K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT & COMMERCE

(SOMC)

Master of Business Administration (MBA)

Programme Code- 57

2018–20

(Approved in the 17th Meeting of Academic Council Held on 29 June 2018)

Registrar
K.R. Mangalam University
Sohna Road, Gurugram, (Haryana)

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1. Introduction

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRM have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly inter-disciplinary environment wherein they develop integrative skills through interaction with students from engineering, social sciences, management and other study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

K.R. Mangalam University is established under the Haryana Private University Act 2006, received the approval of Haryana Legislature vide Amendment Act # 36 of 2013 and consent of the Hon'ble Governor of Haryana on 11th April 2013, which was published in the Gazette notification vide Leg. No.10/2013, dated 3rd May 2013.

KRM University is unique because of its

•   Enduring legacy of providing quality education and thereby creating achievers who demonstrate leadership in diverse fields.
•   Protecting and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Objectives

i.   To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
ii.   To undertake research programmes with industrial interface.
iii.   To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
iv.   To act as a nodal Centre for transfer of technology to the industry.
v.   To provide job oriented professional education to the students.

2. About SOMC

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital, its faculty members. The school boasts of its modern infrastructure and latest technology and resources in the field of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and International Business. The school aims at creating professionals who are committed to excellence in their personal and professional endeavors by adopting the best of industry practices with a keen focus on research, training and consultancy programmes. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

School Vision

To create a School that is truly distinctive in its multidisciplinary and integrated approach, which harnesses talent, provides enabling environment for resources to be converted into competitive capabilities and one which "celebrates and rewards" both success and failure as it marches ahead in its relentless pursuit of providing an enriching educational platform connecting students and organization to deliver social and economic impact.

School Mission

SOMC is committed to:

M 1: Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.

M 2: Instill notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking.

M 3: Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries and professional bodies.

M 4: Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

Graduate Attributes

- **Deep Knowledge and Intellectual breadth:** In-depth knowledge of subject areas in the program of study through project-based education with eventually builds the confidence and leadership skills.
- **Social and civic responsibilities:** The graduates will be capable to take up the social and other civic responsibilities relating to the society and environment.
- **Interpersonal and communication skills:** Graduate will be able to convey ideas and information effectively to a wide array of audiences for different purposes and contribute in a positive and collaborative manner to achieve the ultimate goals.

- **Critical thinking and problem solving:** The graduate will be able to instill the ability to think, assess the problems and find solutions to them.
- **Digital Literacy:** The graduates are well prepared to gear up with the ever-changing digital environment and work in digital society.
- **Self-awareness and sense of responsibility:** The graduates are self-aware and act with integrity and sense of ownership for their actions.
- **Leadership skills and personal attributes:** The graduates exhibit professional behavior and potential to be entrepreneurs and absorb leadership roles I n the chosen careers.

3. Programmes offered by the school

The school offers a wide array of Undergraduate, Postgraduate, and Doctoral programmes under its umbrella. In Postgraduate programmes, department offers MBA Programme to act with an informed awareness of local, regional, national, and global needs ensuring environmental sustainability and community development initiatives.

3.1 Master of Business Administration (MBA) Programme

This programme is designed to help students grow and succeed in the Managerial Field. Throughout the programme students gain valuable insights from the classroom, visitors and speakers who include Prominent Business Figures, Leading Academics and Global Commentators. The programme offers specialization in Finance, Marketing, Human Resource Management, International Business and IT.

4. Duration: 2 Years (4 Semesters)

Eligibility Criteria: He/ She should have passed Bachelor's Degree or equivalent with at least 50% Marks in aggregate.

International Summer School: Approx. 2 weeks of International summer school at prestigious universities outside India, to provide international exposure to the budding managers.

Course Outline: Management Process & Behavior/Business Communication/ Marketing Management/Legal Aspects of Business/Information Systems in Business/ Financial Accounting/ Managerial Economics/Quantitative Techniques/Human Resource Management/Financial Management/International Business Environment/ Intellectual Property Rights/ International Marketing/ Information Technology and System.

Technology and System.

5. Career Options

MBA - Management of both for Profit and Non-profit organization, Real-world Projects from industry opening; Marketing, Finance, Project Management, Entrepreneurship and many other domains depending on one's specialization, PSUs and Civil Services.

6. Programme Duration

MBA, - 2 years (4 semesters)

7. Class Timings:

The classes will be held from Monday to Friday, from 9.10 am to 4.10 pm.

8. Syllabi:

The syllabi of all courses for two year for all the programmes offered by SOMC are given in the following pages. For each course, the first line contains; Course Code, Title and credits of the course. This is followed by the course objectives, syllabus (Unit I to IV), Text book and reference books.

Management of Business Administration (MBA)

Year	S.N.	Course Code	Nature of Course	Course Title	L	T	P	C
FIRST	1	SMMC731	Core Course	Management Process & Organizational Behavior	3			3
	2	SMMC709	Core Course	Managerial Economics	3			3
	3	SMMC725	Core Course	Accounting for Management	3	1		4
	4	SMMA737	Core Course	Quantitative Analysis for Management -I	3	1		4
	5	SMMC733	Core Course	Marketing Management	3			3
	6	SMCS775	Core Course	IT for Managers Lab	-	-	2	1
	7	SMEL722	Core Course	Basics of Business Communication	3			3
	8	SMAW737	Core Course	Legal Aspects of Business	3			3
	9	SMMC750	Core Course	Contemporary Issues Discussion-I	-	-	2	1
	10			Foreign Language	2	-	-	2
TOTAL					21	2	6	27

S.N.	Course Code	Nature of Course	Course Title	L	T	P	C
1	SMMC724	Core Course	Financial Management	3	1	-	4

