Concepts and contents of financial statements and drafting of Financial Statements.

Unit III

Asset Valuation and Inventory Valuation: Concept and Methods of inventory valuation, Concept of goodwill and methods of valuation, concept, methods and accounting for depreciation.

Unit IV

Financial Analysis: Users of financial statement, Analysis and interpretation of financial statements: Ratio Analysis; Liquidity, Leverage, Solvency and Profitability ratios – Du Pont Chart -. Horizontal Analysis and Vertical Analysis, statement of changes in Financial position: Preparation of Cash flow, Working capital changes.

Unit V

Concepts and Elements of Cost: Material, Labour and Overheads: Direct vs. Indirect; Fixed vs Variable; Methods of costing: Unit costing, Contract Costing and Service Costing

Text Books:

- Narayanswamy, R. (2017), “Financial accounting: A Managerial Perspective”, PHI.
- Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2014). “Cost Accounting: A Managerial Emphasis” (13th ed.). New Delhi: Prentice Hall of India.

Reference Books:

- Anthony, R.N. (2013), “Essentials of Financial Accounting”, Prentice Hall.
- Foster, G. (1986), “Financial Statement Analysis”, Pearson.
- Banerjee, A. (2009), “Financial Accounting”, (3rd Edition), Excel Books, New Delhi.
- Banerjee, B. (2014), “Cost Accounting”, Academic publishers, Kolkatta.

Marketing Management

Course Code: MGT-13

Credit - 4

Objective: The basic objective of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in managing the marketing efforts of a firm.

Unit I

Introduction: Introduction to marketing function; genesis, approaches to marketing, concept of customer value, customer satisfaction and delight. Marketing mix concept, classification of goods and services; goods-service continuum. Emerging fields of marketing- green marketing, digital marketing, viral marketing, neuro marketing.

Unit II

Marketing Environment: Analyzing needs and trends Macro Environment - Political, Economic, Socio-cultural, Legal, Ecological and Technical Environment – PEST analysis. Micro Environment – Industry & Competition.

Unit III

Market Segmentation, Targeting and Positioning: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.

Unit IV

Product and Pricing Decisions: Types of new product, new product development, managing Product Life Cycle, test marketing a new product. Branding decisions; packaging and labeling; new trends in packaging. Pricing objectives, Factors influencing pricing decision - approaches to pricing – Price & Non-price competition, setting the price and managing the price changes.

Unit V

Distribution and Promotion Decisions: Importance, functions of distribution channels- introduction to the various channels of distribution, designing marketing channels. Direct Marketing, Impact of technology & Internet on distribution. Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion

Unit VI

Marketing Organization and Control: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation. Need of marketing control and audit.

Text Books:

- Kotler, P., Keller K.L., Koshy A. and Jha M. (2013), “Marketing Management: A South Asian Perspective” (14th Edition), Pearson Education.

- Lamb, C.W., Hair, J.F., Sharma, D. and McDaniel, C. (2016), “MKTG-A South Asian Perspective”, Cengage Publication.

Reference Books:

- Stanton, W.J. (1984), “Fundamentals of Marketing”, Tata Mc Graw Hill.
- Ramaswamy V.S., Namakumari S. (2002), “Marketing Management: Planning, Implementation and Control”, Macmillian.
- Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009), “Marketing Management”, Tata McGrawHill.
- William, J., E.J.M. Perreault (2010), “Basic Marketing: A Global Marketing Approach”, Tata Mc Graw Hill.
- Saxena, R. (2009), “Marketing Management”, 4th Edition, Tata McGraw Hill.

Managerial Economics

Course Code: MGT-14

Credit - 4

Objective: The main objective of this course is to familiarize students with the fundamental theories and concepts of Managerial economics and their relevance in business decision making.

Unit I

Introduction: Introduction to Managerial Economics: meaning, significance, Micro versus Macroeconomics; Demand Analysis: Individual and market demand, Factors affecting demand, demand elasticity, demand forecasting; Theory of consumer behavior and Utility analysis: Cardinal and ordinal approaches, Revealed Preference Theory.

Unit II

Production Function and Cost Function: Production functions: Law of variable proportions, Laws of return to scale, Economies and diseconomies of scale, Equilibrium of the firm; Cost function: Theory of costs, Short Run

and long run costs; Revenue Functions: Total, Average and marginal revenue, Break-even Analysis.

Unit III

Theory of Pricing: Product Markets: Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Equilibrium determination and pricing under different market structures.

Unit IV

Pricing Practices and Strategies: Cost-based Pricing: Cost-Plus/Mark-up pricing, Break-even Pricing, Marginal Pricing; Value-based pricing; Competition-based pricing; Demand based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing, etc.

Unit V

National Indicators: National Income Aggregates and their measurement; Inflation: Nature and Causes; Fiscal policy: Taxes and Transfer payments, Role of Fiscal Policy; Monetary Policy: Role of Monetary Policy in India, Instruments of monetary control; Liberalization, Privatization and Globalization; FDI, Balance of Payments.

Text Books:

- Ahuja H.L. (2014), “Managerial Economics: Analysis of Managerial Decision Making”, 9th Edition, S. Chand.

Reference Books:

- Baye M.(2007), “Managerial Economics and Business Strategy”, 6th edition, Tata McGraw Hill.
- Png I. and Lehman D. (2007), “Managerial Economics”, 3rd edition, Wiley- Blackell.
- Trivedi M.L.(2009), “Managerial Economics Theory and Application”, Tata McGraw Hill.
- Damodaran S. (2006), “Managerial Economics”, Oxford University Press.

Decision Sciences

Course Code: MGT-15

Credits - 4

Objective: To equip students with statistical methods and give an exposure to operations research techniques to support business decisions.

Unit I

Introduction: Role of statistics in management, Graphical representation of data, Measures of central tendency and dispersion.

Unit II

Probability Distributions: Introduction to probability theory, Probability distributions - continuous and discrete.

Unit III

Statistical estimation, hypothesis testing and regression analysis: Sampling distributions, Point and interval estimation, Hypothesis testing: Z-test, test of proportions, t-test, ANOVA, Chi-square test, Non-parametric tests; correlation and linear regression analysis.

Unit IV

Operations Research: Linear Programming: Formulation and applications, solution through graphical method and Simplex methods, sensitivity analysis, Transportation and assignment problems, Monte Carlo Simulation-concepts and applications in business.

Text Books:

- Keller G. (2014), “Statistics for Management and Economics”, (10th Ed.), Cengage Learning.
- Aczel A., Sounderpandian J. and Saravanan P. (2012), “Complete Business Statistics”, (7th Ed.), Tata McGraw-Hill Education.
- Render B., Stair, R.M., Hanna, M.E., Hale, T.S. (2014), “Quantitative Analysis for Management”, (12th Ed.), Pearson.

- Vohra N.D. (2009), “Quantitative Techniques in Management”, (4th Ed.), Tata McGraw Hill Publications.

Reference Books:

- Levine D.M. (2015), “Statistics for Managers using Microsoft Excel”, (7th Ed.), Pearson Education India.
- Hiller F.S., Lieberman G.J., Nag B. and Basu P. (2012), “Introduction to Operations Research”, Tata McGraw Hill Education.

Legal Aspects of Management

Course Code: MGT-16

Credits - 4

Objective: This course is to develop an understanding about the legal framework by exposing the students regarding the legal structure and its principles under which a business has to operate.

Unit I

Business Legislation: Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law, Indian legal System, An introduction of the various legislations under the Indian Legal Framework.

Unit II

Indian Contract Act, 1872 and Negotiable Instruments Act, 1881: Concept of Agreement, Contract, Formation of a Contract, Essential of a Valid Contract, Offer and Acceptance, Consideration, Discharge of Contract, Remedies for Breach of Contract, Special Contracts, Cases on Indian Contract Act, 1872. Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Discharge and Liabilities, Dishonor of Negotiable Instruments.

Unit III

Companies Act 2013: Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and

Articles of Association, Prospectus; Company Meetings; Company Management: Directors and Independent Directors, Responsibilities, Appointment and Liabilities of Directors; One Person Company.

Unit IV

Sales of Goods Act and Competition Law:

Sales of Goods Act, 1930-Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Implied Conditions and Warranties, Rights of unpaid seller. Competition Act 2002: Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India.

Unit V

Consumer Protection Act, 1986 and Information Technology Act, 2000:

The Consumer Protection Act, 1986, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies, The Information Technology Act, 2000, Digital Signature, Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication.

Text Books:

- Khuchhal, M.C., Khuchhal, V. (2014). “Business and Corporate Law”, Vikas Publishing.
- Kapoor N.D. (2015), “Business Laws” , Sultan Chand and Sons.

Reference Books:

- Thomas-Mobley, L., (2014). “Legal Concepts for Facility Managers”, Wiley Publications.
- Lippman, M., (2017). “Law and Society”, Sage Publishing.

Business Communication

Course Code: MGT-17

Credit - 4

Objective: The objective of the course is to develop skills and competencies in students to be able to communicate effectively through the written and oral medium. Students will develop familiarity with global business etiquettes and protocol

Unit I

Introduction: Conceptual Issues in communication, Model of Communication; Barriers and Facilitators in Communication, Aspects of Verbal and Written Communication, Principles of Effective Communication. 7 C's of communication, role of communication in business.

Unit II

Formal Communication: Making effective presentations, Meeting, Interview, Listening Negotiating for Business: Strategy & Tactics, Legal Aspects of Business Communication, Corporate Communication, Global Business Etiquette & Cross Cultural communication.

Unit III

Business Writing: The importance of skillful writing, Deductive, Inductive & AIDA approach to writing business letters. Writing for Inquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation, Essentials of good reports, classification of reports, Report writing

Unit IV

Non Verbal Communication : Importance of non-verbal communication: Kinesics, Proxemics, Haptics, Chronemics, Paralanguage, Artifacts

Text Books

- Lesikar, R. V., & Petit, J. D. (2007). "Business communication". London (7th ed.). Oxford Publishing.

- Murphy, H. A., & Hildebrandt, W. (2007). "Effective Business Communications". New Delhi: McGraw Hill.
- Post, P., & Collins, P. P. (2005). "The etiquette advantage in business" (2nd ed.). New York: Harper Resource.
- Thill, J., & Bovee, C. L. (2010). "Excellence in business communication" (9th ed.). Michigan: Prentice Hall.
- Brown, L. (2014), "How to Write Anything", W.W. Norton.

Reference Books:

- Dent, F. O., & Brent, M. (2006). "Influencing India", Palgrave Macmillan.
- Hogan, K. (2008). "The secret language of business: how to read anyone in 3 seconds or less". New Jersey: John Wiley & Sons.
- Weeks, H. (2010). "Failure to communicate". Boston: Harvard Business Press.
- Ludlow, R. & Panton, F; "The Essence of Effective Communications". Prentice Hall.
- Bowman, J.P. & Branchaw, P.P. (1987). "Business Communications: From Process to Product"; Dryden Press, Chicago. Communication to Inspire: A guide to leaders by Kevin Murray, Kogan Page.

Data Analysis Lab

Course Code: MGT-18

Credits - 2

Objective: The course aims to equip the students with an understanding of the research process, tools like Excel, SPSS, etc. to facilitate managerial decision making.

Unit I

Basics of Excel: Essential shortcuts, Paste Special (Value, Transpose), Absolute & Relative referencing. Data Analytics using Excel: Sort & Filter, SUBTOTAL, SUMIFS, COUNTIFS, Pivot Table for multivariable analysis, Computations,

Sum, Max, Min, Average, Count, Generating multiple reports, VLOOKUP, HLOOKUP, IF, Nested IFs, AND, OR etc. Data Cleaning and MIS reporting: LEFT, RIGHT, MID, UPPER, PROPER, LOWER, TRIM, Find & Replace, Go To Etc. MIS reporting: Automatic row-wise Subtotal, Conditional Formatting, File Password Select Dashboard Techniques, Grouping, Hide-Unhide Columns & Rows etc.

Unit II

SPSS: Basics of SPSS course: Defining variables and entering data, Missing data, Importing an Excel file, Sort Cases and Select Cases, Recoding variables, Computing variables, Creating and saving output. Advance Topics in SPSS: Frequencies command, Descriptive command,

Cross-tabulations. Data Analytics using SPSS: Parametric and Non Parametric Tests, T Tests, Correlation, Regression, Chi Square, ANOVA etc.

Text Books:

- Field, A., (2013). “Discovering Statistics Using IBM SPSS Statistics”, (4th Ed.); Sage Publications.
- Walkenbach, J. (2015), “Excel 2016 Bible”; Wiley Publications.

Reference Books:

- MacInnes, J. (2016), “An Introduction to Secondary Data Analysis with IBM SPSS Statistics”, Sage Publishing.
- Maheshwari, A. (2017), “Data Analytics”, McGraw Hill Education.

SEMESTER II

Human Resource Management

Course Code: MGT-21

Credits - 4

Objective: Upon successful completion of this course the student should be able to explain the understanding of the human side of organization which is central to their performance and effectiveness. This course considers how people, processes and structures interrelate. It focuses to develop an appreciation of the central importance of human resource strategies for all organizations.

Unit I

Introduction: Human Resources Systems-Historical Evolution of the field; Role of Human Resource management in a competitive business environment; Factors influencing Human Resource Management; Strategic Human Resource Management.

Unit II

Manpower planning: Objectives, Importance & Problems of HR Planning Job analysis, Determining Human Resource Requirements; Hiring and Developing Human Resources, The process of forecasting, Definition, uses, Techniques of Job Analysis, Job Description & Job evaluation Competency mapping; Talent Management.

Unit III

Recruitment and Selection: Concept, identifying job recruitments, recruitment resources and efficacy. Selection, process and methods, Psychometric tests & its relevance, interview Technique, induction & placement

Unit IV

Training and Development: T&D concept, need, strategy, Identification of needs, designing & implementing training programmes

Management Development, Evaluation of Training & development

Unit V

Compensation and Performance Management: Performance Management – Concept and Practices Principle and objectives of Performance Appraisal and potential Evaluation, Feedback. Career planning, Succession Planning & Retention – Scope, concept Principles & Practices The problems in managing & advantages. Compensation Management, Transfer, Promotion and Reward Policies;

Unit VI

Industrial Relations: Definition, concept, context of Industrial Relation, Discipline (Red hot stove principle of discipline, counselling, collective bargaining, Quality of work life; Safety and Health, Employee Welfare, Employee Assistance Programmes, Separation, Attrition, Human Resource Auditing, Human Resource Accounting, International Human Resources Management.

Text Books:

- Dessler, G. & Varkkey B., (2015), “Human Resource Management”, (14th Ed.), Pearson Education.
- Denisi, A., Griffin, R. and Sarkar, A. (2014), “Human Resource Management”, Cengage Learning (India Edition).

Reference Books:

- DeCenzo, D. A. and Robbins, S. P. (2011). “Fundamentals of Human Resource Management”, (10th ed.). John Wiley.
- Torrington, D. (2014), “Human Resource Management”, (9th ed.), Pearson Education.
- Suggested Readings:
- Lepak, D. & Gowan M. (2009), “Human Resource Management”, Pearson Education.

- Ivancevich, J.M. (2014), “Human Resource Management”, (10th Ed.), Tata Mc Graw Hill.
- Byars, L.L. & Rue, L.W. (2014), “Human Resource Management”, (10th Ed.), Tata Mc Graw Hill.

Financial Management

Course Code: MGT-22 **Credits - 4**

Objective: The objective of the course is to help in developing skills in arranging Finance, making Investment decisions and Managing Working capital, besides examining the contemporary issues in the context of managing corporate finance.

Unit I

Overview of Finance Functions: Financial management: Functions, scope and objectives, Environment of Financial Management; Time Value of Money – Annuity and present value of different types of cash flows, concept of Risk and Return, Valuation of Securities - Bonds and Equity.

Unit II

Financing Decision: Capital Structure; The concept of Operating, Financial and Combined Leverage; Designing the capital structure-Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Hypothesis with and without Corporate Taxes; Concepts and estimation of Cost of Capital.

Unit III

Investment Decision: Need for Investment Decision; Estimation of Cash Flows, Discounting Methods, Factoring Risk and Price change; Risk Analysis in Investment Decisions-Certainty Equivalent; Risk Adjusted Discount Rate; Decision Tree Approach.

Unit IV

Working Capital Decision: Concept of Working Capital - Fixed and Fluctuating, Gross vs Net, Factors affecting Working Capital Management; Working Capital gap, Management of Cash, Inventories, Receivables and Trade Liabilities.

Unit V

Dividend Decision: Retained Earnings and Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Dividend Policy Decision, ESOP and Bonus Shares.

Unit VI

Emerging Issues in Finance: An Overview Leasing & Hire-Purchase, Corporate Restructuring, LBO.

Text Books:

- Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). “Principles of corporate finance”, (8th Ed.) New Delhi: Tata Mc-Graw Hill.
- Pandey, I.M. (2010), “Financial Management”, (10th Ed.), Vikas Publishing House.

Reference Books:

- Brigham, E.F. (2017), “Financial Management: Theory and Practice”, Cengage Publication.
- Van Horne, J.C. (2002), “Financial Management and Policy” (12th Ed.), Pearson Publication.
- Damodaran, A. (2001), “Corporate Finance Theory and Practice”, (2nd Ed.), Wiley Publication.
- Higgins, R.C. (2011), “Analysis for Financial Management”, (10th Ed.), McGraw Hill/ Irwin Series.
- Ross, S.A., Westerfield, R.W., Jaffe, J. (2013), “Principles of Corporate Finance”, Mc Graw Hill Education.

Business Research Methods

Course Code: MGT-23

Credits – 4

Objective: This course aims to make student conversant with the techniques, tools and procedure to conduct research to facilitate decision making.

Unit I

Introduction: Introduction to business research-types of research, process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses.

Unit II

Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs-pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments-face and content, construct validity; Reliability of research instruments internal consistency procedures; Methods of data collection-primary and secondary sources; Attitudinal scales-Likert, Thurstone, Guttman scales; Questionnaire designing.

Unit III

Sampling and Data Analysis: Concept, designs; Types of sampling designs- probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Data analysis-univariate, bivariate, multivariate; Hypothesis testing- concept, types of errors, steps in hypothesis testing.

Unit IV

Analytical Techniques: Advanced data analysis: factor analysis, simple and multiple regression, discriminant analysis and Conjoint Analysis.