2	SMMC729	Core Course	Business Environment	3	-	-	3
3	SMMC728	Core Course	Business Research Methods	3	1	-	4
4	SMMC736	Core Course	Human Resource Management	3	-	-	3
5	SMMC743	Core Course	Production & Operation Management	3	-	-	3
6	SMCS741	Core Course	E-Business	3	-	-	3
7	SMMA878	Core Course	Quantitative Analysis for Management -II	3	1		4
8	SMMC742	Core Course	International Marketing and Finance	3	-	-	3
9	SMMC752	Core Course	Contemporary Issues Discussion- II	-	-	2	1
10			Foreign Language	2	-	-	2
TOTAL				**24**	**3**	**4**	**30**

	1	SMMC801	Core Course	Summer Internship Project Report		-	-	4
	2	SMMC803	Core Course	Business Ethics & Corporate Governance	3	-	-	3
	3	SMMC805	Core Course	Entrepreneurship	3	-	-	3
SECOND	4	SMCS829	Core Paper	Management Information System	3	-	-	3
	5		Departmental Electives	Elective (Departmental Electives)	3	-	-	3

6		Departmental Electives	Elective (Departmental Electives)	3	-	-	3
7		Departmental Electives	Elective (Departmental Electives)	3	-	-	3
8		Specialization Departmental Electives	Elective (Specialization Departmental Electives)	3	-	-	3
9		Specialization Departmental Electives	Elective (Specialization Departmental Electives)	3	-	-	3
10		VAC	Value Added Course	2	-	-	2
11	SMMC754		Contemporary Issues Discussion-III	-	-	2	1
TOTAL				26	-	4	31

1	SMMC884	Core Course	Dissertation	-	-	-	6
2	SMMC802	Core Course	Strategic Management	3	-	-	3
3		Departmental Electives	Elective (Departmental Electives)	3	-	-	3
4		Specialization Departmental Electives	Elective (Specialization Departmental Electives)	3	-	-	3
5		Specialization Departmental Electives	Elective (Specialization Departmental Electives)	3	-	-	3
TOTAL				12	-	-	18
Total Hours: Lect[L]+Prac[P]+Tut[T]				90			
Total Credits				106			

S. No	Code	Value Added Courses
1	SMMC461	Leadership Development
2	SMCS826	Cyber Security
3	SMMC462	SPSS & its Research Applications
4	SMEL465	Soft Skill Development
5	SMMC463	Cross Cultural Training
6	SMMC464	Micro, Small, Medium Enterprises
7	SMMC465	Social Entreprenurship Development
8	SMMC466	Stress Management
9	SMMC467	Value Management
10	SMMC468	Self Management
11	SMMC469	Time Management
12	SMMC473	Management Lessons from Indian Scriptures
13	SMMC471	Vedas & Modern Management
14	SMMC472	Yoga Lessons

S.NO.	Foreign Language	Course Title
	French	
A	SMHA151	French I
B	SMHA152	French II
	Spanish	
A	SMHA161	Spanish I
B	SMHA162	Spanish II
	German	
A	SMHA171	German I

B	SMHA172	German II

SEMESTER I

SMMC731	MANAGEMENT PROCESS &	L	T	P	C

ORGANIZATIONAL BEHAVIOUR	3	-	-	3

Course Objective: This course aims to provide insights necessary to understand behavioral processes at individual, team and organizational level enable students to learn how to influence the human behavior in organizations.

UNIT I
Foundation and background of OB: concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.

UNIT II
Individual behavior and processes: individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.

UNIT III
Interpersonal and team processes: group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics

UNIT IV
Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

TEXT BOOKS:
1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

REFERENCE BOOKS
1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014).Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.
4. VSP Rao, (2009) Organizational Behavior, (9th Edition) Excel Books.

SMMC709	MANAGERIAL ECONOMICS	L	T	P	C
		3	-	-	3

Course Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

UNIT I
Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.

UNIT II
Consumer Behavior and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behavior; Demand Functions; Determinants of Demand; Elasticity of Demand; Derivation of Market Demand; Demand Estimation and Forecasting.

UNIT III
Theory of Production and Cost: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Run, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

UNIT IV
Theory and Behavior of Firm: Profit Maximization; Alternative Objectives of Business Firms; Price Output Decisions; under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Pricing Policies and Methods, Strategic Behavior of Firms; **Game Theory:** Nash Equilibrium, Prisoner's Dilemma Price & Non-Price Competition.

TEXT BOOK:
1. Salvatore, D. Managerial economics in a global economy. Irwin, McGraw-Hill.

REFERENCE BOOKS:
1. Geetika, Ghosh, P., & Choudhury, P.R. (2nd ed). Managerial economics. New Delhi: McGraw Hill Education.
2. Dwivedi, D. N. Managerial economics. New Delhi, ND: Vikas Publication House.
3. Christopher, R. Thomas, & S. Charles, Maurice. Managerial economics. New Delhi: Tata McGraw Hill.
4. Dholakia, R.H., & Oza, A.N. Micro economics for management students. New Delhi: Oxford University Press.
5. Keating, Berry., & Wilson, J. H. An economic foundation for business decision. New Delhi: Biztantra Publication.
6. Gupta, G.S. Managerial economics: Micro economic. McGraw Hill.
7. Truett & Truett. Managerial economics. John Wiley & Sons Inc.
8. Petersen, H. Craig, & Cris, L W. Managerial economics. New Delhi: Pearson Education (Singapore) Ltd.

SMMC725	ACOUNTING FOR MANAGEMENT	L	T	P	C
		3	1	-	4

Course Objective: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

UNIT I

Nature of Accounting Information: Scope of Accounting, Accounting concepts, Principles & Standards, Journal, Ledger, Trial Balance, Depreciation   Accounting (straight line and diminishing balance methods), Preparation   of Final   Accounts Trading Account, Profit and Loss Account; Balance Sheet (with adjustments)

UNIT II

Cost Accounting: Meaning, Objectives Importance, Methods, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level.