Text Books:

- Donald, C. Schindler P., Sharma, J. K. (2014), “Business Research Methods”, (12th Ed.), McGraw Hill Education.
- Malhotra, K. N., Satyabhushan, D. (2015), “Marketing Research”, (7th Ed.), Pearson Education.

Reference Books:

- Bryman Alan, Bell Emma (2015), “Business Research Methods”, (4th Ed.), Oxford University Press.
- Mark, S., Philip, L., Adrian, T. (2011), “Research Method for Business Student”, (5th Ed.), Pearson Education.
- Joseph, H.F., William, B.C., Babin, B. J., Rolph, A. E. (2015), “Multivariate Data Analysis”, (7th Ed.), Pearson Education.

Business Environment

Course Code: MGT-24

Credits - 4

Objective: to acquaint the students with concepts of business environment; political, legal, economic, social, cultural and technological and their influence on business decision making.

Unit I

Introduction: Business Environment; Importance, Types- Internal and External, Micro and Macro, Major environment issues and challenges: Inflation, Unemployment, Business Cycle- phases, management of cyclical fluctuations.

Unit II

Environment Analysis and Scanning: Environment Analysis: Techniques of environment analysis, PESTLE Analysis and SWOT, Environment Scanning: Identification of Relevant Variables, Data Collection Mechanism, summarizing and reporting Environmental Trends.

Unit III

Business Environment in India: Political environment and Business: Types of Political Systems, Political Risks Socio-cultural environment of Business: Elements of Culture, Doing Business in India- A cultural Perspective, Demographic Environmental Factors, Legal Environment and Business: Indian Legal System, Legal Protection for Business in India.

Unit IV

Economic Environment and Reforms: Economic Environment: Analysis of Sectors, Economic Planning in India; Structural adjustment and Economic reforms: Industrial policy, Sectoral reforms, Agriculture Policy; Foreign Trade Policy and Liberalization, Labor Market and Reforms.

Unit V

Business Environment in Global Context: Globalization and its impact; International Institutions/Organizations: GATT, WTO, IMF; Multinationals and their Economic Impact; Flow of foreign capital; FDI, FII, FEMA, etc.

Text Books:

- Paul J. and Gupta P. (2012), “Economic Environment and Policies for Business”, Tata McGraw Hill.

Reference Books:

- Paul J. (2010), “Business Environment-Text and Cases”, Tata McGraw Hill.
- Baron D.P. (2013), “Business and Its Environment”, (7th Ed.), Pearson Prentice-Hall.
- Adhikari M. (2000), “Economic Environment of Business”, (8th Ed.), Excel Books.

Knowledge and Intellectual Capital Management

Course Code: MGT-25

Credits - 4

Objective: This course is to prepare students to manage knowledge and understand the different views of knowledge. It will educate them to examine the contemporary practices, tools of knowledge management (KM) in the context of an organization. It will help the students to examine the ways to utilize explicit knowledge, tacit knowledge and intellectual capital for the competitive advantage keeping ethical, managerial and legal issues.

Unit I

Fundamentals of KM: Data, Information and Knowledge; Knowledge Management, Evolution of KM; Knowledge Management’s Value Proposition, Life cycles for Knowledge Management Systems, Knowledge Engineering, Knowledge Acquisition, Knowledge Economy, Knowledge Assets, Users Vs Knowledge Workers, Aligning KM and Business Strategy, Cases in the area of KM.

Unit II

Types of Knowledge and KM Models: Multidisciplinary Nature of KM, Types of knowledge and its implications for KM, Explicit Knowledge, Tacit Knowledge, Knowledge creation, Models for Knowledge Creation, SECI Model of Knowledge Creation, Ba Model of Knowledge Creation, Capturing Tacit Knowledge, Best Practices and Knowledge Management, Internet of Things, Actionable Intelligence, Business Strategy on Knowledge Strategic Advantage.

Unit III

Strategic Knowledge Management and KM Tools: Organizational Perspectives on Knowledge Management, Generating a KM-specific vision, Integrating organizational and

business goals with KM, Choosing the right KM techniques, Knowledge Management Strategies: Codification and Personalization, Document Registry, Expert Directory, Communities of Practice, After Action Review, Knowledge Audit, Knowledge/Peer Assist, Knowledge Mapping, Knowledge Management System Life Cycle (KMSLC), Challenges and Barriers to Knowledge Management Systems.

Unit IV

Intellectual Capital: Intellectual Capital, Knowledge as Asset & Intellectual Property, Relational Capital, Structural Capital, Balanced Scorecard, Intellectual Capital versus Physical Assets, Valuation of the Organization, Components of the Intellectual Capital, Intellectual Capital Navigator, Intellectual Capital and Balanced Scorecard, Case study for Intellectual Capital.

Text Books:

- Machado, C., & Davim, J.P. (2014), Transfer and Management of Knowledge, Wiley Publications.
- Hislop, D. (2013), Knowledge Management in Organizations: A Critical Introduction, Oxford University Press.

Reference Books:

- Bartholomew, D. (2009), “Building on Knowledge: Developing Expertise, Creativity and Intellectual Capital in the Construction Professions”, Wiley Publications.
- Takeuchi, H., Nonaka, I., (2004), “Hitotsubashi on Knowledge Management”, Wiley and Sons.

Operations and Supply Chain Management

Course Code: MGT-26

Credits - 4

Objective: To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the market place. To understand the relationship between Operations and SCM and other business functions, such as Marketing, Finance, Accounting and Human Resource.

Unit I

Introduction: Introduction to Production Management- role, scope and interface with marketing, finance, strategy; Introduction to Supply Chain Management, Types of production systems, Concepts of productivity. Demand forecasting, Time Series, Regression Analysis and Qualitative techniques, Concept of Strategic fit, Classification of SCs

Unit II

Design and Selection : Product Design and Process Selection, Service Design, Outsourcing, Value Engineering, QFD, Concurrent Engineering, Facility Planning- location, layout

Unit III

Inventory Management: Inventory management in Deterministic and uncertain environment, Classification of Inventory, Material Requirements Planning (MRP),

Unit IV

Supply Management: Vendor selection, rating, Supply management, Inbound logistics, Warehouse management, JIT, Distribution requirements planning (DRP).

Unit V

Quality: Total Quality Management (TQM), Six-sigma, ISO 9000, MIS, Distribution management, Outbound logistics, Channels of distribution.

Unit VI

Supply Chain: Flexibility and Agility in SC, Mass Customization, Supply Chain restructuring, Smart Pricing, IT in SCM, Performance measurement of Supply Chains.

Text Books:

- Charry, S.N (2005). “Production and Operation Management- Concepts, Methods & Strategy”, John Willy & Sons Asia Pvt . Limited.
- Adam Jr., E. and Ebert, R. (1998). “Production and Operation Management”, Prentice Hall of India.

Reference Books:

- Wisner, J.D. (2016), “Operations Management: A Supply Chain Process Approach”, Sage Publications.
- Coyle, J.J., Bardi, E.J., Langley, C.J., (2006), “The management of Business Logistics – A supply Chain Perspective”, Thomson Press.
- Wisner, J.D., Tan, K-C, Keong Leong, G. (2012), “Principles of Supply Chain Management : A Balanced Approach”, Cengage Learning.

Management Accounting

Course Code: MGT-27

Credits - 2

Objective: To impart skills in using cost concepts for strategic, tactical and managerial decisions so as to facilitate managerial decision making.

Unit I

Introduction to Management Accounting: Concepts, uses and changing scenario, Foundations of Management Accounting, Role of Management Accountant – controllership function.

Unit II

Cost analysis – Variable vs Absorption Costing, Marginal Costing and its application in Decision-

Making, Cost-Volume-Profit Analysis - Break-Even Analysis, Profit Volume graph, multi product BEP.

Unit III

Approaches to Cost Management: Activity based approaches to management, Analysis of common costs in manufacturing and service industry, Life cycle costing, , Back flush costing, Quality Costing.

Unit IV

Budgetary Control & Performance measurement: Fixed vs. Flexible Budget, Performance Budgets, Zero based Budgets; Responsibility accounting - Cost, Expense and Profit centers. Standard Costing and Variance Analysis.

Unit V

Alternative choice decisions: Cost concepts for decision making – Sunk cost, Relevant vs Irrelevant cost, non-cost factors in decision making, Make or Buy, shut down decision

Text Books:

- Atkinson, A. A., Kaplan, R.S., Mark, S, Young, S. (2012), “Management Accounting”, (4th ed.). New Delhi: Pearson Education.
- Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2015), “Cost Accounting: A Managerial Emphasis”, (13th ed.), Prentice Hall of India.

Reference Books:

- Khan, M.Y., Jain, P.K. (2013), “Management Accounting”, Tata McGraw Hill Education
- Arora, M.N. (2012), “Cost Accounting”, Vikas Publishing House.
- Pandey, I.M. (2010), “Financial Management” (10th Ed.), Vikas Publishing House.

Information Technology and Innovation Management

Course Code: MGT-28

Credits - 2

Objective: This course is designed to help students to understand the importance of information technology & innovation in the business arena.

Unit I

Introduction: Data Organization issues, Exposure to Database Management System and SQL, Fundamentals of Data Warehouse and Data Mining for Decision Support.

Unit II

E-Services: Business Process Re-engineering and IT, Overview of Digital India Programme, E-Commerce, E-Governance: Issues and Challenges.

Unit III

Innovations Management: difference between Invention & Innovation; Creativity, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

Unit IV

Creative and Lateral Thinking Management: Thinking, Creative Thinking and Lateral Thinking.

Text Books:

- Suri P.K. and Sushil (2017), “Strategic Planning and Implementation of E-governance”, Springer: Singapore.

- Fredrick, B. (2003), “Managing Technological Innovation, Competitive Advantage from change”, (2nd Ed.), John Wiley & Sons, Inc., USA.
- Szakonyi Robert (1999), “Handbook of Technology Management”, Viva Book Pvt Ltd. CRC Press.

Reference Books:

- Carnall, C. (2003). “Change Management Tool Kit”, Thomson Learning Process.
- Amidon, D. M. (1997). “Innovation Strategy for the Knowledge Economy: The Kan Awakening”, Butterwork-Heinemann, New Delhi.
- Westerman, G., Bonnet, D., McCafe, A. (2014), “Leading Digital: Turning Technology Into Business”, Harvard Business Review Press.

NCC/NSS/Sports/Dramatics/Yoga

Course Code: MGT-29

Credits - 2

The students are required to opt for any one of the open elective from this category. The evaluation shall be done jointly by the in charge of particular skill based activity and faculty coordinator nominated by the department for this purpose. The continuous evaluation shall be based on the contribution and involvement made by the student in particular category for which the faculty advisor shall make objective criteria in consultation with the activity in charge. The faculty advisor shall submit the criteria in the beginning of the semester to the department and announce to the students.

SEMESTER III

Business Analytics

Course Code: MGT-31

Credits - 2

Objective: To expose students to techniques of data analytics for decision support

Unit I

Introduction: Introduction to Analytics and data mining, Organization/sources of data, Data quality issues, dealing with incomplete or missing data, data classification.

Unit II

Analytics: Data Analytics, Descriptive analytics, Prescriptive analytics and Predictive analytics for decision support.

Text Books:

- Albright S.C. and Winston W.L. (2015), "Business Analytics: Data Analysis and Decision Making", (5th Ed.), South western College Publishing.
- Halady, P. (2013), "Business Analytics: An Application Focus", PHI Learning.

Corporate Governance

Course Code: MGT-32

Credits - 2

Objective: This course is designed to develop student's understanding of corporate governance and the role of new age leaders in creating socially responsible organisations. The course will help them to study and examine the conceptual, contextual and ethical issues in organizational decision making. It will equip them to understand the subsistence marketplaces and identify opportunities at the Bottom of the Pyramid.

Unit I

Introduction to Ethics and Corporate Social Responsibility: Business Ethics; Framing

and Evaluating Business Ethics, Decision making with Business Ethics, Corporate Social responsibility (CSR), Historical Perspective and emerging theories of CSR, CSR – A New Paradigm, Phases and Generations of CSR, Theories of CSR and Need of CSR, Pyramid of CSR, Corporate Responsibilities and Ethics, Companies Act 2013 and CSR, Comprehensive Case Studies.

Unit II

Corporate Governance and Business Challenges: Theoretical Roots of Governance, Concept of Corporate Governance, Shareholders vs. Stakeholder's approach, Regulatory Framework under various legislations, Global Corporate Governance, Governance and Corporate Fraud, Contemporary Board Structure/Practice, Corporate Governance and the Financial Crisis, Archie Carroll Model.

Unit III

Globalization and Multinationals: Global Citizenship, Board Demography: Serving the Company's Board, Board of Directors: Structure and Process, Ownership Structure and Role of Promoters, Executive and Managerial Compensation, Introduction to Sarbanes Oxley Act and Foreign Corrupt Practices Act, Compassionate Capitalism and Third world countries, Role of State and Corporate Profit, Multinationals and Business Operations, Role in Home and Host Country, Thomas Donaldson Ethical Algorithm.

Unit IV

Subsistence Marketplaces and Opportunities at the Bottom of the Pyramid: Introduction to Subsistence Marketplaces, Impact Investing, Bottom-Up Immersion, Characteristics of Subsistence Marketplaces, Patterns of interactions between buyers and sellers, Understanding

needs and wants of people at Subsistence level, Generating ideas for Subsistence marketplaces. Challenges of Sustainable Development, Emerging trends in Subsistence Marketplaces.

Text Books:

- Fisher, C. and Lovell, A. (2009). “Business Ethics and Values: Individual, Corporate and International Perspectives”, Prentice Hall.
- Sarkar, J. (2013). “Corporate Governance in India”, Sage Publication Ltd.

Reference Books:

- Zinkin, J. (2011); “Challenges in Implementing Corporate Governance: Whose Business is it Anyway?”, Wiley Publications.
- Nordberg, D. (2011), “Corporate Governance: Principles and Issues”, Sage Publishing.

Strategic Management

Course Code: MGT-33

Credits - 4

Objective: This course aims to equip students with the core concepts, frameworks, and tools for planning and controlling strategy at the organization and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills. Topics include evaluating the strategic environment, industry and competitive analysis, formulating mission and setting objectives, strategy selection and implementation, and strategic control.

Unit I

Nature of Strategic Management: Concept of Strategy; Mintzberg’s 5Ps of Strategy; Strategic Decision Making. Strategic Management Process; Strategists and their roles. Competitive advantage, internal context, organization design.

Unit II

Strategy Identification: Vision Mission, Goals and Objectives. External Environmental

Analysis; Analysing Companies Resource in Competitive Position; RBV model, IO model, SWOT Analysis. Competitive & competitor analysis, PESTEL analysis. Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer’s Matrices; Industry and Competitive Analysis.

Unit III

Strategic Formulation: Porter’s Generic Strategies, Grand Strategies. Strategic Alliances, external context, the spectrum of competition and Niche market. Value chain analysis- Competition in concentrated market, entry and the advantage of incumbency, creating and capturing value in the chain.

Unit IV

Strategy Implementation: Resource Allocation; Structural Considerations and Organisational Design. Leadership and Corporate Culture. Fundamental and Operational Strategies; Plans and Policies.

Unit V

Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control Acquisitions and Mergers, Popularity and reasons for M&A, Problems in achieving acquisition success, Effective acquisition, Corporate restructuring, focusing.

Unit VI

Globalization and Strategy: Multi Domestic, Global, Transnational Strategies. Business Level and corporate level, International Cooperative Strategy, Network cooperative strategy. Blue and red ocean strategies.

Text Books:

- Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2015), “Strategic Management: Concepts: Competitiveness and Globalization”, Cengage Learning.

- Hill, W.L, Jones, G.R., Schilling, M.A. (2016), “Strategic Management: Theory: An Integrated Approach”, (11th Ed.), Cengage Learning.

Reference Books:

- Bruel, O. (2016). “Strategic Sourcing Management”, Kogan Page.
- David, F. (2011). “Strategic Management: Concepts and Cases”, Prentice Hall, New Jersey.

Suggested Readings:

- Thomson, A. A., Strickland, A. J. (2002), “Strategic Management – Concept and Cases”, Tata McGraw Hill.
- Glueck, W. T. and Lawrence, R. J. (2003), “Business Policy and Strategic Management”, Frank Bros & Company.
- Kazmi, A. (2004), “Business Policy and Strategic Management”, Tata McGraw Hill.

Summer Internship

Course Code: MGT-34 Credits - 4

The students are required to undertake a Summer Internship Project (SIP) for 6-8 weeks duration at the end of second semester. The students may take SIP preferably in his/her intended area of specialization to be opted in next semester or any other functional area. Ideally the assigned research project during internship must reflect a cross – functional orientation. It is mandatory for the students to give prior information to the department about the organization before commencement of the internship. The internship can be carried out in corporate entity, NGO, MSME, Govt. Dept. or Co- operative sector.

The department may faculty guide to supervise and assist the students during the internship and project report preparation. Two hard copies and one soft copy of the project reports are required to be submitted to the as per the dates declared by the department. The report should clearly focus

on the learning outcomes and reflect the nature and quantum of the research project carried out. The evaluation of the report shall be done at the end of the third semester by a panel of external and internal examiner.

The broad guidelines for the evaluation of the projects may be based upon:

- Nature of the work done in the semester internship
- Research methodology and data analysis
- Outcome of the project
- Utility of the project to the organization and society

Managerial Skills Development

Course Code: MGT-35 Credits - 2

Objective: This subject primarily focuses on the managerial skill development and aims at developing the competencies among the students to face the challenges of the corporate world.

The focus would be on

- Psychometric testing of the students and identifying their areas of improvements.
- Sectoral Analysis
- Book reviews
- Business News Analysis
- Management of Stress and Management of Time
- Discussions and debates on the contemporary topics
- Seminar and workshop to hone skills of the students in different domains
- Enhancing conceptual skills by case analysis and situation analysis

The evaluation shall be based on objective criteria as declared by the concerned faculty and would be announced in the beginning of the semester.

Semester III :

List of Electives

Investment Management

Course Code: MGF-01

Credits - 4

Objective: The objectives of this course are: to provide a theoretical and practical background in the field of investments, enable to design and manage the bond as well as equity portfolios in the real world. It will also help in understanding valuing equity and debt instruments. Student will also learn to manage the mutual funds and be able to measure the portfolio performances.

Unit I

Introduction: Investment: Objectives, investment methods – Vehicles of Investments: Security and non-security forms of investment, Concept and measurement of Risk: Diversifiable and Non-diversifiable.