UNIT III

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Installation of Budgetary Control system; Classification   of Budget; Fixed and Flexible Budgeting; Standard Costing and Variance Analysis (Labour and Materials); Balanced Scorecard; Responsibility Accounting.

UNIT IV

Decision Making Techniques: Marginal Costing; Absorption Costing; Contribution; Key factor; Cost-Volume-Profit Analysis; Decision making under decision involving alternative choice; Introduction to Activity Base Costing, Targeting Costing, Life Cycle Costing; Uniform Costing

Change in Text Book:

Maheshwari, S.N. Accounting for Management. Vikas Publishing House. New Delhi:

REFERENCE BOOKS:

1. Shashi K Gupta, Sharma R.K. Management Accounting, Kalyani publications

2. Arora, M. N. (2015). Cost Accounting (12th ed). New Delhi: Vikas Publishing House.

3. Khan, M.Y., & Jain, P.K. (2015). Financial Management, Text, Problems & Cases (7th ed). New Delhi: Tata McGraw Hill Company.

4. Maheshwari, S.N. Financial and Cost Accounting. New Delhi: Sultan Chand & Sons.

5. Maheshwari, S.N. (2015). Advanced Accountancy -Vol. I & II (10th ed). New Delhi: Vikas Publishing House.

6. ICAI, Accounting Standards (Latest).

7. Bhattacharya, Ashish K. Financial Accounting for Business Managers. New Delhi: Prentice Hall of India.

SMMA737	QUANTITATIVE ANALYSIS FOR MANAGEMENT-I	L	T	P	C
		3	1	-	4

Course Objective: This course is designed to prepare students to analyse and interpret business   problems using Statistical methods. The quantitative evaluation of a problem is imperative to eliminate/minimize the subjectivity associated with the managerial decision-making process.This course is intended to help students "in making-sense-of" enormous amount of statistics to which they are exposed in their everyday life.

UNIT I

Role of statistics: Application of statistics in managerial decision-making; Descriptive Measures: Measures of central tendency - mean, median, mode and their implications; Measures of Dispersion: range, mean deviation, standard deviation and their significance, Measures of Skewness

UNIT II

Correlation Analysis: Meaning and uses; Types of correlation, Methods of calculation of coefficients – Karl Pearson and Rank correlation, Analysis and interpretation; Regression Analysis: Introduction, Difference between correlation and regression, Linear regression equation, Standard error of the estimate, Coefficient of determination

UNIT III

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis and its application; Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

UNIT IV

Sampling and Hypothesis Testing: Sampling theory; Formulation of hypotheses; Application of Z-test, t-test and $\psi2$ (Chi) square-test in testing of the hypothesis

TEXT BOOK:
1. Lenin Rubin- Statistics for Management, Pearson (2000), 7th Ed., New Delhi

REFERENCE BOOKS:
1. Beri- Statistics for Management (Tata McGraw-Hill)
2. Chandran J S- Statistics for Business and Economics (Vikas), 1998.
3. Render and Stair Jr- Quantitative Analysis for Management (Prentice-Hall, 7th edition)
4. Sharma J K - Business Statistics (Pearson Education)
5. Gupta C B- An Introduction to Statistical Methods (Vikas), 1995, 9th ed.
6. Earshot L- Essential Quantitative Methods for Business Management and Finance (Palgrave, 2001)
7. Ken Black- Business Statistics for Contemporary Decision Making – (John Wiley), 4th ed.

SMMC733	MARKETING MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Content:

UNIT I

Introduction to Marketing: Meaning, core concepts, nature and scope of marketing; marketing philosophies; concept of marketing myopia &marketing mix; understanding marketing environment; models of consumer and organizational behaviour, buying decision process; market segmentation, targeting and positioning.

UNIT II

Product: Product concept; new product development process; product levels; product classifications; introduction of product mix, major product decisions; branding, packaging and labeling; product differentiation; product life cycle.
Price: Concept of price and pricing, applications of pricing; determinants of price; pricing process, important pricing strategies and policies**.**

UNIT III

Place (distribution): Nature, functions, and types of distribution channels; channel functions and flows; channel levels; channel-design decisions; channel conflict, coordination and competition.
Promotion (communication): Developing effective communications; characteristics of the marketing communications mix; factors in setting the marketing communications mix; elements of promotion mix-advertising, personal selling, publicity and sales promotion.

UNIT IV

Introduction to emerging trends in marketing- Consumerism; retailing; rural marketing; societal marketing; direct and interactive marketing; green marketing; digital marketing.

TEXT BOOK:
   Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).*Marketing management* (16[th]ed.). New Delhi: Pearson.

REFERENCES BOOKS:

1. Kurtz, D. L., & Boone, L. E.(2013), *Principles of contemporary marketing* (16th ed.). New Delhi: Cengage Learning India.
2. Douglas, I. D. & Leonard J. P., *Marketing management: text and cases* (7[th]ed.). U.S.A.: John Wiley and Sons.
3. Pride, W. M. and Ferrel, O. C. (2004), *Marketing: concepts and strategies (12th ed.).* New Delhi: iztantra/Wiley India Pvt. Ltd..

4. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.

5. Kumar, S. R.(2012). *Case studies in marketing management.* New Delhi: Pearson.

SMCS775	IT FOR MANAGERS LAB	L	T	P	C
		-	-	2	1

LIST OF EXPERIMENTS

1. **Personal Productivity Software:** Word Processing:
   1.1 Editing Features
   1.2 Formatting Features, Saving, Printing
   1.3 Table Handling
   1.4 Page Settings, Spell-Checking
   1.5 Macros
   1.6 Mail-Merge, and Equation Editors

2. **Spreadsheet** : Workbook:
   2.1 Worksheets, Data Types
   2.2 Operators, Cell Formats
   2.3 Freeze Panes, Editing Features
   2.4 Formatting Features
   2.5 Creating Formulas, using Formulas
   2.6 Cell References, Replication
   2.7 Sorting, Filtering, Functions
   2.8 Charts and Graphs.

3. **Presentation Graphics Software**: PowerPoint:
   3.1 Templates
   3.2 Views
   3.3 Formatting Slide, Slides with Graphs
   3.4 Animation
   3.5 Using Special Features
   3.6 Presenting Slide Shows.

SMEL722	BASICS OF BUSINESS COMMUNICATION	L	T	P	C
		3	-	-	3

OBJECTIVES:-
● To enable the student understand the basics, characteristics, importance and application of business communication
● To groom students to be effective and successful Business administrators by enhancing their communication skills
● To understand and practice the different types of business communications

COURSE CONTENTS
Unit 1
Basic Principles of Communication*:* Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication &Communication Channels; Stress Management

Unit 2
The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations, Types of Meetings, Guidelines for Meetings, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation, Advantages of Oral Communication, Business Presentations

Unit 3
Internal and External Business -Communication – The Importance of Listening in the Workplace: Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context; Principles of Business Writing, Writing Memos, Circulars and Notices; Electronic Media and Shareholder Communication, What is an Intranet?

Unit 4
Employment Communication – *Resumes and Cover Letters*, Group Discussions and Interviews, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters; Communication with Media through News Releases, Communication about the Organization through Advertising

Assignments:-
1. Power point presentation
2. Report
3. Group Discussion
4. Advertisement
5. Mock Interview

TEXT BOOK:
Banerjee Sudershan, Tan Crispian et.al. Effective Business Communication, CEGR, Delhi, 2016.
REFERENCE BOOKS:

- Adair, J. *Effective Communication*. Pan McMillan.
- Thill, J. V. & Bovee, G. L. Excellence in Business Communication. McGraw Hill, New York.
- Bowman, J.P. & Branchaw, P.P. Business Communications: From Process to Product. Dry den Press, Chicago.
- Mitra, Barun K. Personality Development and Soft Skills,OUP, Delhi, 2012.
- http://allnotes4mba.blogspot.in/2012/01/business-communication.html
- http://management.ind.in/forum/mba-notes-business-communication-328105.html
- https://rkmvcbba.wordpress.com/2011/04/23/business-communication-notes-from-semester-exam-point-of-view/

SMAW737	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	-	-	3

Course Objective: The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise

UNIT I
The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breachof contract and its remedies, Quasi-Contracts

UNIT II
The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights ofan unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-induecourse, dishonour and discharge of a negotiable instrument, arbitration

UNIT III
The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles ofassociation; prospectus, shares and share capital, allotment of shares

UNIT IV
Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangementsand reconstruction; prevention of oppression andmismanagement; winding up; Consumer Protection Act and Cyber Law;RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities,Exemption from disclosure of information.

TEXT BOOK:
1. Tulisian P.C.,Busienss Law, TMH, New Delhi

SUGGESTED READINGS:
1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S.,The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A.,Guide to the Companies Act, Wadhwa, Nagpur, 1992
4. Shah, S.M.,Business Law for Managers,Sultan Chand, New Delhi, 1998

SMMC750	CONTEMPORARY ISSUES DISCUSSION-I	L	T	P	C
		-	-	2	1

The contemporary issues are related to the current and the thrust areas of the world market (related to the management) which will be discussed by the faculty with the help of case studies, role plays, group discussion or lecture method (using audio & visual aids). The performance of the students at contemporary issues will be evaluated by a panel of internal examiners. The students will make a report and present an oral presentation before the panel (Deans of School or a panel of internal examiners appointed by the Dean). The assessment of the report and its presentation will be jointly done by the internal examiners. To give more insight on the topic concerned an industry expert may be invited.

SEMESTER II

SMMC724	FINANCIAL MANAGEMENT	L	T	P	C

		3	1	-	4

Course Objective: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

UNIT I

Introduction: Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Agency problem. Stock price maximization and agency costs.

Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis

UNIT II

Capital Structure: Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach;

UNIT III

Capital Budgeting: Nature, significance and kinds of capital budgeting decisions, Time Value of Money, Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, and Modified IRR. Capital budgeting decision under inflation. Capital budgeting decision under uncertainty.

UNIT IV

Dividend Policy: Retained Earnings Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models); Operating Cycle.

.
TEXT BOOKS:

Maheshwari, S. N. Financial Management - Principles & Practice.   Sultan Chand & Sons.

REFERENCE BOOKS:

1. Pandey I M, Financial Management.   Vikas Publication .
2. Prasanna Chandra, Financial Management: Theory and Practice. Tata McGraw Hill.
3. Narayana Swamy, Financial Accounting a Managerial Perspective. PHI.
4. Khan, M. Y. and Jain P. K. Financial Management, Text, Problems & Cases. Tata McGraw   Hill Company, New Delhi.
5. Shashi K Gupta, Sharma R.K. Management Accounting, Kalyani publications

SMMC729	BUSINESS ENVIRONMENT	L	T	P	C
		3	-	-	3

Course Objective: The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

UNIT I
Introduction: Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

UNIT II
Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

UNIT III
Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

UNIT IV
Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment

Text Book:
1. Cherunilam, Francis. Business environment. (3rd e d.). New Delhi: Himalaya Publishing House.