Unit II

Investment Environment: Types of markets – Commodity markets, Capital Market-Primary and secondary markets, and Currency Markets – major players and instruments, Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. SEBI and Market Regulations, Efficient Market Hypothesis.

Unit III

Security analysis: Fundamental analysis; Concept and measurement of intrinsic value, Company- Economy-Industry Analysis, Technical analysis – Charting the price behavior, identification of indicators and oscillators, outliers, Share price and trading volume; trend analysis, sentiment indicators.

Unit IV

Analysis and valuation of bonds: Types of bonds, Term structure of interest rate, Bond yields, pricing theorems, default risk analysis, determination of yield curves, YTM – Concept of Duration and immunization strategies, Valuation of preference and equity shares.

Unit V

Portfolio Management: Portfolio design: Asset allocation decision, risky & risk free assets-Utility analysis, Traditional and Modern Portfolio theory, Markowitz diversification model, selecting an optimal portfolio – concept and evaluation techniques, Portfolio performance evaluation and revision: Sharpe & Treynor Jensen's measure & Tobin's Q, Active and passive strategies, International Diversification.

Unit VI

Elements of Financial Planning and Wealth management : Meaning and Features, Phases in Wealth Management Process, Wealth pyramid, Major product offerings, Key trends and limitations, Wealth Creation and key drivers for Wealth Management services, Client profiling

Text Books:

- Jordan, R.J., Fischer, D.E. (1995), "Investment Analysis and Portfolio Management", Pearson.
- Bodie, Z., Kane, A. (2017), "Investments", (10th Ed.), Tata McGraw Hill.

Reference Books:

- Pring, M.J. (2010), "Martin Pring's Complete Guide to Technical Analysis An Indian Perspective", Shroff.
- Haughen, R.A. (2001), "Modern Investment Theory", (5th Ed.), Pearson.
- Reilly, F.K., Brown, K.C. (2012), "Investment Analysis and Portfolio Management", (8th Ed.), Thomson.
- Damodaran, A. (2006), "Damodaran on Valuation", (2nd Ed.), Wiley.

Tax Planning and Management

Course Code: MGF-02

Credits – 4

Objective: The objective of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law. To update the participants on current topics/debatable issues involving direct and indirect taxes

Unit I

Introduction: Definitions: Income, assesses, person, Assessment and Previous year, Residential status, Heads of Income, Computation of Taxable Income under different Heads/Sources.

Unit II

Taxation of Companies: Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

Unit III

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.

Unit IV

Tax Administration: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Double Taxation Avoidance Agreements.

Unit V

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities. Code and common laws and their implications to International Business

Text Books:

- E.A. Srinivas (1981), “Corporate Tax Planning”, Tata McGraw Hill.
- Singhania, M., Singhania, V.K. (2017), “Student’s Guide to Income Tax”, Taxmann.

Reference Books:

- Ahuja, G. K. & Gupta, R. (1999), “Systematic Approach to Income Tax”, Allahabad, Bharat Law House.
- Singhania, V. K., & Singhania. M. (2009). “Direct taxes planning and management”, Delhi: Taxmann.

Investment Banking and Financial Services

Course Code: MGF-03

Credits – 4

Objective: This course delves into the structure, management and practices of investment banking (IB) from larger more universal players to boutique operations. It covers the creation of value through financial advisory services, looks into the business practices of private equity, hedge funds. and trading operations; and the role of each in facilitating investment, the deployment of capital and the changing face of risk- taking activities.

Unit I

Essentials of the Equity/Stock Market: The new issue market/Initial Public Offerings (IPOs) -Publicly Traded Markets: Factors affecting the secondary trading market, stock exchanges, market indices, liquidity and volatility issues -Corporate effects on stock pricing, price/earnings ratios, book value, valuation based on expectations vs historical reporting -External and international economic effects on stock market values, liquidity and volatility -Fundamentals of stock market technical analysis -Private Equity/Venture Capital and Direct Investment.

Unit II

Essentials of the Fixed Income/Bond Market: Differences between stocks/equity and bonds/credit markets -Fundamentals and mathematics of the credit, fixed income/bond market -Corporate credit and economic impacts on bond markets, interest rates, yields and credit pricing spreads, Investment Grade vs Non Investment Grade (High Yield/Junk Bonds) -Fundamentals of the workings of the credit markets -Convertible Bonds and Asset Backed Securities -Trading, Positioning, Underwriting and Distribution -Rating Agencies.

Unit III

Investment Banking Functions: Underwriting, Initial Public Offers. Rights Issues and Secondary Public Offers, Public Offers of Debt Securities, Overseas Capital Market Issues. Exit Offers

Unit IV

Financial Services: Leasing, Hire-purchase, Consumer finance, Housing Finance, Loan Syndication, Credit Rating

Unit V

Legal/Regulatory Compliance: Risk Management and Back Office -Ethics, insider trading, corporate governance, fiduciary responsibilities -Compliance and Regulatory Environment -Credit, Market, Operations/Processing Risk Management -Documentation,

Transaction Processing, Financial Control and Reporting.

Text Books:

- Subramanyam, P. (2005), "Investment Banking", Tata McGraw-Hill.
- Rosenbaum, J., Pearl, J., Perella, J.R., (2009). "Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions", MISL-Wiley.

Reference Books:

- Fleuriet, M. (2008), "Investment Banking Explained: An Insider's Guide to the Industry (Professional Finance & Investment)", McGraw-Hill Education.
- Kantz, M. and Johnson, R.R. (2014), "Investment Banking for Dummies", John Wiley and Sons.
- Damodaran, A. (2012), "Investment Valuation: Tools and Techniques for Determining the Value of any Asset", (3rd Ed.) Paperback, Wiley.
- Dun and Bradstreet (2009), Wealth Management, Tata Mc. Graw Hill.

Financial Markets and Institutions

Course Code: MGF-04

Credits - 4

Objective: The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter linkages and regulatory frame work within which the system operates in India.

Unit I

Introduction: Nature and Role of Financial System: Financial System and Financial Markets, Overview of Financial System, Markets, Institutions and Instruments; features, participants and functions of Capital Market and Money Market; Stock exchanges and SEBI,

Global Currency Markets, Financial Sector Reforms.

Unit II

Financial Institutions and Economic Development: Financial sector reforms, Recommendation of Raghuram Rajan Committee.

Unit III

Intermediaries and their role (Banking and Non Banking): Banking Institutions: Growth and Structure; Central Bank, Private Banks, Public Sector Banks, Provident funds and pension funds, Mutual Funds, Insurance Companies, Asset Reconstruction Companies, Micro/ Macro finance institutions and their role.

Unit IV

Financial Markets: T-Bill Market, Call Money market, commercial bills market, Market for Commercial paper and Certificate of Deposits, G-Sec Market.

Unit V

Depositories and Custodial Services: Constituents of Depository system; Functions of Depository; Dematerialization and Rematerialization process, Depositories in India.

Unit VI

Financial Services: Meaning, nature and types of Financial Services; Importance of Financial Services; Insurance Services, Bancassurance, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization – Indian Banking and the Financial crisis, Merchant Banking services, Issue management, Merchant Banking in India, Regulatory framework.

Text Books:

- Bhole, L.M. (2004). “Financial Institutions & Markets: Structure, Growth and Innovations”, Tata McGraw Hill.

- Pathak, B.V. (2011). “The Indian Financial System (Markets, Institutions and Services)”, (2nd Ed.), Pearson Education.

Reference Books:

- Saunders, A., Cornett, M. (2010), “Financial Institutions Management”, (6th Ed.), Tata McGraw Hill.
- Gomez, C. (2010), “Financial Markets”, Institutions and Financial Services, PHI Learning.
- Machiraju, H.R. (2010), “Indian Financial System”, (4th Ed.), Vikas Publishing House.
- Kohn, M. (2003), Financial Institutions and Markets, custom edition

International Financial Management

Course Code: MGF-05

Credits – 4

Objective: The objectives are to introduce the environment of international finance and its implications on international business, to analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting, to define and measure foreign exchange risks and to identify risk management strategies.

Unit I

Introduction: International financial Environment- Importance, rewards & risk of international finance- Goals of MNC- International Business methods–Exposure to international risk- International Monetary system- Multilateral financial institution- Government influence on exchange rate.

Unit II

International flows of funds: Balance of payments (determination of current account, capital account & ORA)-International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

Unit III

International Financial Markets: Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.

Unit IV

Foreign Exchange exposure and Foreign exchange risk Management: Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects. Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure-Management of political Exposure-Management of Interest rate exposure. Hedging against foreign exchange exposure – Forward market- Futures Market- options Market-Currency Swaps-Interest rate Swap- Cross currency Swaps

Unit V

International Investment decision: International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Risk Evaluation, and Impact on Value. Foreign Direct investment–Foreign portfolio investment-International Financial instruments, International Bond & Equity market, sovereign risk.

Text Books:

- Apte, P.G. (2014), “International Finance Management”, Tata McGraw Hill.
- Maurice, D.L. (2009), “International Finance”, (5th Ed.), New York, McGraw Hill Inc.

Reference Books:

- Eun, C.S., Resnick, B.G. (2010), “International Finance Management”, (4th Ed.), Tata McGraw Hill.
- Madura, J. (2004), “International Finance Management”, (7th Ed.), Thompson.
- Vyuptkesh, S. (2012), “International Financial Management”, (6th Edition), PHI.
- Siddaiah, T. (2010), “International Financial Management”, Pearson Education India.

Industrial Relations & Labour Legislation

Course Code: MGH-01

Credits - 4

Objective: Industrial Relations play an important role in organizations. Organizational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

Unit I

Industrial Relation Management: Concept-Evaluation – Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments: Employment Structure – Social Partnership – Wider approaches to industrial relation – Labour Market.

Unit II

Trade Union: Introduction – Definition and objective – growth of Trade Union in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status.

Unit III

Quality of Work Life: Workers’ Participation in Management – Worker’s Participation in India,

shop floor, Plant Level, Board Level – Workers' Welfare in India scenario- Collective bargaining concepts & Characteristics – Promoting peace.

Unit IV

Industrial Disputes: Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India. The Industrial Disputes Act 1947, Employee Grievances: Causes of grievances – Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances – Standing Orders – Code Discipline.

Unit V

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961, Overview of these Acts Only.

Text books:

- Gosh, P. Nandan, S. (2015), "Industrial Relations and Labour Laws Paperback", McGraw Hill Education.
- Srivastava, S.C., (2012), "Industrial Relations and Labour Laws Paperback", Vikas Publishing House.

Reference Books:

- Padhi, P.K. (2011), "Labor and Industrial Laws", Prentice Hall of India.
- Srivastava S.C (2012), "Industrial Relations and Labour Laws", (6th Ed.), Vikas Publishing House.

Suggested Readings:

- Sen, R. (2009), "Industrial relations: Text and cases", (2nd ed.). New Delhi: Macmillan Publishers.
- VenkataRatnam, C. S. (2006). "Industrial relations", New Delhi: Oxford University Press.

Compensation Management

Course Code: MGH-02

Credits - 4

Objective: The objective of the course is to develop, amongst students, an understanding on various issues, approaches and practices of compensation management and ability to design, analyze and restructure reward management policies, systems and practices.

Unit I

Introduction: Compensation: meaning, objectives, nature of compensation. Nature & Significance of wage, salary administration, essentials-Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.

Unit II

Compensation system design issues: Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

Unit III

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.

Unit IV

Variable Pay and Executive Compensation:

Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans-Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, EVA. Executive compensation, elements of executive compensation and its management, International compensation Management.

Unit V

Managing Employee Benefits: Benefits-meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package.

Text books:

- Martocchio, J. (2014), “Strategic Compensation: A Human Resource Perspective Approach”, Pearson Education.
- Henderson, R.I. (2009), “Compensation Management in a Knowledge-based world”, (10th ed.) Pearson Education.

Reference Books:

- Singh, B.D. (2007), “Compensation and Reward Management”, Excel Books.
- Gerhart, B. & Rynes, S.L. (2008), “Compensation, Evidence, and Strategic Implications”, Sage Publication.

Suggested Readings:

- Milkovich, G. & Newman, J.M. (2006). “Compensations”, New Delhi: Mc-Graw Hill Publishing Company.

- Berger, L.A. & Berger, L.A. (2008), “The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design”, Tata McGraw Hill.

Organizational Development

Course Code: MGH-03

Credits - 4

Objective: For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

Unit I

Organizational Development as a Profession and Field of Practice: Nature and Characteristics of Organization Development, Organization Development as an evolving field of Practice. Managing the Organization Development Process, Organizational Change Theories and Models, Organizational Change process, Values, Ethics and assumptions of OD, Role and Competencies of the OD practitioner.

Unit II

The Diagnostic Process and Introduction to OD Interventions: Diagnosis: At the Organization, Group and Individual Level. Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback. Designing Interventions, Characteristics of Effective Interventions, The Intervention Process.

Unit III

Organizational Development Interventions: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO.

Unit IV

Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio-technical Systems, TQM and Quality Circles, Culture Change, Self-Designing Organizations, Learning Organizations, OD practitioners as Agents of Social Change, Future of OD in a VUCA World (Volatility, Uncertainty, Complexity, Ambiguity).

Text books:

- Cummings, T. G. & Worley C. G., (2014), “Organisational development and Change”, (10th Ed.) Cengage Learning.
- Brown, D.R. & Harvey, D. (2013), “An Experiential Approach to Organization Development” Pearson Education.

Reference Books:

- French, W., Cecil, H. Bell & Jr. (2004). “Organizational Development”, Prentice Hall of India Pvt. Ltd.
- Jones, B.B. & Brazzel, M (2014), “The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives”, (2nd Edition), Wiley.

Suggested Readings:

- Burnes B. (1996). “Managing Change: A Strategic Approach to Organizational Dynamics. London”, Pitman.
- Boss, R.W., & McConkie, M.L. (2008). “Team building. In T. G. Cummings, Handbook of organization development”. Thousand Oaks, CA: Sage.
- Jones, G. R. (2010). “Organizational Theory Design and Change”, Pearson Education.

Strategic Human Resource Management

Course Code: MGH-04

Credits - 4

Objective: The objective of the course is to develop the perspective of strategic human resource management. Course would enable

students to distinguish between strategic approach to human resources and the traditional functional approach and understanding the relationship of HR strategy with overall corporate strategy.

Unit I

Understanding Strategic HRM: Traditional Vs strategic HR, Typology of HR activities, ‘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, Investment perspective of human resources. HR Strategy Formulation HR Strategy in Multinational, Global and Transnational companies, Corporate Ethics, Values and SHRM

Unit II

Aligning HR Systems with business strategy Sustained competitive advantage – how HR adds value to the firm HR as scarce resource inimitable resource non-substitutable resource, HRM leading strategy formulation, Alternative HR systems universalistic contingency configurational, Congruence and Integrated HR systems, Designing congruent HR systems.

Unit III

HR Strategy in workforce utilization: Efficient utilization of Human resource cross training and flexible work assignment work teams non-unionization, Strategies for employee shortages, Strategies for employee surpluses.

Unit IV

HR strategy for training and development: Benefits, Strategic HR Planning Acquisition and Development planning and strategizing training, integrated learning with performance management system and compensation.

Unit V

High Performance Work Practices: Individual high performance practices, limitations of individual HPWP, Systems of HPWP skill system motivating system, Individual practices

Vs systems of practices, Universal practices Vs contingency perspectives.

Unit VI

Strategic HRM in emerging HR issues: HR Strategy in workforce diversity virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention. Global Environment of HR: Change & Diversity

Text Books:

- Truss, C., Mankin, D., Kelliher, C. (2012), “Strategic Human Resource Management”, Oxford.
- Darwish., T.K. (2013), “Strategic HRM and Performance: Theory and Practice”, Cambridge Scholars Publishing.

Reference Books:

- Rees, C. & Edwards, T. (2010), “International Human Resource Management”, (2nd Ed.), Pearson Education.
- Mello, J.A. (2011), “Strategic Management of Human Resources”, (3rd Ed.), Cengage Learning India Pvt. Ltd.
- Dowling, P.J. & Welch, D.E. (2010), “International Human Resource Management: Managing People in a Multinational Context”, Cengage Learning India Pvt. Ltd.

Suggested Readings:

- Greer, C. (2008), “Strategic Human Resource Management”, Pearson Education.
- Kandula S. R. (2009), “Strategic Human Resource Development”, Prentice Hall India.
- Evans, P., Pucik, V. & Barsoux, J.L. (2010), “The Global Challenge: Frameworks for International Human Resource Management”, Tata McGraw Hill, Delhi.

Changing Paradigms in Leadership

Course Code: MGH-05

Credits - 4

Objective: The course aims to develop an orientation for implementing complex and long-range decisions through effective leadership, power and influence. The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

Unit I

Introduction: Understanding dynamics of Power, Influence and Organizational Politics. Intrapersonal, Interpersonal, Intergroup and Institutional power

Unit II

Power and Its Distribution: Bases of Power and Development of Multiple Sources of Power. Impact of ideological factors, structural issues, dependency and scarcity on distribution of power. Learnings from Chanakya, Kautilya.

Unit III

Spiritual Leadership: Integrate scriptures and theological tradition with diverse contemporary cultural contexts, Spiritual Leaders: lessons from Swami Vivekananda’s Teachings.

Unit IV

Power and Social Influences: Leaders and use of power. Misuse and loss of power. Introduction: Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics

Unit V

Servant Leadership: Listening, Empathy, Awareness, Stewardship, Conceptualization, Foresight.

Unit VI

Disruptive Leadership: The scale of the challenges and the accelerating speed of innovation, innovation leadership—a new way of fostering counterintuitive ideas, forcing improbable insights. Opening minds to uncomfortable solutions. Disruptive Leadership - fostering a culture of game-changing innovation, framework and motivation to generate ideas and execute solutions.

Text Books:

- Zaleznick . A. (2006), “Learning Leadership: The Abuse of Power in Organizations”, London: Sage.
- Cialdini, R. B. (2008), “Influence: Science and practice”, New York: Allyn and Bacon.

Reference Books:

- Bocankova, M. (2006). “Intercultural communication: typical features of the Czech, British, American, Japanese, Chinese and Arab cultures”. Praha: Oeconomica.
- Brett, J. M. (2001), “Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries”, San Francisco: Jossey Bass.

Suggested Readings:

- Clegg, S.R., Courpasson, D., & Phillips, N. (2006). “Power and Organizations”, London: Sage.