REFERENCE BOOKS:
1. Saleem Shaikh, Business environment. New Delhi: Pearson Publication. India
2. Paul, Justin. Business environment: Text & cases (3ed.) New Delhi: McGraw Hill Education (India) Pvt. Ltd.
3. Mishra, S. K., & Puri, V. K. Economic environment for business. New Delhi: Himalaya Publishing House.
4. Fernando, A. C. Business environment. New Delhi: Pearson Publication. India
5. Economic Survey. Govt. of India.
6. Monthly Bulletin. Reserve Bank of India. Mumbai

SMMC728	BUSINESS RESEARCH METHODS	L	T	P	C
		3	1	-	4

Course Objective: The course aims at equipping students with an understanding of the
Course Objective: The course aims at equipping students with an understanding of the
research process, tools and techniques in order to facilitate managerial decision-making.

UNIT I
Introduction to Business Research: Definition; Nature and Scope of Business Research;
The Research Process; Problem Identification and Definition; Determination of Information
Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research;
Marketing Research.

UNIT II
Research Design and Data Collection: Types of Research Design; Secondary and Primary
Data; Primary Data Collection Instruments -Questionnaire Designing   and Testing;
Schedule;   Observation Methods;   Qualitative Research; Scaling Techniques and Attitude
Measurement; Online Data Sources and Research.

UNIT III
Sample Design: Defining the Universe and Sampling Unit; Sampling Frame; Probability and
Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey
Errors.

UNIT IV
Data Analysis, Interpretation and Report Preparation: Data Editing and Coding;
Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques-
Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-
Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and
Presentation.

TEXT BOOK:
1. Business Research Methods – Zikmund- Thomson
2. Donald, R. Cooper and Parmela, S.Schindler .Business Research
   Methods.TataMcGraw Hill.

REFERENCE BOOKS:
1. Research Methodology - R.Panneerselvam-   PHI
2. Research Methods for Business Students- Saunders- Pearson
3. Business Research- Collis J & Hussey R-   Palgrave
4. Business Research Methods – Donald R. Coopers and Schindler.
5. MLA handbook for researchers.

SMMC736	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objective: This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

UNIT I

Introduction to HRM: Nature scope Characteristics, objectives, functions, evolution, role of HR Manager, strategic HRM, HR Policies, challenges to HR professionals;

UNIT II

Talent acquisition: HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment

UNIT III

Managing performance Appraisal: Performance appraisal; Wage and Salary administration; Incentive Compensation; Maintaining and Retaining HR: Job changes, Employee Health and Safety, employee welfare, social security, Discipline and Grievances.

UNIT IV

Integrating HR: Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. **HR in knowledge era:** HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS

TEXT BOOK:

1. Dessler, G. (2012). Human Resource Management, (2nd Edition). Pearson Education.
2. Aswathappa, K., (2013). Human Resource Management, (7th Edition). McGraw Hill Education.
3. Rao V.S.P.(2013). Human Resource Management, (3rd Edition). Excel Books.
4. C.B. Gupta (2015). Human Resource Management (16th edition), Sultan Chand & Sons.
5. Aswathappa, K. (2015). Human Resource Management: Text and Cases, (7th Edition) McGrawhill.
6. Werner J. M. (2012). Human Resource Management, (5th Edition) Delhi, Cengage Laming.

SMMC743	PRODUCTION & OPERATION MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objective: The course is designed to familiarize the students with decision making

in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning ,quality, scheduling, maintenance, inventory and environment and safety. Importance of supply chain management and operating in a lean environment is also to be highlighted.

Course Contents
UNIT I
Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design: Factors and issues, Facility location: planning and analysis,

UNIT II
Flow strategies and process design. Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality,

UNIT III
Statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Elements and objectives of Supply Chain Management, Inventory Management: Models and Applications.

UNIT IV
Introduction to contemporary productivity improvement techniques/systems like TPM, MRP, JIT etc.; Environment, Safety and other considerations in Production & Operations Management.

TEXT BOOK:
1. Chary, S. N. (2012). Production and operations management (5th ed.). New Delhi: Tata McGraw Hill.

SUGGESTED READINGS
1. Chunawalla, S. A., & Patel, D. R. (2016). Production and operations management (9th ed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswathappa, K., & Bhat, K.S. (2015). Production and operations management (2nd ed.). Mumbai, Maharashtra : Himalaya Publishing House.
3. Muhlemann, A., Oakland, J., Lockyer K., Sudhir, B., & Katyayani, J. (2013). Production and operations management lectures guide (6th ed.). New Delhi: Pearson Education.
4. Schroeder, R. G. (2011). Operations management: Contemporary concepts and cases (5th ed.). New Delhi: McGraw Hill.
5. Schroeder, R. G. (2011). Operations management: Contemporary concepts and cases (5th ed.). New Delhi: McGraw Hill.

SMCS741	E-BUSINESS	L	T	P	C
		3	-	-	3

Course Objective: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

UNIT I
Introduction to E-business: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process

UNIT II
Security Threats to E-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

UNIT III
Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards & Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer

UNIT IV
E-Business Applications & **Strategies:** Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.

Text Book:
1. Whitley, David. e- Commerce Strategy, Technologies and Applications. Tata McGraw Hill.

REFERENCE BOOKS:
1. Treese G. Winfield & Stewart C. Lawrance Designing Systems for Internet Commerce. Addison Wesley.
2. Trepper Charles. E-Commerce Strategies.   Prentice Hall of India, New Delhi.
3. Rehman S.M. & Raisinghania. Electronic Commerce Opportunity & Challenges. Idea Group Publishing, USA.
4. Knapp C. Michel. E-commerce Real Issues & Cases. Thomson Learning.
5. Schneider Gary P. and Perry, James T Electronic Commerce.   Thomson Learning.
6. Bajaj, Kamlesh K and Nag, Debjani. E-Commerce: The Cutting Edge of Business. Tata McGraw Hill, Publishing Company Ltd., New Delhi.

SMMA878	QUANTITATIVE ANALYSIS FOR MANAGEMENT-II	L	T	P	C
		3	1	-	4

Course Objective: In this course, the students will be introduced to important ideas in operations research. The field of operations research is concerned with the development and application of quantitative techniques to finding optimal solution of problems faced by managers of manufacturing and service organizations. Specifically, the module has been designed to reflect a strong application orientation. The students will be able to appreciate how operations research contributes to effective decision-making.

UNIT I
Linear programming: general structure of LP model, assumptions, formulation of product mix problems. Linear programming solution: graphical solutions, simplex algorithm application for maximising and minimising solutions, duality, sensitivity analysis

UNIT II
Transportation models: statement of problem, minimisation algorithm, methods for finding initial solution: north-west corner rule, Vogel's approximation method (VAM), testing for optimality: stepping stone method, modified-distribution method (MODI method), unbalanced supply and demand, degeneracy and its resolution, alternative optimal solutions, prohibited routes, maximisation of problem
Assignment models: Mathematical statements of problem, minimisation using Hungarian algorithm, resolve unbalancing, multiple optimal solution, and restrictions on assignments, maximisation case

UNIT III
Queuing theory: Essential operating features of a queuing system, performance measures of a queuing system, classification of queuing models, single-server queuing models
Sequencing problem: Introduction, problem of sequencing, processing of n jobs through two machines and three machines.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in project Planning and Control.

UNIT IV
Game Theory: introduction, two-person zero-sum and constant sum games, saddle point, mixed or randomised strategy, domination, graphical solution
Decision analysis: Decision-making process, types of decision making environments: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty, criteria of decision-making under risk, decision tree approach
Introduction to optimization software: Excel solver, Management scientist, Tora

TEXT BOOK:
1. Anderson, sweeney, and william: An Introduction to Management Sciences: South-Western 2012

REFERENCE BOOKS:
1. Ackoff R L and Sasieni M W- Fundamentals of Operations Research (Wiley, 1968)
2. Budnick F S et al – Principles of Operations Research for Management (Irwin, 1977)
3. Churchman C W et al – Introduction to Operations Research (Wiley, 1957)
4. Hillier F S – Introduction to Operations Research (Holden-Day, 1987)
5. Mitchell G H – Operations Research Techniques and Examples (The English University Press, 1972)
6. Thierauf R J and Klekamp R L – Decision Making Through Operations Research (Wiley, 1970)
7. Thomas R – Quantitative Methods for Business Studies (Prentice Hall, 1997)
8. Wagner M H – Principles of Operations Research (Prentice Hall, 1982)
9. Wisniewski M – Quantitative Methods for Decision Makers (Macmillan, 1996)

SMMC742	INTERNATIONAL MARKETING AND FINANCE	L	T	P	C
		3	-	-	3

Course Objective: The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today and also emphasizes the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

UNIT I

Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.

UNIT II

International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions

Pricing for International Market Key factors in global pricing & methods, International branding perspectives

UNIT III

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments, Exposures in international finance and how to contain them.

UNIT IV

International Portfolio investment, International cash management, Financial engineering: Currency derivatives, strategic considerations in euro -equity issues, Global depository receipts (GDRs) and American Depository receipts (ADRs), International bond financing,

Text Book:
1. Levi Maurice D., International Finance, McGraw-Hill, New York
2. Varshney & Bhattacharya, International Marketing Management

Reference Books:
1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
3. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
4. Shapro A.C., Multinational Financial Management, Prentice-Hall, New Delhi

SMMC725	CONTEMPORARY ISSUES DISCUSSION-II	L	T	P	C
		-	-	2	1

The contemporary issues are related to the current and the thrust areas of the world market (related to the management) which will be discussed by the faculty with the help of case

studies, role plays, group discussion or lecture method (using audio & visual aids). The performance of the students at contemporary issues will be evaluated by a panel of internal examiners. The students will make a report and present an oral presentation before the panel (Deans of School or a panel of internal examiners appointed by the Dean). The assessment of the report and its presentation will be jointly done by the internal examiners. To give more insight on the topic concerned an industry expert may be invited.

SEMESTER III

SMMC801	SUMMER INTERNSHIP PROJECT	L	T	P	C
		-	-	-	4

Summer Internship Project (SIP) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA program the students are required to complete the SIP. After completion of the 1st year of the program, i.e., after the 2nd semester and before the commencement of the second year of the program, the students are required to work with an organization for hands on experience.

The duration of the SIP is six to eight weeks. In some cases this period may be a little longer, but in no case the duration should be more than 10 weeks. SIP aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer.

During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA into practice while working on a business plan or trying out a new industry, job function or organization. The organization, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The summer interns also serve as unofficial spokespersons of the organization and help in image building on campus.

The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying, if required. The student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Thereafter, the student should prepare a report and submit one copy to the organization and one copy each to the institute and the university. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The Summer Training Project report evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the SIP project will be 100 and it carries 5 credits. The marks will be awarded for the following aspects:

1. Introduction: Clear understanding of the topic/subject; understanding of the organization/unit//field.

2. Literature Review: Published studies, review of similar studies
3. Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
4. Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
5. Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
6. Contribution and learning from the project: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
7. Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
8. Presentation of the report, format of the report, flow of the report, style, language, etc.
9. Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
10. Overall impression.

SMMC803	**BUSINESS ETHICS & CORPORATE GOVERNANCE**	**L**	**T**	**P**	**C**
		3	**-**	**-**	**3**

Course Objective: The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace.

It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making. The students will also be exposed to ethical problems and issues in various situations.