Consumer Behaviour

Course Code: MGM-01

Credit - 4

Objective: The course analyzes the behavioral dimension of the marketing. The course enables to understand how cultural, social, psychological and personal factors influence the consumer decision making in order to develop suitable marketing interventions.

Unit I

Introduction to consumer behavior: Definition of consumer behavior, applications of consumer behaviour -Consumer behavior and marketing strategy, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques, Consumer segmentation-bases of segmentation-demographic, behavioural benefit.

Unit II

Influence of social class: Definition and meaning of social stratification-factors responsible for social stratification-characteristic features of social classes- social influence on consumer behavior. Group Dynamics and consumer reference groups- definition and meaning of group – reasons for formation of group- types of groups relevant to consumer behaviour information

Unit III

Individual Determinants: Perception-factors in perception- meaning of perception- perceptual process-factors responsible for perceptual distortion, Learning- Weber’s law-Classical conditioning-operant conditioning-marketing implications- Components of learning process, Personality and emotion, Personality –meaning and nature – characteristics of personality- stages in the development of personality- personality influences and consumer behaviour

Unit IV

Motivation – needs – goals: Dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioural perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow’s hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect- behavioural intention-attitude changing strategies.

Unit V

Self concept: Self Concept, Situational influences and lifestyle-overview, Consumer decision making process.

Unit VI

Consumption and post purchase Behaviour: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process - Measuring customer satisfaction.

Text Books:

- Schiffman L.G. and Kanuk L.L. (2014), “Consumer Behaviour”, (11th Ed.), Prentice Hall of India, New Delhi.
- Solomon, Michael R. (2016), “Consumer Behaviour: Buying, Having and Being”, (11th Ed.), Pearson Education

Reference Books:

- Seth, J. N. & Mittal, B. (2003). “Customer Behaviour-A Managerial Perspective”, (2nd Ed.) Thomson South-Western.
- Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2001). “Consumer Behaviour-Building Marketing Strategy”, Irwin McGraw-Hill, New York.

Advertising and Brand Management

Course Code: MGM-02

Credits - 4

Objective: The basic objective of this course is to provide an overview of the range of tools available to advertise a brand and to develop effective communication and promotional campaign with basic understanding of the brand management concepts.

Unit I

Introduction to Advertisement: Concept and definition of advertisement – Social, Economic

and Legal Implications of Advertisement, Advertisement planning and strategy, Setting advertisement objective – DAGMAR and other models, Advertisement budgets

Unit II

Advertisement Media: Media plan – type and choice criteria – reach and frequency of advertisements- cost of advertisements related to sales – media strategy and scheduling.

Unit III

Design and Execution of Advertisement: Message development – different types of advertisement – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisement – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

Unit IV

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management.

Unit V

Brand Identity: Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality.

Unit VI

Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of e-communities in Brand Management.

Text Books:

- Aaker, D. A., Batra, R. and Myers, J. G. (1982), “Advertising Management”, Prentice Hall.

- Keller K. L. (2015), “Strategic Brand Management”, (4th Ed.), Pearson Education.

Reference Books:

- Belch, G. E. & Belch, M. A. (2001), “Advertising and Promotion”, Tata McGraw Hill, Delhi.
- Arnold, D. (2002), “The Handbook of Brand Management, Random Century House”, London.
- O’Guinn, T., Allen, C. (2009), “Advertising Management with Integrated Brand Promotion”, (1st Ed.), Cengage Learning India Pvt. Ltd, New Delhi.
- Hard, N. (2005), “The Practice of Advertising”, Butter worth Heinemann, Oxford.

Rural and Social Marketing

Course Code: MGM-03

Credits - 4

Objective: This paper aims to make students familiar with the uniqueness and differences of rural and social marketing to develop suitable strategic framework for expansion and consolidation in these markets.

Unit I

Rural Marketing Introduction: Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing

Unit II

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distribution Strategies.

Unit III

Rural Marketing Research: Role of IT in Rural Marketing (e-Chaupals etc.) with few case

studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.

Unit IV

Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.

Unit V

Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies.

Unit VI

Promoter Strategies: Role of Govt. and NGO’s in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention, Swacch Bharat Abhiyan, Ujjwala Yojna, Beti Padhao-Beti Bachao.

Text Books:

- Pradeep, K. (2016), “Rural Marketing”, Pearson Education India.
- Dogra B. & Ghuman K. (2008), “Rural Marketing Concepts and Practices”, Tata McGraw-Hill.
- Lee, N.R., Kotler, P. (2015), “Social Marketing: Changing Behaviour for Goods”, (5th Ed.), Sage Publications Inc.

Reference Books:

- Pradeep. K. & Siddhartha, R. (2007), “Rural Marketing”, Biztantra Publishers.
- Ramakrishnan, R. (2006), “Rural Marketing”, New Century.
- Crishnama Charyulu C.S.G. & Ramakrishnan L. (2011), “Rural Marketing Text & Cases”, Pearson Education.
- Rajan, R.V. (2011), “Don’t Flirt with Rural Marketing”, Productivity and Quality, India.

International Marketing

Course Code: MGM-04

Credits - 4

Objective: This course aims to develop an insight in cross cultural marketing issues across borders and an understanding of marketing implications in design and implementation of successful international marketing programs.

Unit I

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment.

Unit II

International Market Segmentation and Positioning: Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

Unit III

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination.

Unit IV

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics.

Unit V

Promotion & Advertising: International Promotion Mix – Advertising and other Modes of Communication.

Unit VI

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Marketing Research for Identifying Opportunities in International Markets.

Text Books:

- Onkvisit, S. and Shaw, J. J. (1997), “International Marketing- Strategy and Theory, (5th Ed.), Taylor and Francis.
- Keegan, W. J. (2017), Global Marketing, (9th Ed.), Pearson Education, New Delhi.

Reference Books:

- Cateora, P. R. and Graham J. L. (2013), International Marketing, (16th Ed.), Tata McGraw- Hill, New Delhi.
- Czinkota, Michael R., and Ronkainen, Ilkka A. (2010), International Marketing, (19th Ed.), Cengage Learning, New Delhi.

Sales and Distribution Management

Course Code: MGM-05

Credits - 4

Objective: This course is designed to impart the necessary knowledge and skills necessary to manage the downstream part of the value chain of an organization i.e. the sales and distribution.

Unit I

Introduction to Sales Management: Marketing vs selling, importance and scope of selling, selling theories, sales function and multi – sales-channel, Personal Selling Process, Sales organization structure, sales forecasting, ethical issues in selling.

Unit II

Territory Design and Sales Quota: Approaches and techniques to design sales territories, Sales quota; procedure, types and methods, sales contests, analysis and controlling of sales personnel, sales analysis, cost and profitability

Unit III

Distribution Channel Functions and Institutions: Value creation by intermediaries, channel structure in FMCG, Industrial Goods and Services in India, Online Vs Offline, selection, channel power and channel conflict, operational issues in channel management, motivation and evaluation of channel members.

Unit IV

Physical Distribution System: Objective and scope; An overview of Logistics Management; Transportation and Warehousing Decisions, application of new age technology in logistics and transportation, developing competitive advantages through physical distribution.

Text Books:

- Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), “Sales Management”, Pearson Education, New Delhi.
- Havaldar, K K. and Cavale, VM. (2007), “Sales and Distribution Management: Text and Cases”, Tata McGraw Hill, New Delhi.

Reference Books:

- Still, C. and Govoni. N (2009), “Sales Management, Decisions, Strategies and Cases”, Prentice Hall of India Pvt. Ltd.
- Rosenbloom, B. (2008), “Marketing Channels”, South Western Cengage Learning.
- Jobber, D. and Lancaster, G. (2013), “Selling and Sales Management”, (9th Ed.), Pearson Education.

Marketing Research

Course Code: MGM-06

Credits - 4

Objective: The basic objective of this course is to develop theoretical and practical understanding of marketing research concepts, tools and techniques in marketing decision making.

Unit I

Foundations of Marketing Research: Meaning, objectives, motivation and utility of marketing research. Characteristics of scientific methods. Marketing research process. Defining a research problem and developing a research approach; the need of different types of research; types of marketing problems. Writing a research proposal.

Unit II

Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept and uses, cross sectional and longitudinal studies. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable, Treatment, Control group.

Unit III

Measurement and Attitude Scaling: Concept, problems in measurement of marketing research variables, levels of measurement: Nominal, Ordinal, Interval, and Ratio. Comparative and non-comparative scaling techniques: Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Projective techniques.

Unit IV

Data Collection: Sources of data; use and appraisal of existing information, primary and secondary data; Information from respondents, sampling design and questionnaire design, interviewing, various methods of survey/ data collection, email/ internet survey.

Unit V

Data Analysis: Hands on session on tools like SPSS for data analysis techniques like factor analysis, correlation and regression, discriminant analysis for analyzing qualitative as well as quantitative data.

Unit VI

Report preparation and Presentation:

Research reports; types, layout and structure of research reports, precautions in writing research reports, referencing styles. Ethical issues in marketing research.

Unit VII

Major Marketing Mix Research: Customer attitude and satisfaction research, concept testing, brand equity research, shop and retail audit, mystery shopping, readership survey and viewership survey and copy testing.

Text Books:

- Malhotra, N.K, Dash S. (2010), “Marketing Research: An Applied Orientation”, (6th Ed.), Pearson Education, India.
- Zikmund, W.G. and Babin, B. J. (2016), “Essence of Marketing Research”, (11th Ed.), Cengage Learning.

Reference Books:

- Byod, X. & Westfall, R.(1977), “Marketing Research”, All India Traveler Book Seller.
- Nargundkar, R. (2008), “Marketing Research”, (2nd Ed.), Tata McGraw Hill.
- Beri, G.C. (2013), “Marketing Research”, (5th Ed.), Tata McGraw Hill.
- Green, P. E., Tull, D. S. and Albaum, G., “Research for Marketing Decisions”, Prentice Hall of India.

Business Process Reengineering and Change Management

Course code: MGI-01

Credits - 4

Objective: This course introduces the students to the issues and opportunities provided by Business Process Reengineering. The course stresses how change management helps to ease the process of BPR.

Unit I

Introduction to Business Process

Reengineering: Concept of Business Process Reengineering, Definition, Nature, Significance and rationale of Business Process Reengineering, Reengineering scenario in Indian Organization in comparison to global level, Problems issues, scope and trends in BPR.

Unit II

Strategic aspects of Business Process

Reengineering: Implementing BPR, Methodology and steps, IT enabled reengineering, Strategic aspects of BPR, BPR and Total Quality Management, The paradigm of Mass customization, managing organizational change, Lean manufacturing and Total Quality Management, Principles of Total Quality Management, Just in Time philosophy.

Unit III

Process Mapping: Types of process maps, Flow Charts, Swim Lanes Diagram, SIPOC, Value Stream Mapping, Transforming/ Reinventing the enterprise, Team building, Measurement issues in BPR, Assess Business Processes using established Performance Metrics, Case studies of success as well as failure.

Unit IV

Change Management: People view, empowering people, reengineering management. Issues of purpose, culture, process and performance, Change and Management of BPR, Process of Change, Stages in Change, Different change agents in an organization.

Text Books:

- Hammer, M.M. & Chamby, J. J. (1993), “Reengineering the Corporation”, Harper Collins.
- Radhakrishnan, R. and Balasubramanian, S. (2008), “Business Process Reengineering: Text Cases”, PHI.

Reference Books:

- Harriott, P. (1964), “Process Control”, McGraw Hill Education.
- Sethi. V. & King, W.R. (1998), “Organizational transformation through business process Reengineering”, Pearson education.

Business Systems Analysis and Design

Course Code: MGI-02 **Credits - 4**

Objective: To equip students with techniques for undertaking requirement analysis and designing IT based systems.

Unit I

Introduction: Business and technology drivers of information systems, Information systems building blocks, stakeholders’ perspectives, Issues related to planning, implementation and maintenance of IT based Systems.

Unit II

Requirement Analysis: Systems development life cycle, Software development process models, software requirement specification, Fact finding techniques for requirement analysis.

Unit III

Requirement Modelling: Modelling system requirements with Use Cases, Sequence diagrams, Data modelling, Process modelling, Object oriented analysis

Unit IV

Systems Design: Design of input, process and output sub-systems including user interface design, database design and object oriented design, software application architecture

Text Books:

- Sommerville, I. (2016), “Software Engineering”, (10th Ed.), Pearson.
- Dannis A., Haley B., Tegarden D. (2015), “Systems Analysis and Design: An Object oriented Approach with UML”, John Wiley & Sons.

Reference Books:

- Pressman, R.S. (2014), “Software Engineering – A Practitioners Approach”, McGraw-Hill.
- Whitten J.L. and Bentley L.D. (2007), “System Analysis and Design Methods”, (7th Ed.), McGraw-Hill.

Database Management System

Course Code: MGI-03 **Credits - 4**

Objective: To equip students with techniques of maintaining organizational data in structured form for easy retrieval and decision making

Unit I

Introduction: File Systems and Database; Components of Database Management Systems, Advantages of DBMS; Database Management Models: Relational, Network, Hierarchical, Object Oriented.

Unit II

Logical Data Modelling: Entity-Relationship Data Model, Normalization and its significance and different levels of normalization.

Unit III

Relational Database Design: Physical Database Design, Integrity Constraints, database security and disaster recovery strategies.

Unit IV

Querying RDBMS: Structured Query Language (Data Definition, Data Manipulation, Data Control), Aggregate Functions, Nested Sub Queries, Views.

Unit V

NOSQL Database Features of NoSQL, Data types, Benefits of NoSQL.

Text Books:

- Ramakrishnan R. and Gehrke J. (2014), “Database Management Systems”, McGraw Hill.
- Connolly T. and Begg C. (2008), “Database Systems: A Practical Approach to Design”, Implementation and Management, (6th Ed.), Pearson.

Reference Books:

- Sumathi S. and Esakkirajan S. (2007), “Fundamentals of Relational Database Management Systems”, Springer.

Data Warehousing and Online Analytical Processing

Course Code: MGI-04

Credits - 4

Objective: To expose students to various stages of building a data warehouse and different retrieval operations for effective decision making.

Unit I

Concept of Data Warehouse: Differences between operational database systems and data warehouse, Uses of Data warehouse, Justifying a Data warehouse, Contents of Data warehouse.

Unit II

Data Warehouse Modelling: Data Cube: A Multidimensional data model, Schemas: Stars, Snowflakes and fact constellations, Data warehouse design process, Data Mart.

Unit III

Populating a Data Warehouse: ETL: Data extraction, Transformation, Cleansing, Loading, Data Warehouse Information flows.

Unit IV

Analyzing the contents of a data warehouse: Online analytical processing (OLAP), OLAP operations: Roll-up, Drill-down, drill-across, drill-through, Slice and dice, Pivot, Concept of data mining, using data warehouse for business intelligence.

Unit V

Data Warehouse and Analytics: “Data Analytics”, Descriptive analytics, Prescriptive analytics and Predictive analytics.

Text Books :

- Kimball R. and Ross M. (2013), “The Data Warehouse Toolkit”, Wiley.
- Inmon W.H. (2005), “Building the Data Warehouse”, (4th Ed.), Wiley India.

E-Business

Course code: MGI-05

Credits - 4

Objective: The course aims to enlighten students with various components of e-business, technological and non-technological challenges, strategies of e-business, security and payment systems, and issues related to launching of e-business.

Unit I

Introduction to E-business: Electronic Business, Electronic Commerce – Types, Benefits, Limitations and Barriers, Value Chains in Electronic Commerce, E-commerce opportunities in Digital India, Intranet, Composition of Intranet, Business Applications of Intranet, Extranets, Electronic Data Interchange.

Unit II

Security Issues in E-business: Electronic Commerce Threats, Securing E-commerce, Encryption, Cryptography, Public Key Infrastructure, Overview of security protocols, Firewalls, Personal Firewalls, IDS, VPNs.

Unit III

Electronic Payment System: Concept of e-Money, Electronic Payment Systems, Credit and Debit cards, E-Wallets, Infrastructure related Issues, Electronic Fund Transfer.

Unit IV

Launching Your E business: Marketing an E-Business, Models of Internet advertising, Search Engines and Directories, CRM in E-commerce, Building a Corporate Website: Practical issues on servers and Application Software, Corporate Web Site Management issues, Mobile Commerce, E-commerce ethical and legal issues and Cyber laws, E-commerce and WTO

Text Books:

- Turban E., Whiteside J., King D. and Outland J. (2017), "Introduction to Electronic Commerce and Social Commerce", Springer International Publishing.
- Schneider, G. P. (2014), "Electronic Commerce", Cengage Learning.

Reference Books:

- Joseph P.T., S.J. (2015), "E-Commerce – An Indian Perspective", (5th Ed.), Prentice Hall of India.
- Chaffey D. (2011), "E-Business and E-Commerce Management- Strategy, Implementation and Practice", Pearson Education.

Knowledge Management and Big Data

Course Code: MGI-06

Credits-4

Common to Knowledge Management Specialization. Same as MGK-02.

Knowledge Creation, Critical Thinking and Innovation

Course Code: MGK-01

Credits - 4

Objective: The course is to recognize that knowledge is the most important resource and it holds the key to generating continuous innovation. The students after studying this course will be able to manage and understand the relationship amongst Knowledge Creation, Critical Thinking and Innovation.

Unit I

Introduction to Knowledge and Knowledge Management: Types of Knowledge and Implication for Knowledge Management, Knowledge Creation, Models of Knowledge Creation, Nonaka's Model of Knowledge Creation and Transformation.

Unit II

Knowledge Creation and Critical Thinking: Knowledge Creation at the Level of the Individual, Group and Organization, The Nature of Technical Problem Solving, Formulating Knowledge, Explicit and Codifying Knowledge, Tacit, Implicit and Sticky Knowledge, Knowledge Management Lifecycle, Critical Thinking and Knowledge Management.

Unit III

Knowledge Acquisition and IPR: Knowledge Acquisition Principles and Process, Techniques To Elicit Tacit Knowledge, Tools Used to Codify Explicit Knowledge, Knowledge Acquisition Techniques, Knowledge Protection and Issues In Intellectual Property Rights.

Unit IV

Barriers and Enablers: Barriers and Enablers to Knowledge Creation, Knowledge Transfer and Sharing, Innovation Vs Creativity, Managing for Innovation, Innovation and Knowledge Management, Typology of Design Driven Innovation.

Text Books:

- Krogh, G.V., Luchijo, K., Nonaka, I. (2000), “Enabling Knowledge Creation”, Oxford University Press.
- Pherson, K.H., Pherson, R.H. (2012), “Critical Thinking for Strategic Intelligence”, (2nd Ed.), CQ Press.

Reference Books:

- Kodama, M. (2007), “Knowledge Innovation: Strategic management as practice”, Edward Elgar Publishing Limited.
- Ichijo, K., Nonaka, I. (2006), “Knowledge Creation and Management: New Challenges for Managers”, Oxford University Press.

Knowledge Management and Big Data

Course code: MGK-02

Credits - 4

Objective: This course introduces the students to issues and opportunities in the area of Big Data and Knowledge Management. The course stresses the use of Big Data in business growth with special emphasis on Knowledge Management.

Unit I

Introduction: History of KM, KM Processes and Frameworks, KM Tools and Practices, Technical KM Tools, Soft KM Tools, Introduction To Big Data, Characterization of Big Data: Volume, Velocity, Variety (V3), Classic Data Vs Big Data.

Unit II

Big Data Value Chain: Big Data Tools, Techniques, Application, Data Sources and Capture, Value of Data, Data Quality Management, Management of Big Data, Basic Database Architecture, Design of Data base, Data Base Management Systems, The Stack Ecosystem.

Unit III

Cloud Computing: Introduction to Cloud Computing, Cloud Services and Cloud Based KM Systems, The Knowledge Cloud, Managing Knowledge in the Age of Digitalization, Principles of Data Governance, Data Ware Housing and Data Mining, Open Structured and Un Structured Information.

Unit VI

Business Intelligence: Introduction to Business Intelligence System Thinking for the Use of Information, Internet of Things, Social Media, Sentiment Analysis, Semantic Technology, Business Innovation Using Big Data Analytics and Case Studies, Predictive Analysis, Relationship Between KM and Big Data.

Text Books:

- Holmes, D.E. (2017), “Big Data: A Very Short Introduction”, Oxford University Press.
- Zikopoulos, P.C., Eaton, C., Zikopoulos, P. (2015), “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, (1st Ed.), McGraw Hill Education.

Reference Books:

- Davenport, T.H. (2014), “Big Data At Work: Dispelling The Myths, Uncovering The Opportunities”, Harvard Business Review Press.
- Girard, J. (2015), “Strategic Data- Based Wisdom In The Big Data Era”, IGI Global.
- Ma, Z. (2016), “Managing Big Data In Cloud Computing Environment”, IGI Global.

Knowledge Creation and Skill Development

Course code: MGK-03

Credits - 4

Objective: This course aims at presenting the latest management ideas in knowledge creation and management. Each unit is a practical guide to managers who want to learn what can be

ways of knowledge creation in an organization. All chapters are based on careful research. The emphasis is on the practical applications of knowledge to a wide variety of organizations and functional areas.

Unit I

Knowledge Creation: Introduction to Knowledge Creation, Policy Perspectives on knowledge, Different forms of collective learning, Attributes of effective learning Communities, A framework for Knowledge creation.

Unit II

Organizational Learning and process of Knowledge Creation: The cycle of knowledge creation, Enabling conditions of Knowledge creation, Developing the power of Knowledge, Levels of Organizational Learning, The evolution of 'Practice Fields', Organizational Learning Dimensions.

Unit III

Knowledge Creation and Skill Development: Introduction to Skill Development, Skill Development I, information systems, Knowledge creation and skill development II: social media, Knowledge creation and skill development III: distribution, Forecasting and backcasting.

Unit IV

Linking KM and Skill Development: KM and Skill Development tools, Diagnostic Technologies and their value, data management, information technology and organizational productivity in relation to development of new skills at the workplace, Web centric knowledge skill development, Applications of Knowledge management.

Text Books:

- Ichijo, K., Nonaka, I. (2006), "Knowledge Creation and Management: New Challenges for Managers", Oxford University Press.
- Davenport, T.H., Prusak, L. (2000), "Working Knowledge", Harvard Business School Press.

Reference Books:

- Krogh, G.V., Luchijo, K., Nonaka, I. (2000), "Enabling Knowledge Creation", Oxford University Press.
- Fruin, W.M. (1997), "Knowledge Works: Managing Intellectual Capital at Toshiba", Oxford University Press.

Business Intelligence and Knowledge Management

Course code: MGK-04

Credits - 4

Objective: This module will examine the concept, principles and practice of knowledge management and business intelligence. It discusses the ways in which information systems can be used to generate and exploit organizational knowledge to support management decision making. It will equip you with analytical skills relevant to an organizational context and how to effectively present the results of your analyses in a report.

Unit I

Introduction to Business Intelligence: Framework, Business Intelligence Architecture and Components, BI creation and use of BI governance and intelligence, Main theories and characteristics of Business Intelligence, Moving Forward to Competitive Intelligence, Implementing Business Intelligence.

Unit II

Decision support systems: Types and components, expert systems, machine learning and n management support modeling, Knowledge Representation and Reasoning, Knowledge acquisition, Verification and Validation, Uncertainty Modeling, Business Rules and management.

Unit III

Knowledge Discovery and Analytics: Introduction to Data Mining, KDD Process, Tasks and techniques: Clustering, Decision trees, Association rules, ANN, SVM, Toolset: Rapid

Miner or Weka, Web Mining, Social Network Mining, Text mining, Process mining.

Unit IV

Data Warehousing Definitions and Concepts:

The Data Warehousing Process, Architectures of Data Warehousing, Data integration and ETL processes - Extraction, Transformation and Loading, Development of Data Warehouses., The Future of Business Intelligence

Text Books:

- Hannig, U. (2013), “Knowledge Management and Business Intelligence”, Springer Publishing.
- Keyes, J. (2013), “Knowledge Management, Business Intelligence, and Content Management: The IT Practitioner’s Guide”, (1st Ed.), Auerbach Publications.

Reference Books:

- Chatzkel, J.L. (2003), “Knowledge Capital, How Knowledge-Based Enterprises Really Get Built”, Oxford University Press.
- Turban, E., Sharda, R., Delen, D., King, D. (2011), “Business; Intelligence: A Managerial Approach”, (2nd Ed.), Pearson Publications.

Knowledge System Strategy and Development

Course code: MGK-05

Credits - 4

Objective: The focus of this course is to understand how Knowledge Management is a key for the competitive edge over the competitors. The course prepares the students to leverage Knowledge Management as a Strategic Resource for the organization.

Unit I

Introduction to KM Strategies: Need for Knowledge Management Strategies, Developing Organizational KM Strategies, Prioritizing Knowledge Strategies, Knowledge as a Strategic Asset, Elements of Knowledge Strategy.

Unit II

Strategy for Knowledge Management:

Strategic Decision Making Process, Strategy Analysis, Describing Current It Situation, Describing Current and Desired Business Situation, Knowledge Management Analysis, Analyzing Needs For Change.

Unit III

Strategy Choice:

Identifying Alternative Actions, Selecting Appropriate Actions, Knowledge Management Action, Making the Plan, Strategy Implementation, Implementing Plan, Barriers to Implementation, Knowledge Management Technology Architecture, Evaluating Results.

Unit IV

Strategic Knowledge Management Tools and Techniques:

Building KM into Strategic Framework, The Impact of Strategic Knowledge Management On Organization, Leadership and Knowledge Management, Business Process Analysis and Management, Related Case Studies.

Text Books:

- Gottschalk, P. (2005), “Strategic Knowledge Management Technology”, Idea Group Inc.
- Foss, N.J. (2005), “Strategy, Economic Organization, and the Knowledge Economy: The Coordination of Firms and Resources”, Oxford University Press.

Reference Books:

- O’Sullivan, K. (2007), “Strategic Knowledge Management in Multinational Organizations”, (1st Ed.), Abe Books.
- Hunter, B.N. (2016), “The Power of KM: Harnessing the Extraordinary Value of Knowledge Management”, Spirit Rising Productions.

Supply Chain Management and E-Commerce

Course Code: MGS-01

Credits - 4

Objective: To develop an understanding of the Supply Chain Management and E-Commerce and how it can provide a competitive advantage in the marketplace. To develop knowledge of the issues related to designing and managing SCM and the techniques to do so.

Unit I

Supply Chain IT Framework: Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation

Unit II

Supply Chain Information Systems: SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems

Unit III

Digital Markets & Efficient Supply Chains: Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption

Unit IV

E - Supply Chain Opportunities: E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs

Unit V

Technology Standards: Overview of Information Technology infrastructure – interface

devices, system architecture, E - commerce. Service oriented architecture –Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS

Text Books:

- Bidgoli, H. (2010), “The Handbook of Technology Management”, John Wiley & Sons, Inc.
- Chaffey, D. (2009), “E-Business and E-Commerce Management”, (4th Ed.), Prentice Hall.

Reference Books:

- Ford, W., Baum, M. (2000), “Secure Electronic Commerce”, Pearson Education.
- Alberts, C., Dorofee, A. (2002), “Managing Information Security Risks”, Pearson Education.
- Whiteley, D. (2001), “E - Commerce: Strategy, Technologies and Applications”, Tata Mcgraw Hill.

Operations Analytics

Course Code: MGS-02

Credits - 4

Objective: To develop an understanding of the analytics within an organization. To make students understand how to use operations research techniques.

Unit I

Introduction: Introduction to Operations Research (OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis.

Unit II

Linear Programming: Multi-period LP models. Applications of linear programming in product mix, blending, cutting stock, transportation, transshipment, assignment, scheduling, planning and revenue management problems. Network models and project planning.

Unit III

Integer Programming: Integer Programming (IP) problems, mixed-integer and zero-one programming. Applications of IP in capital budgeting, location decisions.

Unit IV

Multi-criteria decision making (MCDM) techniques: Goal Programming (GP) and analytic hierarchy process (AHP). Non-linear programming, portfolio theory.

Text Books:

- Hwang, S-N, Lee, H-S, Zhu, J (2014), “Handbook of Operations Analytics Using Data Envelopment Analysis”, Springer.
- Davenport, T. (2007), “Competing on Analytics: The new Science on Winning”, Tata Mcgraw Hill.

Reference Books:

1. Balakrishnan, N, Render, B., Stair, R.M. (2013), “Managerial Decisions Modeling with Spreadsheets”, Pearson Education.
2. Wolfgang, J. (2011), “Business Analytics for Managers”, Springer.
3. Evans, J.R. (2016), Business Analytics, Pearson Education.

Logistics Planning and Strategy

Course Code: MGS-03

Credits – 4

Objective: To make students understand how Logistics impacts all areas of the firm. To provide insights into Logistics linkages with Organization and Customers value.

Unit I

Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics

Unit II

Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC

Unit III

Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis

Unit IV

Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities –concept & types of 3PL, 4PL, need for collaborative relationships

Unit V

Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics –service capacity, waiting times, distribution channels service quality

Text Books:

- Coyle, J.J., Bardi, E.J., Langley, C.J., “The Management of Business Logistics”, (7th Ed.), Cengage Learning India Ed.
- Waters, D. (2003), “Logistics: An Introduction to SCM”, (1st Ed.), Palgrave Macmillan.

Reference Books:

- Winser, J.D, Leong, G-K, Tan, K-C (2016), “Principles of SCM - A Balanced Approach”, (4th Ed.) Cengage Learning.

- Harrison, A., Hoek, R.V., Skipworth, H. (2015), “Logistics Management and Strategy: Competing Through the Supply Chain”, (5th Ed.), Prentice Hall.
- Christopher, M. (2010), “Logistics and Supply Chain Management (Financial Times Series)”, F.T. Press.

Total Quality Management

Course Code: MGS-04

Credits – 4

Objective: To give various perspectives on Quality and various contributors to Quality. To provide an in-depth understanding of the various QC tools. To introduce the frameworks of Global Quality Award.

Unit I

Introduction: Quality Concepts defined, Quality Cost perspective, Cost of Quality, Quality Function, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost.

Unit II

Philosophies: Demings 14-point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.

Unit III

Quality Tools: Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis, Cause and Effect, Scatter diagram

and regression analysis. Quality Function Deployment-Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements

Unit IV

Statistical Quality Control: Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process

Unit V

Quality Management Awards and frameworks: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000, CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)

Text Books:

- Besterfield, D.H., Besterfield-Michna, C. (2003), “Total Quality Management International Edition, (3rd Ed.), Pearson Education.
- Wilkinson, A., Redman, T., Snape, E., Marchington, M. (1998), “Managing with Total Quality Management”, Springer.

Reference Books:

- Levy, P. (1998), “Total quality management in the supply chain”, Springer.
- Richardson, T. (1996), “Total Quality Management”, Cengage Learning.
- George, S., (2008), “Total Quality Management: Strategies and Techniques”, Pearson Education.

Business Process Management and Change

Course Code: MGS-05

Credits - 4

Objective: The course will make the students conceptualize business operations as processes. After the course they can model simple business processes in terms of the actors and activity sequences involved, the data flowing through those sequences and the dependencies between data and business activities. This course will provide theory with hands-on exercises integrating core concepts of Process Mapping.

Unit I

Introduction to Business Processes: Processes and Information, Task, Activity, Process, Sub Processes, Conceptualization of business activities as processes, Business Process, Process Mapping, Process Modeling, Business Process Improvement, Nature, significance and rationale of Business Process Improvement, Cases to understand the basics of Business Process.

Unit II

Process Mapping and Business Improvement Methodologies: Flow Charts, Swim Lanes Diagram, SIPOC, Value Stream Mapping, Identification of Value Adding Tasks and Non Value Adding Tasks, Analyze and Assess Business Processes using established Performance Metrics, Lean manufacturing and Total Quality Management, Principles of Total Quality Management, Just in Time philosophy.

Unit III

Business Process Re-engineering and Business Process Management: Business Process Re-engineering, Radical Change, Clean Sheet Rethinking, Principles of Business Process Management, Cause and Effect, Ishikawa, Pareto Charts, Concept of Business Process Management and its relationships with Total Quality Management, Business Process Reengineering and Enterprise Resource

Planning, Ways to improve the efficiency and effectiveness of existing processes.

Unit IV

Business Process Management and Change Management: Change, Change Management, Need and Rationale of Change, Individual Level Change, Organizational Level Change, People View, Empowering People, Process of Change, Model of Change, Equation of Change, Change Levers and Managing Change, A Simulation Exercise to implement a Change Initiative in an Organization.

Text Books:

- Berman, P.K. (2014), "Successful Business Process Management: What You Need to Know to Get Results", American Management Association.
- Flanagan, C.M. (1990), "People and Change: An Introduction to Counseling and Stress Management", Lawrence Erlbaum Associates.

Reference Books:

- Page, S. (2010), "The Power of Business Process Improvement: 10 Simple Steps to Increase Effectiveness, Efficiency, and Adaptability", American Management Association.
- Harriott, P. (1964), "Process Control", McGraw Hill Education.

Computer Aided Design and Manufacturing

Course Code: MGS-06

Credits - 4

Objective: To understand the role and objectives of Computer Aided Design. To appreciate the increasing scope of manufacturing and its future challenges.

Unit I

Introduction: Definition of CAD Tools, Types of system, CAD/CAM system evaluation

Criteria, Graphics standards, functional areas of CAD, Modeling and viewing, software documentation, efficient use of CAD software.

Unit II

Representation: Mathematical representation of surfaces, Surface model, Surface entities, surface representation, Parametric representation of surfaces, plane surface, ruled surface, surface of revolution, Tabulated surface.

Unit III

Modeling-I : Feature Based Modeling, Assembly Modeling, Behavioral Modeling, Conceptual Design & Top-down Design. Techniques for visual realism - hidden line - Surface removal - Algorithms for shading and Rendering. Parametric and variational modeling, Feature recognition, Design by features, Assembly and Tolerance Modeling,

Unit IV

Modeling-II: Parametric and variational modeling, Feature recognition, Design by features, Assembly and Tolerance Modeling, Tolerance representation - specification, analysis and synthesis, AI in Design

Text Books:

- Zeid, I. (1992), "CAD/CAM Theory and Practice", McGraw Hill International.
- Amirouche, F.M.L. (2004), "Principles of Computer-aided Design and Manufacturing", Pearson Education.

Reference Books:

- Groover, M., Zimmers, E. (1983), "CAD/CAM: Computer-Aided Design and Manufacturing", (1st Ed.), Sage Publications.
- Rao, P.N., (2012), "CAD/CAM", Tata McGraw Hill.

SEMESTER IV

Project Management

Course Code: MGT-41

Credits - 4

Objective: To provide the students with an integrated view of project management, sensitizing them about the complexities involved in managing projects and equipping them with techniques for effective project management.

Unit I

Project Management Principles: Definition of project, project management processes and other key concepts, principles of project management, roles and responsibilities of the project manager, project life cycle, causes of project failures

Unit II

Planning the project: Project planning process, project charter and project plan, work breakdown structure (WBS) techniques, project structuring and organization considerations, change management and conflict resolution issues.

Unit III

Estimating Project Costs: Type of costs, Elements of budget, approaches for estimating cost and budget, Factors influencing quality of estimates.

Unit IV

Estimating Project Time: Activity sequencing, Estimating time, precedence network diagram, critical path method, program evaluation and review techniques, project scheduling, basics of scheduling.

Unit V

Project Quality Management: An Overview of PQM processes and their integration with Project Management Plan

Unit VI

Managing Risks, Project Control and Performance Management: Risk concept and identification, risk assessment, prioritizing risks, risk response planning, Project tracking and control elements, Earned Value Management, factors contributing to successful project control, Measures of project success.

Text Books:

- Meredith J.R., Mantel S.J. and Shafer S.M. (2014), "Project Management: A Managerial Approach", (9th Ed.), Wiley Publishing.
- Straw G., (2015), "Understanding Project Management", (1st Ed.), Kogan Page Ltd.

Reference Books:

- Charvat J. (2003), "Project Management Methodologies: Selecting, Implementing and Supporting Methodologies and Processes for projects", (1st Ed.), John Wiley & Sons.
- Project Management Institute, (2013), "A Guide to the Project Management Body of Knowledge", (5th Ed.).

Entrepreneurship Development

Course Code: MGT-42

Credits - 2

Objective: The course aims to develop the entrepreneurship skills and create an understanding towards the business model development. This course will help the students to convert their business ideas into successful ventures.