UNIT I
Ethics and Business: Meaning, Evolution, Ethical Issues, Classification of Ethics, Ethical Decision Making, Concept, Evolution, Characteristics and Principles of Business Ethics, Advantages of Business Ethics, Approaches of Business Ethics, Relationship between Ethics and Business Ethics.

UNIT II
Ethical Issues: Ethics in Human Resources, Ethics in Marketing, Ethics in Information Technology, Ethics in Finance, and Theories of Ethics: Teleological (Utilitarianism), Deontology (Kantianism), Virtue Ethics.

UNIT III
Business Ethics in Global Economy: Ethical Perception and International Business, Global Values, Various Ethical Issues around the Globe, Cross Cultural Issues, Cross Religion and cross Racial Issues

UNIT IV
Corporate Governance: Definition of Corporate Governance, Need for Corporate Governance, Principles and Importance of Corporate Governance, Important Issues in Corporate Governance, Corporate Governance in India Past, Present and Future, Current Scenario of Corporate Governance in India, Clause 49, Corporate Social Responsibility for Business.

TEXT BOOKS:
1. Ghosh, B.N. (2015). "Business Ethics and Corporate Governance" New Delhi; McGraw Hill.
2. Murthy. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.

REFERENCE BOOKS:
1. Manuel G. Velasquez. (2012). "Business Ethics" New Delhi; Pearson Education Inc.
2. S.S. Khanka. (2014). "Business Ethics and Corporate Governance" New Delhi; S. Chand Publication.
3. Nirmala, Reddy, Rani. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.
4. Badi Ravindernath V. (2014). "Business Ethics" New Delhi; Vrinda Publication.
5. Hartman, Lauro (2014). "Perspective in Business Ethics" New Delhi; McGraw Hill.
6. Fernando A. C. (2015). "Business Ethics: An Indian Perspective" Noida; Pearson Edu. Inc.

SMMC805	ENTREPRENUERSHIP	L	T	P	C
		3	-	-	3

Course Objective: This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

UNIT I
Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

UNIT II
Starting the venture: generating business idea –sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study –market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

UNIT III
Functional plans: marketing plan –marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan –form of ownership, designing organization structure, job design, manpower planning; Financial plan –
cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

UNIT IV
Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues –intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. **Role of Central and State Governments in promoting entrepreneurship** – Start-up India, Standup India, PM Yuva Yojna, NITI Aayog.

TEXT BOOK:

1. Hisrich, Robert D., Michael Peters and Dean Shephered. Entrepreneurship. New Delhi: Tata McGraw Hill.

SUGGESTED READINGS:

1. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship. New Jersy (USA): Pearson Prentice Hall.
2. Lall, Madhurima., and Shikha Sahai. Entrepreneurship. New Delhi : Excel Books.
3. Charantimath, Poornima. Entrepreneurship development and small business enterprises. New Delhi: Pearson Education

SMCS829	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
		3	-	-	3

Course Objective: The objective of the course is to introduce various information systems used in decision making. The course also provides exposure to the issues related to Information Security.

UNIT I

Foundation of information systems: a framework for business users - Roles of information systems - System concept - Organization as a system - components of Information systems - IS Activities - Types of IS, IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction processing systems Information Reporting system - Information for Strategic Advantage.

UNIT II

DSS and AI: DSS models and software: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis. Overview of AI, Neural networks Fuzzy logic Systems, Genetic Algorithms - Expert systems.

UNIT III

Managing Information Technology: Managing Information Resources and technologies IS architecture and management - Centralized, Decentralized and Distributed - EDI supply chain management-CRM-ERP.

UNIT IV

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - social challenges of Information technology.

Text Book:
1. James A O'Brian, Management Information System

Suggested Readings:
1. Effy Oz, Management Information System Third Edition
2. Laudon & Laudon, Management Information System Eight Edition

	VALUE ADDED COURSE	**L**	**T**	**P**	**C**
		2	**-**	**-**	**2**

The values added course will be decided, based on the topic opted by the students. The list of the values added courses is attached in the course structure.

SMMC754	**CONTEMPORARY ISSUES DISCUSSION-III**	**L**	**T**	**P**	**C**

		-	-	2	1

The contemporary issues are related to the current and the thrust areas of the world market (related to the management) which will be discussed by the faculty with the help of case studies, role plays, group discussion or lecture method (using audio & visual aids). The performance of the students at contemporary issues will be evaluated by a panel of internal examiners. The students will make a report and present an oral presentation before the panel (Deans of School or a panel of internal examiners appointed by the Dean). The assessment of the report and its presentation will be jointly done by the internal examiners. To give more insight on the topic concerned an industry expert may be invited.

SEMESTER IV

		L	T	P	C
SMMC805	**DISSERTATION**	-	-	-	6

Student of Master of Business Administration (MBA) is required to undertake a major individual piece of research work - **Dissertation**. The aim of the Dissertation is to give the opportunity to learn independently and show that one can identify, define and analyses problems and issues and integrate knowledge in a business context. It is an important part of the programme that tests one's ability to understand and apply the theory, the concepts and the tools of analysis to a specific problem situation.

The only precise rule on what constitutes an acceptable Dissertation is that it should be an ordered critical exposition, which affords evidence of reasoning power and knowledge of the relevant literature in an approved field falling within the subject matter of the programme - Management. The emphasis should be on applied research and the investigation of some practical problem or issue related to the situation in which an organization or system operates.

Students must ensure that they maintain regular contact and attendance with their supervisor and also they should provide the draft of their work to their supervisor at regular intervals.

DEFINITIONS AND OVERIEW OF DISSERTATION

The Dissertation is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, you will be required to define an area of investigation, carve out research design, assemble relevant data, analyze the data, draw conclusions and make recommendations. Your Dissertation should demonstrate organizational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

GUIDELINES AND REQUIREMENTS FOR THE DISSERTATION

The university will arrange for evaluation of the dissertation submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the dissertation work undertaken, which will be followed by questions by the examiners.