Unit I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Classification and Types of Entrepreneurs;

Entrepreneurial Competencies; EDP Programs; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Manager Vs. Entrepreneur; Entrepreneur Vs. Entrepreneurship; Entrepreneur Vs. Administrator.

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Conducting Feasibility Studies; Marketing Feasibility, Technical Feasibility, Finance Feasibility, HR Feasibility etc; Business Plan Formulation; Format of Business Plan with Practical example; Project Report Preparation; Specimen of Project Report.

Unit III

Enterprise Launching Formalities : Definition of Small Scale as per MSMED Act, 2006; Rationale; Objective; Scope; steps involved in starting enterprise; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Role of SME in Economic Development of India; Project Planning and Scheduling using Networking Techniques of PERT/CPM; Methods of Project Appraisal

Unit IV

Role of Support Institutions and Management of Small Business : Role of Director of Industries, DIC, DCMSME, SIDBI, Small Industries Development Corporation (SIDC), MSME (D-I), NSIC, NISBUED, State Financial Corporation (SFC); Functional areas application for Small Enterprises like Marketing Management issues; Production Management issues; Finance Management issues; Human Resource Management issues; Export Marketing.

Text Books:

- Kuratko D.F. (2016), “Entrepreneurship: Theory, Process and Practice”, (9th Ed.) South Western Publication.

References Books:

- Charantimath, P. (2013), “Entrepreneurship Development and Small Business Enterprise”, (2nd Ed.), Pearson Education.
- Taing, K., (2014), “Entrepreneurship Theory and Practice”, Anmol Publication Pvt. Ltd, Delhi.

Business Intelligence

Course Code: MGT-43

Credits - 2

Objective: To expose students to techniques of analyzing hidden patterns in data for effective decision making.

Unit I

Introduction to Data Science: Data Science, Data pre-processing, Introduction to decision support systems, Big data, Hadoop and data mining, OLAP and Data Mining.

Unit II

Data Mining & Classification: Mining Frequent Patterns, Associations, Correlations, Classification, Prediction, Clustering, Data mining applications in business.

Text Books:

- Tan P., Steinbach M. and Kumar V., (2006), “Introduction to Data Mining”, (1st Ed.), Pearson Addison Wesley.
- Warren J., Marz N. (2015), “Big Data: Principles and Best Practices of Scalable Real-Time Data Systems”, (1st Ed.), Dreamtech Press.

Major Research Project

Course Code: MGT-44

Credits - 6

In Sem IV, all a student is required to work on a major research project under the supervision of assigned faculty member by the department. The student is required to select a research problem

preferably on a topic related with contemporary issues in management. It is mandatory for the students to get advance written approval of the supervisor before finalization of the topic. Each student shall prepare a detailed research proposal and the copy of the same is required to be submitted to faculty co-ordinator duly signed by the supervisor.

On the prescribed date, two hard and one soft copy of the reports are required to be submitted to the department as per the format provided by the concerned supervisor. The completion of the research project must be certified by the supervisor and approved by the HOD.

The evaluation of the research project shall be carried out jointly by a panel of internal and external examiner. The department may invite external examiners across the specialization and industry.

Emotional Intelligence and Managerial Effectiveness

Course Code: MGT-45 Credits: 2

Objective: The basic objective of this lab is to acquaint students with different perspectives of emotional intelligence and appreciate the role EI in managerial effectiveness and coping with stress. The lab would orient the students through experiential learning, team building exercises, role plays and case studies in improving the managerial productivity and effectiveness. It shall be a non end semester examination based system. The continuous evaluation shall be based on the objective criteria proposed by the faculty advisor for which a record is required to be maintained for individual student by the faculty advisor for onward submission.

Suggested Reading:

- Kite, N. (2011), "Understanding Emotional Intelligence", Kogan Page.

Semester IV: List of Electives

Corporate Mergers, Acquisitions & Restructuring

Course code: MGF-06 Credits - 4

Objective: The objective of this course is to develop expertise in identifying inorganic growth strategies through mergers, acquisitions and restructuring of corporate enterprises for enhancing the value.

Unit I

Introduction to Mergers: Nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of growth of the firms and organic, inorganic growth strategies – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model

Unit II

Regulatory Framework: Legal and regulatory frame work of M & A – provisions of Company's Act 2013, Indian Income Tax act 1961 – SEBI takeover code, Provisions of Competition Act.

Unit III

Merger Process: Dynamics of M & A process; identification of targets and process of due diligence, preparation of due diligence report, deal restructuring. Process of merger integration – organizational and human aspects – managerial challenges of M & A, Integration of merged entity; process and problem, proxys and takeover tactics.

Unit IV

Corporate Bankruptcies: Concept of Bankruptcy, Identification and Management thereof.

Unit V

Corporate restructuring: Different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP), Going Private.

Unit VI

Valuation of M&A: Valuation approaches: discounted cash flow valuation , relative valuation , valuing operating and financial synergy , valuing corporate control; cash offer, share exchange ratio – mergers as a capital budgeting decision.

Text Books:

- Gaughan P.A., (2015), “Mergers, Acquisitions and Corporate Restructurings”, (6th Ed.), John Wiley.
- De Pamphilis D., (2010), “Mergers and Acquisitions Basics”, (1st ed.), Elsevier.

Reference Books:

- Vadapalli R., (2007), “Mergers acquisitions and Business valuation”, (1st Ed.), Excel Books.
- Damodaran A., (2001), “Corporate Finance-Theory and Practice”, (2nd Ed.), John Wiley & Sons.
- Reed S.F., Lajoux A. R., Peter H., (2007), “A Merger Acquisition Buyout Guide “,(4th Ed.), Mc Graw Hill Education.

Financial Derivatives and Risk Management

Course Code: MGF-07

Credits - 4

Objective: The course aims at imparting skills of managing Risk through options, futures and derivatives.

Unit I

Introduction to Financial Derivatives: Forwards, futures, options, swaps and other derivative instruments. Basics of hedging credit, currency and interest rate risks -Difference between hedging and speculation -Hedge Funds vs Mutual Funds.

Unit II

Fundamentals of Forwards and Futures: Organisation and structure, trading mechanism, cost of carry model, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate.

Unit III

Hedging Strategies using Forwards and Futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures.

Unit IV

Option fundamentals: Building Blocks, calls, puts, and underlying; Basic Option Pricing: European options, American options, forward-spot parity, put call parity, Option Greeks, the binomial option-pricing model. Binomial and Black-Scholes Option Valuation, Hedging strategies using Options: Option Positions and Strategies, Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase.

Unit V

Swaps and Derivatives: Introduction and motive for Swaps; Introduction to Interest Rate Derivative.

Unit VI

Risk Management: Objective of Risk management, Identifying types of risk, Quantifying risk and Hedging techniques, Credit default swaps, Total return swaps, Credit

spread options, Collateralized debt obligation, Introduction to VaR.

Text Books:

- Hull J.C., (2015), “Options Futures & Other Derivatives”, (9th Ed.), Pearson Education.
- Bagri B. R., Vohra N. D., (2003), “Futures and Options”, (2nd Ed.), McGraw Hill Education.

Reference Books:

- Chance D.M., Brooks R., (2016), “Introduction to Derivatives and Risk Management”, (10th Ed.), Thomson Learning.
- Kolb R. W., Overdahl J.A., (2007), “Futures, Options and Swaps”, (5th Ed.), Blackwell Publishing.

Financial Modeling and Analysis

Course Code: MGF-08

Credits - 4

Objective: The objective of the course is to acquaint students with the methodology of Econometrics & Financial Modeling and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding. Focus will also be on building models in different areas of finance including investments, corporate finance and derivatives.

Unit I

Introduction: Modeling practices and principles Use of Excel in financial decision making.

Unit II

Financial Modeling: Model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition).

Unit III

Extensions of the basic linear model and the multiple regression model: The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of LS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R=squared and adjusted R-squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.

Unit IV

Time Series Analysis: Short Run and Long Run Relationships, Cointegration: Cointegration and common trends, Tests of cointegration: Engle-Granger Two Step Procedure, the Johansen-Juselius Multivariate Test, Error Correction Models:- Estimation and interpretation off an Error Correction Model ,Forecasting Using an Error Correction Model .

Unit V

Modeling Volatility: Time varying volatility model: ARCH, GARCH, AGARCH models and its extension Forecasting volatility and other Volatility models, Developing the interactive model, output screen and report.

Text Books:

- Gujarati D.E., (2010), “Essentials of Econometrics”, (4th Ed.), McGraw Hill.
- Simon B., (2000), “Financial modeling”, (2nd Ed.), MIT press.

Reference Books:

- Winston W., (2013), “Microsoft Excel 2013 Data Analysis and Business Modeling”,(1st Ed.), Microsoft Press.
- Koutsoyiannis A., (2001), “Theory of Econometrics”, (2nd Ed.), Palgrave Macmillan.

- Rees M. (2008), “Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level”, (1st Ed.), John Wiley.

Management Control Systems

Course Code: MGF-09 **Credits - 4**

Objective: The course aims at covering management control and systems used by managers in planning & monitoring and evaluating the organizations as they adapt to changing environment as also the philosophies and responsibilities.

Unit I

Management planning and control: operational vs. strategic. Business decisions to improve performance: Measures of performance: EVA and ROI. Evaluation of product and divisional performance.

Unit II

Responsibility Accounting: Revenue, Cost and Investment centers, Methods of evaluation of performance. Authority and Responsibility Structures. Governance and control philosophies.

Unit III

Budgetary Control: Flexible and Fixed system. Budgetary Control Methods: Methods of Expenditure Control and Risk Evaluation and Management. Behavioral issues in control. Aligning individual/group objectives with organizational goals/objectives. ABC costing method, Control in Not-for-profit organizations.

Unit IV

Transfer Pricing: The importance of transfer pricing; what is transfer pricing; different approaches to transfer pricing (arm’s length principle, formulary apportionment, safe harbours); the arm’s length principle; the legal framework. Transfer pricing methods.

Text Books:

- Mautz R. K., Winjum J. O, “Criteria for management control systems: a research study”, The Research Foundation, New York.
- Chandra D. S. (2012), “Management Control Systems: Principles and Practices”, (2nd. Ed.), PHI Learning Pvt. Ltd.

Reference Books:

- Camillus J. C. (1986), “Strategic planning and management control: Systems for survival and success”, Lexington Books.
- Sharma S. (1988), “Management Control Systems: text and cases”, (2nd Ed.), McGraw-Hill.
- Anthony R. (2014). “Management Control Systems”, (1st Ed.), McGraw Hill Higher Education.
- Sekhar R. (2006). “Management control systems “, (1st Ed.), Tata Mcgraw Hill Publishing Company Limited.
- Sinha P. (2008). “Management control systems: A managerial emphasis”, (1st Ed.), Excel Books, New Delhi.

Strategic Cost Management

Course Code: MGF-10 **Credits - 4**

Objective: The course aims to develop skills in analysis, evaluation and synthesis in Strategic cost Management. In the process, it focuses on current developments, issues and practices in the context of managerial decision making. The subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing.

Unit I

Strategic Cost management: Concepts and Dimensions. Cost concepts and Decision making (Operational, Tactical and Strategic)

Unit II

Development in Strategic Cost Management: Life Cycle costing (ii) Target costing (iii) Kaizen Costing (iv) Value Analysis and Value Engineering (v) Throughput Costing (vi) Business Process Re-engineering.

Unit III

Activity Based Cost Management: Activity Based Cost Management - Concept, purpose, benefits, stages, relevance in decision-making and its application in Budgeting, Responsibility accounting, Traditional Vs. ABC System – comparative analysis, JIT – introduction.

Unit IV

Cost of Quality and Total Quality Management: TQM - Basics, Stages, Principles, Control, Corrective actions, PRAISE - Steps, Problems, implementation, PARETO Analysis, Quality Costs.

Unit V

Emerging Issues: Customer Profitability Analysis, Product profitability Analysis, Divisional profitability, Budgeting- Traditional and Activity based Management Systems, Transfer Pricing - Objectives, Methods (Cost Based, Market Price Based, Negotiated Pricing).

Text Books:

- Shank J. K., Govindarajan V. (2008), “Strategic Cost Management: The New Tool for Competitive Advantage”, Simon & Schuster.
- Edward B., David E.S., Gray C and Kung C. (2006), “Cost Management: A Strategic Emphasis”, (4th Ed.), Tata McGraw Hill Education.
- Kishore R.M. (2014), “Business Strategy and Strategic Cost Management”, (4th Ed.), Taxmann Publications Private Limited.

Reference Books:

- Kaplan R., Norton D, (1996), “The Balanced Scorecard: Translating Strategy Into Action”, (1st Ed.), Harvard Business Review Press.
- Porter E.M. (1998), “The Competitive Strategy: Techniques for Analyzing Industries and Competitors”, (1st Ed.), Simon & Schuster.

Cross Cultural and International Human Resource Management

Course code: MGH-06

Credits- 4

Objective: This course provides an understanding of the role of human resource management (HRM) in international contexts. It will help students understand issues, opportunities and challenges pertaining to international HRM, developing competency in dealing with cross cultural situations and the strategic and functional roles of HRM in various international contexts.

Unit I

Understanding Culture : Introduction, Key Concepts, of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture

Unit II

Internationalization of HR Activities: Types of International Business, inter country differences affecting HRM, causes for International assignments failure. Limitations and advantages of host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers.

Unit III

Understanding Cross Culture: Organisation culture & National culture, Cross – culture Theories, Cross – Culture Business

Communication & Behavior, Culture & Organisational Performance.

Unit IV

Training & Maintaining International Compensation : Training for Expatriate Managers, National Differences in Compensation, Factors Influencing International Compensation, Components of Remuneration Package. Expatriate Performance Management, Repatriation, International Labour relations, Problems and solutions.

Unit V

International Human Resource Management: Some innovative Japanese Management techniques, such as just in time theory, quality circles and Kaizen, Influence of Western HRM Practices on Employment of expatriates.

Text books:

- Peter J. D. (2013), “International Human Resource Management”, (6th Ed.), Cengage Learning India Private Limited.
- WilHarzing A., Pinnington A. (2014) “International HRM”, (4th Ed.), Sage publications.

Reference books:

- Aswathappa K. (2007), “International HRM”, (1st Ed.), Tata McGraw Hill.
- Harzing A.W., Ruysseveldt J.V. (2014), “International Human Resource Management”, (4th Ed.) , Sage Publications India Private Limited.

Suggested Readings:

- Gupta, S.C (2006), “Text book of International HRM” ,(2nd Ed.), Macmillan Publishing.
- Dowling P. J., Festing, M., and Engle Sr. A. D. (2008), “International human resource management”, (5th Ed.), Thompson Learning.

Performance Management

Course code: MGH-07

Credits - 4

Objective: This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes. It also examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals.

Unit I

Manpower Management: HR Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organizational and Human Resource Implications of Technological Change.

Unit II

Globalisation, Technology and Human Resource Issues: Technology and Culture, Technology Management, Changing Technology and New Leadership Skills, Economic Theory of Choice and Employee Benefits.

Unit III

Performance Management: Concepts and issues, definition, performance, principles, role of performance management in organisation. Framework and key factors to successful performance system.

Unit IV

Evaluating HR function: Overview of evaluation scope strategic impact level of analysis Criteria Level of Constituents ethical dimensions, Approaches to evaluation audit approach analytical approach quantitative and qualitative measures outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM.

Unit V

HR Scorecard: Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map. 7 step Model for implementing HR's strategic role. New issues in Manpower Training and Career Development.

Text Books:

- Bacal, R. (2012). "Performance Management", (2nd Ed.), McGraw Hill.
- Kohli A.S., Deb, T. (2008), "Performance Management" (1st Ed.), Oxford University Press, New Delhi.

Reference Books:

- Aguinis H. (2013), "Performance Management", (3rd Ed.), Pearson Education.
- Armstrong M., (1999), "Performance Management", (7th Ed.), Kogan Page.

Suggested Readings:

- Aguinis H. (2008). "Performance management", (2nd Ed.), John Wiley.
- Zeytinoglu I. U. (2009). "Effects of Flexibility in Workplace on Workers, Work environment and the Unions", Geneva: International Labour Office.
- Ashdown I. (2014), "Performance Management", (1st Ed.), Kogan Page.

Training and Development

Course code: MGH-08

Credits - 4

Objective: This course provides students with an overview of the role of Training and Development in Human Resource Management. Students will also be equipped with a basic understanding of the skills required to assess employee training needs, design and administer employee training and development programs, and evaluate both the efficiency and effectiveness of such programs.

Unit I

Introduction: The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, the Transitional Model, The Learning Organisation, Training as Consultancy.

Unit II

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

Unit III

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

Unit IV

Effective Trainer: Selecting the trainer and preparing a lesson plan, skills of an effective Trainer, Programme methods and techniques. Implementation and Evaluation of Training Programme. Levels of Evaluation, CIPP Model, CIRO model, Training Audit and Cost Analysis.

Unit V

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

Unit VI

Emerging Trends in Training: New learning interventions, Technology in training-CBT-multimedia training, e-learning/online learning-distance learning, Competency based Training, Assessment Centres.

Text Books:

- Blanchard P. N., Thacker W. J., and Anand R. (2012), “Effective Training: Systems, Strategies and Practices”, (4th Ed.), Pearson India Ltd.
- Lynton R.P, Pareek U. (2011), “Training for Development”, (3rd Ed.), SAGE Publication.

Reference Books:

- Balakrishnan L., Ramachandran, G. (2015), “Training and Development”, (1st Ed.), Vijay Nicole Imprints Pvt. Ltd.
- Robins P. S., (2015), “Training Interpersonal Skills”, (6th Ed.), Pearson Education.
- Suggested Readings:
- Raymond, N. A. (2015), “Employees Training and Development”, (6th Ed.), McGraw Hill Publication.
- Kozlowski S. W. J., Slas E. (2009), “Learning, training, and development in organizations”, (5th Ed.), New York: Routledge.
- Steve W.J. K., Eduardo S., (2009). “Learning, Training, and Development in Organizations”, Taylor & Francis.

Interpersonal Processes and Counselling Skills for Managers

Course code: MGH-09

Credits- 4

Objective: The objective of this paper is to make professionals gain a thorough grounding in the practical skills needed to be an effective counselor. It would also help in adoption of a self-reflective approach when evaluating your abilities - exploring your feelings, attitudes and personal relational issues.

Unit I

Managerial Process: Nature of Management, functions of managers, leadership and managerial effectiveness, Managerial conflict.

Unit II

Interpersonal & Group Process: Interpersonal communication, Interpersonal feedback, Interpersonal behavior and influence relationships, Interpersonal style. Group Process: An overview of group formation, Group development and effectiveness, formal and informal groups, reasons for formation of groups, theories of group, group behavior.

Unit III

Introduction to Counselling: Definition & Need, Counselling, Psychotherapy and Instruction, Approaches to Counselling, Goals of Counselling, Counseling Process.

Unit IV

Counselling Procedures: The Counselling Environment, Intake, Referral procedures, Guidelines for effective counseling, Advanced skills in Counselling, Action strategies. Counselling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counsellor's Qualities, Core conditions of Counselling. Role of Conflict in Counselling: Values of counselling, Counselling service, Manager counselor.

Unit V

Organisational Application of Counselling Skills: Change management, Downsizing, Mentoring, Team Management / Conflict Resolution, Crisis / Trauma. Problem Subordinates: Identifying problem subordinates, Types of problem subordinates, dealing with problem subordinates.

Unit VI

Ethics in Counseling: Ethical Principles, Common Ethical Violations.

Text Books:

- Stainsby. K. (2007), “Develop your interpersonal and self-management skills”, Radcliffe publishing.

- Singh, K. (2015), “Counselling Skills for Managers”, (2nd Ed.), PHI.

Reference Books:

- Culley C., Bond T. (2011) “Counselling Skills for Managers” (Counselling Skills in Action)”, (3rd Ed.), Sage Publications Ltd.
- Satsangi A. (2014), “Counselling Skills for Managers”, Lakshmi Publishers.

Suggested Readings:

- Chen M.W., Christopher J. R. (2003), “Group Leadership Skills: Interpersonal Process in Group Counseling and Therapy”, Sage Publications.

Team Building

Course Code: MGH-10

Credits - 4

Objective: This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to become effective team players.

Unit I

Workgroup Vs. Teams: Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioural Dynamics, 5 P’s in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving.

Unit II

Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building.

Unit III

Communication and Creativity:

Communicating in Teams, Fostering Team Creativity, Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming, Communicating Team Values and Ethics.

Unit IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;

Unit V

Building Effective Teams in Real Time: The Three Essentials of an Effective Team Building and Leading Your Team Managing a Team vs. Managing Individuals on the Team Why Some Teams Succeed (and So Many Don’t) Teams.

Text Books:

- Dyer W. G., Jeffery H.D., and William G.D. (2013), “Team Building: Proven Strategies for Improving Team Performance”, (5th Ed.), Jossey-Bass.
- Frontiera, J., Leidl, D. (2012), “Team Turnarounds: A Playbook for Transforming Underperforming Teams”, (1st Ed.), Jossey-Bass – A Wiley Imprint, USA.

Reference Books:

- “HBR’s 10 Must Reads on Teams” (2013), Harvard Business Review Press.
- Barner R.W., Barner, C.P. (2012), “Building Better Teams: 70 Tools and Techniques for Strengthening Performance Within and Across Teams”, (1st Ed.), John Wiley & sons.

Suggested Readings:

- Maginn M. (2004), “Making Teams Work: 24 Lessons for Working Together Successfully”, Mc Graw Hill, Delhi.

- Katzenbach J.R., Smith D.K. (2006), “The Wisdom of Teams: Creating the High-Performance Organization”, Harper Business.

Retail Management

Course Code: MGM-07 **Credits - 4**

Objective: The objective of this course is to familiarize the students with the key dimensions of retail industry in view of the changing retail landscape in India and abroad.

Unit I

Definition, importance and scope of Retailing: evolution of retail competition,- the Wheel of Retailing, the Accordion, Retail Life Cycle; emerging trends in retailing; the retail scenario in India; composition of Indian retail sector, emerging formats of retail in India, challenges of retail development in India.

Unit II

Information Gathering in Retailing: Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail.

Unit II

Retail Store Location and Design: types of location, Choosing a store location, trading area analysis, store design and layout; visual merchandising and displays.

Unit IV

Merchandise Planning and Price Management: Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy; Retail Human Resources Management; Customer Service, The GAPs Model, Customer Relationship Management.

UnitV

Retail Management Information Systems: Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing

Text Books:

- Berman B., Evans J. R. and Mathur, M. (2011), “Retail Management”,(11th Ed.), Pearson Education.
- Pradhan S. (2012), “Retailing Management – Text and cases”,(4th Ed.), Tata McGraw Hill, New Delhi.

Reference Books:

- Levy M., Weitz B.A and Pandit A. (2012), “Retailing Management”, (8th Ed.), Tata McGraw Hill, New Delhi.
- Dunne P.M, Lusch R.F. and David A. (2002), “Retailing”, (4th Ed.) , South-Western, Thomson Learning Inc.
- Lusch, R.F, Dunne, P.M and Carver, J.R (2011), “Introduction to Retailing”, (7th Ed.), Cengage India Pvt. Ltd.

Promotion Management and Business 2 Business Marketing

Course Code: MGM-08 **Credits - 4**

Objective: The objective of this paper is to provide an insight about the uniqueness and challenges of B2B marketing.

Unit I

Introductions / Overview: Nature and Scope of B2B Marketing; Understanding B2B Markets, Emerging paradigms of B2B marketing; Understanding Organizational Buying.

Unit II

B2B Purchase Function: Segmentation, Targeting and positioning in Business Markets. Market Opportunities in B2B, Marketing, Marketing Strategy in B2B, Weaving Marketing into the Fabric of the firm.

Unit III

Managing B2B Products: Pricing & Negotiations, Channels, Communicating with Customers (IMC). Advertising, Trade, and PR, One-to-One Media, Sales and Sales Management, Project Presentation

Unit IV

Introduction to Sales Promotion: Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.

Unit V

Sales Promotion Campaign: Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers.

Unit VI

Out sourcing sales promotion: national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions.

Text Books:

- Coe J. (2003), “The Fundamentals of Business-to-Business Sales & Marketing”, (1st Ed.) McGraw-Hill.

Reference Books:

- Heilbrunn J. (2002),” Marketing Encyclopedia: Issues and Trends Shaping the Future “, American Marketing Association
- Sarin S., (2013), ”Business Marketing: Concepts and Cases”, (1st Ed.), McGraw Hill Education India, Delhi.
- Ford D., (2001), “Understanding Business Marketing and Purchasing”, (3rd Ed.), Cengage Learning Business Press.

Marketing of Services

Course Code: MGM-09

Credits - 4

Objective: The basic objective of this course is to acquaint the students with inherent characteristics of the services and their marketing implications to formulate appropriate strategies for service sector.

Unit I

Introduction to Services Marketing: Growing importance of services sector; meaning and nature of services; classification of services; marketing challenges of services, service consumption model.

Unit II

Understanding Customers Buying Considerations and Behaviour: Customer expectations and perceptions; positioning services in competitive marketplace; defining and measuring service quality (Servequal), GAPs Model; defining and measuring customer satisfaction, service recovery paradox.

Unit III

Services Marketing Mix: Services design and development; service blueprinting; service process; physical evidence and servicescape; pricing of services; cost, competition and value based approaches of pricing, concept of dynamic pricing, key issues in service pricing management, ethical considerations in service pricing.

Unit IV

Services Distribution and Promotion Management: Distribution options for serving customer, place and time decisions, roles and responsibilities of service intermediaries, delivery service in cyberspace, selection and training of intermediaries, managing the Integrated Services Communication mix; managing service personnel; employee and customer role in service delivery.

Unit V

Implementing Profitable Service Strategies:

Managing relationships and building loyalty; wheel of loyalty, complaint handling and service recovery strategies, service marketing strategies in e-commerce, healthcare and insurance.

Text Books:

- Lovelock C. H., Wirtz, J. and Chatterjee, J., (2011), “Services Marketing: People, Technology, Strategy”, (7th Ed.), Pearson Education.
- Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A., (2013), “Services Marketing”, (6th Ed.), Tata McGraw Hill Education Co. Ltd., New Delhi.

Reference Books:

- Nargundkar R. (2017), “Services Marketing Text and Cases”, (3rd Ed.), Tata McGraw Hill Publishing Co. Ltd. New Delhi.
- Payne A. (2008), “The Essence, of Services Marketing”, Prentice Hall of India Ltd.
- Hoffman K. D., Bateson, J. E.G., (2006), “Marketing of Services”, (6th Ed.), Cengage Learning India Pvt. Ltd., New Delhi

Digital Marketing

Course Code: MGM-10

Credit - 4

Objective: The objective of this paper is to make students familiar with the latest tools and techniques of digital marketing to enable them to design and manage effective online campaign.

Unit I

Introduction to Digital Marketing: Importance, growing role and nature of digital marketing, online marketing mix, web and consumer decision making process, characteristics of online consumers, e CRM.

Unit II

Online Marketing and Customer

Engagement: Consumer Segmentation Targetting and Positioning through online tools, Content Management, Customer Engagement, online communities and co-creation, online branding, traffic building through online tools.

Unit III

Online Marketing Tools: Search Engine Optimization, Google Ad Words, social media marketing, marketing through blogs, e-mail marketing, mobile marketing, marketing gamification and apps.

Unit IV

Online Campaign Management: situation analysis, information gathering, key strategies and planning; handling negative campaigns, setting budgets for online campaigns, techniques to measure effectiveness of digital marketing campaign, digital marketing analytics, selection of digital marketing agencies.

Text Books:

- Ahuja , V. (2015), “Digital Marketing”, Oxford University Press, New Delhi.
- Chaffey, D., Chadwick, F. E. (2015), “Digital Marketing: Strategy, Implementation and Practices”, Pearson Education.

Reference Books:

- Damian, R. (2014), “Understanding Digital Marketing”, Kogan Page Limited, United States.
- Greenberg, E., Alexander, K. (2014), “Strategic Digital Marketing”, Tata McGraw Hill.

Customer Relationship Management

Course Code: MGM-11

Credits - 4

Objective: The objective of this course is to understand the tools and techniques of making long term sustainable relationships with customers.

Unit I

Introduction: Meaning, definitions and fundamentals of CRM, eCRM; CRM as a business strategy, elements of CRM, CRM processes and systems.

Unit II

Strategy and Organization of CRM: History of CRM, Dynamics of Customer Supplier Relationships, Nature and context of CRM strategy, the relationship oriented organization.

Unit III

Marketing Aspects of CRM: Customer knowledge, privacy issues, communications and multi channels in CRM, the individualized customer proposition, Relationship policy.

Unit IV

Analytical CRM: Relationship data management, Data analysis and data mining, Segmentation and selection, Retention and crosssell analysis, Effects of marketing activities, Reporting results. **Operational CRM:** Call centre management, Internet and website, Direct mail.

Unit V

Collaborative CRM/CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation. **Choosing CRM Tools / Software Package:** Shortlisting prospective CRM vendors, setting evaluation criteria for the appropriate CRM package, selection CRM implementation.

Unit VI

CRM systems and Implementation: CRM systems, Implementation of CRM systems, Ethical Issues in CRM

Text Books:

- Mullick, N. (2016), “Customer Relationship Management”, (1st Ed.), Oxford University Press.
- Stone, M. and Woodcock, N., Machtynger, L. (2000), “Relationship Marketing”, (2nd Ed.), Kogan Page, London.

Reference Books:

- Shainesh, G., and Sheth, J.N. (2016), “Customer Relationship Management”, (1st Ed.), Laxmi Publications.
- McKenna, R. (2008), “Relationship Marketing: Successful Strategies for the Age of the Customers”, Addison Wesley Publishing Company.
- Payne (2013), “Strategic Customer Management: Integrating Relationship Marketing and CRM” Cambridge University Press.

Entrepreneurial Marketing and Sales

Course Code: MGM-12

Credits - 4

Objective: The basic objective of this course is to provide students with a compact understanding of marketing and sales relevant for early stage enterprises. The course will focus on necessary knowledge and skills to develop marketing strategies and professional salesmanship for growing and creating competitive advantage in the marketplace.

Unit I

Marketing and Sales Opportunities: Marketing and sales challenges for startups, making marketing as organization wide philosophy, estimating sales potential, sales forecasting,

marketing funnel analysis, customer selection and the buying journey, Marketing support for new ventures.

Unit II

Marketing and Brand Building: Customer segmentation, targeting and positioning, brand differentiation, developing USP of the brand, online and offline branding strategy, branding in the digital age; use of social media, blog post customer engagement, brand communities.

Unit III

Pricing and Distribution Strategy: Developing the links between Pricing, Value Proposition, and the recommended Sales approach, strategies to drive competition from pricing to non pricing area. Selection and appointment of channel partners, approaches for their recruitment, training and monitoring.

Unit IV

Sales Tactics for Customer Acquisition: Lead generation through different marketing methods: online and offline, account prioritization scheme, review and referrals, consumer generated media, customer retention strategy.

Unit V

Sales Administration and Creating a Dashboard: Key sales tasks and develop a process and criteria for hiring early-stage salespeople. Training, coaching, and performance reviews. Ethical issues in entrepreneurial marketing and sales.

Text Books:

- Lodish, L.M., Morgan, H.L., Archambeau, Babin, J.A, (2015), “Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company”, (2nd Ed.). Pearson.
- Havaldar, K K. and Cavale, VM. (2007), “Sales and Distribution Management: Text and Cases”, Tata McGraw Hill, New Delhi.

Reference Books:

- Ramaswamy V.S., Namakumari S. (2002), “Marketing Management: Planning, Implementation and Control”, Macmillian.

E-Governance

Course Code: MGI-07

Credits - 4

Objective: To familiarize students with the concept of E-governance, related issues and strategies for effective planning and implementation of e-governance projects, assessment frameworks and key Government initiatives for strengthening e-governance.

Unit I

Introduction to E-Governance: Governance System in India, Allocation of Business, E-Governance in India, Evolution of E-governance in India, global scenario of e-governance, Digital India Programme, E-governance mission mode projects with particular reference to agriculture, Institutional framework, E-governance Challenges.

Unit II

Measuring E-governance Performance: Key stakeholders and value from e-governance, Assessment of E-governance, a strategic framework for improving E-governance performance.

Unit III

Driver of E-governance: Concept of changing situation as a driver, significance of shared vision and mission, service accessibility, feedback loop, Key initiatives such as open government, joined-up government, e-Panchayat, Direct Benefit Transfer, e-governance standards, etc.

Unit IV

Strategic Planning – An Enabler of E-governance: Analysing suitability of conventional planning approach to E-governance, Significance of environment analysis,

Significance of collaboration in e-governance, Refining structures and processes.

Unit V

Strategy Implementation – An Enabler of E-governance: Competence level of actors, involvement of senior leadership, motivation of staff, Involvement of stakeholders, Effective e-governance through strategic alliances, select case studies.

Text Books:

- Suri P.K. and Sushil (2017), “Strategic Planning and Implementation of E-governance”, Springer: Singapore.
- Heeks R. (2006), “Implementing and Managing E-Government”, Vistaar Publications, New Delhi.
- Bhatnagar S. (2004), “E-government – From Vision to Implementation: A Practical Guide to Implementation”, Sage Publications, New Delhi.

References Books:

- ARC (2008) ‘Promoting e-Governance: The SMART Way Forward’, Second Administrative Reforms Commission, Government of India, available at <http://arc.gov.in>.
- INDIA: E-Readiness Assessment Reports by Department of Electronics and Information Technology, Government of India (mit.gov.in).
- UN E-Government Survey Reports, Available at www.unpan.org.

Strategic Telecommunications Management
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Course Code: MGI-08

Credits - 4

Objective: To expose students to policy, economic and business perspectives of Telecommunications Management and related emerging challenges including Telecom Marketing.

Unit I

Telecom Technology Systems Evolution: Evolutionary aspects of telecom technology starting from telegraphy, telephony, internet, terrestrial and wireless telecom technologies. Convergence aspects of computers and communications and its impact on telecom service provision business. Recent Developments in Telecom technologies. Techno-managerial aspects of telecommunication, role of the telecommunication managers in a dynamic environment. Convergence of voice, video and data. Broadband technologies, planning mobile network for coverage and capacity.

Unit II

Telecom Policy Perspectives and Related Issues: Opening up of telecom sector/Regulation & Liberalization policy – global and national perspective. Issues of the monopolization and deregulation of telecom sector, national telecom policies, various industry players/institutions/organizations like telecom regulatory authority, dispute redressal tribunal etc. Spectrum auction and utilization, Institutional arrangement for monitoring compliance of regulation by telcos (TERM cells). Role of telecom technologies in meeting Sustainable Development Goals (SDG) of the United Nations. Role of the International Telecom Union (ITU) in standardization of telecom technologies. Mergers and acquisitions in telecom, Universal Service Obligation Fund (USOF) for inclusive telecom growth.

Unit III

Economic Perspectives of Telecom Systems: Role of telecommunications in socio-economic development; telecommunication as a facilitating infrastructure for economic development of the country, new technologies and services for international telecommunications; business application of global networks. Regional prospectus on development of Telecom.

Unit IV

Business Perspectives of Telecom Management: The business of telecommunication; technical survey of the ways and means that voice, data and video traffic are moved long distances, data network, the telephone system. Telecom service costing, economic evaluation of telecom projects, telecom project financing. Overview of leading telecom equipment suppliers. New business models (managed services, infrastructure sharing, leasing bandwidth, per minute revenue share model with equipment manufacturers).

Unit V

Telecom Marketing: Challenges relating to telecom services marketing, building brand equity for a telecom operating company, Customer retention & customer care, total service quality management, preparing for the new millennium managing change and people development. Churn management. Designing segmented tariff plans on basis of CDRs. Designing IT system for integrating provisioning, customer care & billing systems.

Unit VI

Current and Emerging Perspectives Issues in Telecom Management: Current emerging issues and implications for the industry, Indian markets, policy issues, capacity building, problems, challenges of growth. Aspects of strategy making and deployment in telecom service provision business. Performance management system in telecom and implementation of balanced scorecard. Application of telecom technologies in Internet of Things (IOT), Telecom solutions for smart city projects. Green telecom initiatives for energy conservation.

Text Books:

- Ugarkar J. (2010), “The Essentials of Telecommunications Management: A Simple Guide to Understanding a Complex Industry”, Author House.

- Dodd A.Z. (2012), “The Essential Guide to Telecommunications”, (5th Ed.), Prentice Hall

Reference Books:

- Medudula M.K., Sagar M. and Gandhi R.P. (2016), “Telecom Management in Emerging Economies: Evolutionary and Contemporary Perspectives”, Springer.
- Policy document/ annual reports of Department of Communication and Telecom Regulatory Authority of India.

Knowledge and Innovation Management

Course Code: MGI-09

Credits - 4

Objective: The goal is to establish a foundation of concepts and contribution of Knowledge and Innovation Management. In addition to this, how Knowledge Management impacts the Innovation quotient in an organization.

Unit I

Introduction to Knowledge and Knowledge Management: Definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge, Knowledge creation process, knowledge management techniques, organizational knowledge management architecture and implementation strategies.

Unit II

Learning organization: Definition, five components of learning organization, knowledge sources, and documentation, relevance of learning organizations in 21st century, cases of learning organizations, building the knowledge corporation and implementing knowledge management in organization.

Unit III

Introduction to Innovation: Meaning, Definition, Innovation and Invention, difference

in Innovation and Invention, Creative Thinking, Steps from Creativity to Innovation, Types and Sources of Innovation, Process of Innovation, Technology innovation process, Case studies of Creativity and Innovation.

Unit IV

Innovation in Organization: Introduction, Innovation in research, Strategies of innovation and Developing new business, Current state of Innovation at global and Indian organizations, factors contributing to Innovation culture, Barriers to innovation, Case studies highlighting the success and inhibiting factors.

Text Books:

- Tiwana, A., (2005), “The Knowledge Management Toolkit”, Pearson Education, New Delhi.
- Ness, R.B. (2012), “Innovation Generation: How to Produce Creative and Useful Scientific Ideas”, Oxford University Press.

Reference Books:

- Malhotra, Y. (2001), “Knowledge Management and Business Model Innovation”, Idea Group Publishing, U.K..
- Maital, S., Seshadri, D.V.R, (2012), “Innovation Management: Strategies, Concepts and Tools for Growth and Profit”, (2nd Ed.), Sage Publications.

E-Learning and Knowledge Management

Course Code: MGI 10 Credits - 4

Common to Knowledge Management Specialization. Same as MGK-08.

Knowledge Management Tools and E-Businesses

Course Code: MGI-11 Credits- 4

Common to Knowledge Management Specialization. Same as MGK-10.

Integrating Knowledge Management with Strategic Initiatives

Course Code: MGK-06

Credits - 4

Objective: The growing awareness of the crucial role that knowledge can play in gaining competitive advantage has lead businesses to confront how to build competitive business strategy around a firm’s intellectual resources and capabilities. This course aims at providing an understanding on how to define and guide the strategic processes and infrastructure for managing organizational knowledge.

Unit I

KM and Strategy: Knowledge Management, Strategy, KM Strategy, Operational Strategy, Linking KM and Strategy, Study of KM as an integral and essential component of an organizational system at both operational and strategic levels.

Unit II

Macro and Micro Factors and Knowledge Management: Factors such as quality, systems thinking, environmental scanning, convergence, and constructive conflict are emphasized as essential contributors in the integration of KM in planning, decision-making, and implementing operationa l and strategic initiatives.

Unit III

Leadership, Culture and Knowledge Management: Leadership, Culture, Linking KM and Culture, Embedded system elements like leadership, Corporate Culture addressed, Adoption of KM at Strategic, Tactical and Operational level.

Unit IV

Change and Strategy: Change, Change Management, Levers of Change Management, Structural and Behavioral Change to gain

Organizational Acceptability, Ways to circumvent Roadblocks and Pursue Pathways Needed to Change.

Text Books:

- Tell, F., Berggren, C., Brusoni, S., Van de Ven, A. (2017), “Managing Knowledge Integration Across Boundaries”, Oxford University Press.
- Clegg, S.R., Schweitzer, J., Whittle, A., Pitelis, C. (2017), “Strategy: Theory and Practice”, (2nd Ed.), Sage Publishing.

Reference Books:

- Child, J., Ihrig, M. (2013), “Knowledge, Organization, and Management: Building on the Work of Max Boisot”, Oxford University Press.
- Lytras, M.D., Russ, M., Maier, R., and Naeve, A. (2007), “Knowledge-Based Strategies and Systems: A Systematic Review”, Idea Book Publishing.
- Abou-Zeid, E-S. (2008), “Knowledge Management Strategies: A handbook of Applied Technologies Knowledge Management and Business Strategies: Theoretical Frameworks and Empirical Research”, IGI Global.

Advanced Knowledge Management Concepts

Course Code: MGK-07

Credits: 4

Objective: It cannot be overemphasized that the emergence of information and communication technologies (ICTs) has metamorphosed the way information resources are managed in different heterogeneous environments. These changing trends have seen the shift from traditional practices to contemporary practices centered on ICTs as global information management platforms. The emergence of electronic records (e-records) and electronic archiving (e-archiving), knowledge

management, electronic library (e-library) systems, and so on, has been largely observed in the developed and developing world alike. This course, therefore, intends to present experiences and conceptual groundings in the emerging information management contexts.

Unit I

Introduction to Knowledge Typologies:

Define the nature and topology of knowledge and knowledge management within a business context. Identify technologies that are most useful for capturing/acquiring, organizing, distributing, and sharing knowledge within an enterprise.

Unit II

Knowledge Management Strategies and Knowledge Architecture:

Explain how to formulate a knowledge management strategy, identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects.

Unit III

Knowledge Management the Organizational Growth:

Review the merging roles of chief knowledge officers and chief learning officers. Explore the future direction of knowledge management based on the history of knowledge, the demands of global competition, Contemporary development in the area of Knowledge Management.

Unit IV

Knowledge Management and Organizational Learning:

Analyze the needs of 21st-century organizations, Organizational Change and Organizational Learning, Views of future Organizations, Role of Knowledge Management in future organizations.

Text Books:

- Gabriel Szulanski; Sticky Knowledge: Barriers to Knowing in the Firm, Sage Publishing.

- Pierre Barbaroux, Amel Attour, Erik Schenk; Knowledge Management and Innovation: Interaction, Collaboration, Openness, Wiley Publications.

Reference Books:

- Bwalya, K.J., Mnjama, N.M., and Sebina, P.M.M, (2014), “Concepts and Advances in Information Knowledge Management: Studies from Developing and Emerging Economies”, (1st Ed.), Chandos Publishing.
- Sanders, M. (2015), “Knowledge Management: Advanced Researches”, Clanrye International.

E-Learning and Knowledge Management

Course Code: MGK-08/ MGI-10 Credits - 4

Objective: The objective is to give you a solid foundation covering the concepts and techniques of E Learning, Knowledge Creation and Dissemination. Also, to make the students understand how to apply and integrate appropriate components and functions of E Systems in KM domain.

Unit I

Learning from Data: The Concept of Learning, E Learning, Data Visualization, E-Learning Systems, Learning process, Learning Media, Learning Environment, Categories of Learning, Learning Objectives, Neural Network (Artificial) as Learning Model, Supervised/Unsupervised Learning.

Unit II

Knowledge Management and E-Learning: Introduction to Knowledge Management and E-Learning, Digital library, Rules and Rules Engines, Use of Knowledge Management in E Learning Systems, Modules, Types of Modules.

Unit III

Knowledge Management and Learning Management System: Introduction to Knowledge Management and Learning Management System, E Learning Paradigms, Knowledge Sharing, Groupware systems, Knowledge Management 2.0, Web Generations.

Unit IV

E systems and Knowledge Management: Data Warehousing, Data Mining, On-line Transaction Processing, On-line Analytical Processing, Decision Support Systems, Content Management Systems, Artificial Intelligence Tools, Simulation Tools, Semantic Networks.

Text Books:

- Becerra-Fernandez, I., Sabherwal, R. (2010), “Knowledge Management: Systems and Processes”, M.E. Sharpe, Armonk, New York London, England.
- Allen, M.W., Bingham, T. (2016), “Michael Allen’s Guide to e-Learning: Building Interactive, Fun, and Effective Learning Programs for Any Company”, (2nd Edition), Wiley.

Reference Books:

- Tai, L. (2010), “Corporate E-Learning: An Inside View of IBM’s Solutions”, Oxford University Press.
- Haythornthwaite, C., Andrews, R. (2011); “E-learning Theory and Practice”, Sage Publishing.

Intellectual Property and Knowledge Capital

Course Code: MGK-09 Credits - 4

Objective: The objective is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management organizations. Moreover, students will learn to determine the infrastructure

requirements to manage the intellectual capital in organizations.

Unit I

Introduction to Intellectual Property: Introduction of IPR, Need for intellectual property right, Global view of IPR, IPR in India – Genesis and Development, Cases of IPR, Introduction to Managing Organizational Knowledge, Learning and Intellectual Capital, Principles of International Intellectual and industrial property law.

Unit II

Managing Organizational Knowledge, Learning and Intellectual Capital: The nature of Problem Solving, Knowledge, Knowledge Capital, Intellectual Capital, Human Capital, Relational Capital, Social Capital, Structural Capital, Constituents of Organizational Capital, Expert and Expertise.

Unit III

Advanced Level of Managing Organizational Knowledge: Developing metrics for knowledge, learning and intellectual capital, The New IPR regime and its linkage with the revolution in New Generic Technologies (NGT), Information and Communication Technology (ICT) and Biotechnology, Knowledge quality, Organizational knowledge creation theories and their application.

Unit IV

Role of Intellectual Capital in Learning Organizations: Learning Organizations, Best examples of Learning Organizations, Balanced Scorecard, BSC and Intellectual Capital, Intellectual capital and related terminologies in clear terms and understand the role of knowledge management in organizations, Importance of intellectual capital to benefit the competitive advantage in organizations, Role of IPR in Learning Organizations.

Text Books:

- Sullivan, P.H., (2001), “Profiting from Intellectual Capital: Extracting Value from Innovation”, Wiley.
- Chatzkel, J.L. (2003), “Knowledge Capital: How Knowledge-Based Enterprises Really Get”, Oxford University Press.

Reference Books:

- Ryder, R.D., Madhavan, A. (2014), “Intellectual Property and Business: The Power of Intangible Assets”, Sage Publishing.
- Fruin, W.M. (1997), “Knowledge Works: Managing Intellectual Capital at Toshiba”, Oxford University Press.

Knowledge Management Tools and E-Businesses

Course Code: MGK-10/MGI-11 Credits - 4

Objective: The objective is to give the students a strong foundation covering the concepts of E-Business and Knowledge Management. Also, to make the students understand how to apply and integrate the KM tools and techniques in the E-Business arena.

Unit I

Knowledge Management Tools: Knowledge Management, Introduction to Knowledge Management Tools, KM Techniques, Knowledge Capture and Creation Tools, Contents Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools.

Unit II

Data Management and KM Sharing: Data Management, Information Technology and Organizational Productivity, Web Centric Knowledge Management, Content Analysis, Knowledge Sharing and Dissemination Tools, Groupware and Collaboration Tools, Wikis, Networking Technologies, Knowledge

Acquisition and Application Tools, Intelligent Filtering Tools, Adaptive Technologies.

Unit III

Technology and KM: Telecommunication and Networks In Knowledge Management, Internet Search Engines and KM, Information Technology In Support Of KM, Knowledge Management and Vocabulary Control, Information Mapping In Information Retrieval, Information Coding In The Internet Environment, Repackaging Information.

Unit IV

E Business and Models: KM Life Cycle Model, Leadership In Dynamic E Business Environment, E Business Models and Networks, E Business Security and Reliability, E Business Middleware, Integration and Protocols, XML, E Business Processes, Web Services and Semantic Web Service.

Text Books:

- Leonard, D., Swap, W.C., Barton, G. (2014), “Critical Knowledge Transfer: Tools for Managing Your Company’s Deep Smart”, Harvard Business Review Press.
- Rao, M. M., (2012), “Knowledge Management Tools and Techniques”, Butterworth-Heinemann.

Reference Books:

- Tiwana, A. (2001), “The Essential Guide To Knowledge Management: E-Business And CRM Application”, Prentice Hall Press.
- Chugh, R. (2016), “Harnessing Social Media As A KM Tool”, IGI Global.

Supply Chain Strategy and Innovation

Course Code: MGS-07

Credits – 4

Objective: To understand the role and objectives of Innovation Supply Chain Management. To appreciate the increasing scope of Supply Chain Management and its future challenges.

Unit I

Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC

Unit II

Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time

Unit III

Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope

Unit IV

Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues

Unit V

Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications form managers, organizations & policy makers

Text Books:

- Meindl, P., Chopra, S. (2016), “Supply Chain Management: Strategy Planning & Operation”, (3rd Ed.), Pearson.
- Hines, T. (2004), “Supply Chain Strategies – Customer Driven & Customer Focused”, (1st Ed.), A Butterworth-Heinemann Title.

Reference Books:

- Autry, C.W., Moon, M.A. (2016), “Achieving Supply Chain Integration: Connecting the Supply Chain Inside and Out for Competitive Advantage”, Pearson Education.
- Christopher, M. (2016), “Logistics & Supply Chain Management”, (5th Ed.), Pearson Education.
- Lysons, K., Farrington, B. (2016), “Procurement and Supply Chain Management”, (9th Ed.), Sage Publications.

Transportation and Distribution Management

Course Code: MGS-08 **Credits – 4**

Objective: To understand the flow of materials in a Supply Chain. To appreciate the role of Transportation and Distribution Management. To understand the essentials of distribution from logistics point of view.

Unit I

Introduction: Definitions, distribution in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics.

Unit II

Micro dimensions of logistics: interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC.

Unit III

Materials Management v/s physical distribution: Cost centers , nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis.

Unit IV

Types of relationships: Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities –concept & types of 3PL, 4PL, need for collaborative relationships.

Unit V

Overview of service Operations: service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics –service capacity, waiting times, distribution channels.

Text Books:

- Lysons, K. (2016), “Procurement and Supply Chain Management”, (9th Ed.), Pearson Education.
- Coyle, J. J., Bardi, E.J., Langley, C.J. (2002), “The Management of Business Logistics”, Cengage Learning India.

Reference Books:

- Winsor, J.D, Leong, G-K, Tan, K-C (2016), “Principles of SCM - A Balanced Approach”, (4th Ed.) Cengage Learning.
- Waters, D. (2003), “Logistics: An Introduction to SCM”, (1st Ed.), Palgrave Macmillan.
- Min, H. (2015), “Essentials of Supply Chain Management, The: New Business Concepts and Applications”, Pearson Education.

Information Technology Applications in Supply Chain Management

Course Code: MGS-09

Credits – 4

Objective: To appreciate Information Technology as a significant business segment of the future. To give an overview of technological aspects of Information Technology. To understand strategic aspects of Information Technology in SCM.

Unit I

Introduction: Role of IT in Supply Chain, Trade Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, Essential Requirements of an Information System for retail.

Unit II

IT in Planning: Inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, Collaborative Planning, Forecasting and Replenishment Capturing and transmitting data at POS, advantages, elements of data capture – coding system code Means of data capture, Database marketing, Data Mining, Data Mart.

Unit III

IT in Supermarket & Stores: Introduction to self - service, supermarkets, atomistic retail to regional networks/ chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.

Unit IV

Retailers in E- Commerce: Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e-retail business, limitations of the web.

Unit V

E-Applications: Smart cards, E-cash, Multimedia kiosks, Customer specific offers, Electronic body scanners, Electronic shelf front.

Text Books:

- Badrinath, J. (2001), “Manufacturing Resources Planning MRP Li with introduction to ERP, SCM and CRM”, Tata McGraw Hill.
- Sahay, B.S., (2006), “Supply Chain Management in the 21st Century” Macmillan.

Reference Books:

- Geunes, J., Akcali, E., Pardalos, P.M., Romeijn, H.E., Shen, Z-J (2005), “Applications of Supply Chain Management and E-Commerce Research”, Springer.
- Sanders, N.R. (2014), “Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information Into Intelligence”, Pearson Education.
- Davis, E.W., Spekman, R.E., (2003), “Extended Enterprise, The: Gaining Competitive Advantage through Collaborative Supply Chains”, Pearson Education.

Operations Research and Strategy

Course Code: MGS-10

Credits - 4

Objective: To emphasize the key role of operations in bringing about the growth and profitability of organizations. To impart ideas, concepts and principles in operations strategy.

Unit I

Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy - Strategic alliances and production sharing, fluctuations of international financial conditions and

international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility.

Unit II

Change & Market Strategy: Value as business concept—strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities –stake holders & strategy, Checking markets, Outcome of Market debate –Linking manufacturing to Markets – strategic integration –why products sell in the markets –Order Winners, Order Qualifiers.

Unit II

Operation Strategy Implementation : Technology strategy Issues in New Product development Time to market –strategic nature of process–Business implication of Process choice Hybrid Process.

Unit IV

Change management and Sustainability Procedure: company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives Focused manufacturing with product or process focus– Make or Buy– merits /demerits.

Text Books:

- Harland, C., Nassimbeni, G., Schneller, E. (2013), “Strategic Supply Management”, Sage Publications.
- Gaither, N., Frazier, G. (2004), “Operations Management”, Cengage Learning.

Reference Books:

- Watson, M, Nelson, D., Cacioppi, P. (2013), “Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices”, Pearson Education.

- Hill, T. (2012), “Operations Management”, (3rd Ed.), Palgrave.
- Hiller, F.K., and Nag, B. (2001), “Introduction to Operations Research”, (7th Ed.), Tata McGraw Hill Education.

Materials and Store Management

Course Code: MGS-11

Credits - 4

Objective: To give an overview of various aspects of Materials Management. To explain the impact of material cost on the organization. To understand the concepts of Store in an organization.

Unit I

Introduction: Material Concepts, Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.

Unit II

Review Systems: Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.

Unit III

Write Models: The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks.

Unit IV

Use of ratios and analysis like FSN: Fast slow Non moving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment.

Text Books:

- Crocker, B., Morrison, A., Jessop, D., “Inbound Logistics Management: Storage and Supply of Materials for the Modern Supply Chain”, (7th Ed.), Pearson Education.
- Tony, J.R., Chapman, S.N, Clive, L.M. (2010), “Introduction to Materials Management”, Cengage Learning.

Reference Books:

- Krajewski, L.J., Ritzman, L. P., Malhotra, M.K., (2007), “Operations Management-Process and Value Chains”, (8th Ed.), Pearson.
- Piasecki, D.J. (2009), “Inventory Management Explained: A focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems”, Cengage Learning.
- Greene, J.H. (1997), “Production and Inventory Control Handbook”, (3rd Edition), Tata McGraw Hill Education.





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