The Dissertation evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the dissertation will be 100 and it carries 5 credits. The marks will be awarded for the following aspects:

1. Introduction: Clear understanding of the topic/subject; understanding of the organization/unit//field.
2. Literature Review: Published studies, review of similar studies

3. Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
4. Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
5. Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
6. Contribution and learning from the dissertation: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
7. Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
8. Presentation of the report, format of the report, flow of the report, style, language, etc.
9. Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
10. Overall impression.

SMMC802	STRATEGIC MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objective: The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyses the strategic situation facing the

organization, to access strategic options available to the organization and to implement the strategic choices made by it.

UNIT I

Introduction to strategic management: Defining strategy, basic concept of strategic management, mission, vision, objectives, strategic business unit, process of strategic management, strategic decision making, environmental scanning, SWOT analysis, industry analysis, competitive intelligence.

UNIT II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, strategy formulation: corporate level strategies and business strategies, strategy analysis and choice–the process, BCG matrix, GE matrix and TOWS matrix.

UNIT III

Strategy implementation: aspects and structures; behavioral implementation–leadership, culture, value and ethics; overview of Six Sigma, MBO and TQM.

UNIT IV

Strategic evaluation and control: an overview of strategic evaluation and control, techniques of strategic evaluation and control: Mc Kinsey"s 7S model, organization life cycle, activity based costing, strategic information system.

TEXT BOOK:

1. Kazmi, A., & Kazmi, A., (2016), Strategic Management (4th ed.). New Delhi: Tata McGraw Hill Publishing Company Ltd.

SUGGESTED READINGS:

1. David, F. R., (2011), Strategic Management– a competitive advantage approach (14th ed.). Delhi: Pearson Education.
2. Hitt, M.A., Ireland R. D. and Hoskisson R. D. (2013), Strategic management competitiveness and globalization (11th ed.). New Delhi: Thomson Asia Pvt. Ltd.
3. Pearce, J. A., II, and R. B. Robinson, Jr. (2015), Strategic management: planning for domestic and global competition (14th ed.). Chicago, IL: R. D. Irwin, Inc.
4. Wheelen, T. L., Hunger, J. D., Hoffman, A. N. & Bamford C. E. (2015), Strategic Management and Business Policy: Globalization, Innovation and Sustainablility (14th ed.), New Delhi: Pearson

VALUE ADDED COURSES

SMMC461	LEADERSHIP DEVELOPMENT	L	T	P	C
		2	-	-	2

Course Objective: The purpose of the course is to inculcate the professional leadership in the students.

UNIT- I

Introduction to Leadership and Leadership Effectiveness: Understand behaviors exhibited by successful Leaders; Tools and techniques to improve your Leadership skills. The Nature of Management: The types of activities, roles, and responsibilities of typical management positions; the challenges faced in day-to-day job; Techniques of time management and problem-solving; similarities and dissimilarities in the roles of managers and leaders.

UNIT-II

Managerial Traits and Skills of the effective leadership; the difference in managerial and leadership behaviors; Determinants of traits and skills: organizational type, location, size, etc.; Effects of traits and skills on management performance.

UNIT- III

Strategic Leadership: Define strategic leadership; Integrate leadership and the strategic process; Personal and Organizational Missions and Visions.

Ethical Leadership: Characteristics of Ethical Leaders; Importance of Ethical leadership; Analyze the role of power in Ethical leadership.

UNIT- IV

Culture and Leadership: global leadership; Difference in Cultural approaches & leadership; Development of Cultural Intelligence and Leadership. Servant leadership; the role of courage in leading; Possess a big picture view of leadership.

Text Book:

1. James Kouzes and Barry Z. Posner, *the Leadership Challenge* published by Wiley. First published in 1987, the book's fifth edition was released in 2012.

Reference Books:

2. James M. Kouzes, *the five Practices of Exemplary Leadership Technology.* Published by John Wiley & Sons, 2014.

SMCS826	CYBER SECURITY	L	T	P	C
		2	-	-	2

Course Objective: The aim of the course is to make the student understand the issues, challenge and policies related to Cyber Security.

UNIT I

Introduction to information systems, Types of information Systems, Development of In formation Systems, Introduction to information security, Need for Information security,

Threats to Information Systems, Information Assurance, Cyber Security, and Security Risk Analysis.

UNIT II

Application security (Database, E-mail and Internet), Data Security Considerations-Backups, Archival Storage and Disposal of Data, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control.
Security Threats -Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E-mail viruses, Macro viruses, Malicious Software, Network and Denial of Services Attack, Security Threats to E-Commerce- Electronic Payment System, e-Cash, Credit/Debit Cards. Digital Signature, public Key Cryptography.

UNIT III

Developing Secure Information Systems, Application Development Security, Informatio n Security Governance & Risk Management, Security Architecture & Design Security Issues in Hardware, Data Storage   & Downloadable Devices, Physical Security of IT Assets, Access Control, CCTV and intrusion Detection Systems, Backup Security Measures.

UNIT IV

Security Policies, Why Policies should be developed, WWW policies, Email Security policies, Policy Review Process-Corporate policies-Sample Security Policies, Publishing and Notification Requirement of the Policies.
Information Security Standards-ISO, IT Act, Copyright Act, Patent Law, IPR. Cyber Laws in India; IT Act 2000 Provisions, Intellectual Property Law: Copy Right Law, Software License, Semiconductor Law and Patent Law.

Text Book:

1. Charles P. Pfleeger, Shari Lawerance Pfleeger, "Analysing Computer Security ", Pearson Education India.

Reference Books:
1. V.K. Pachghare, "Cryptography and information Security", PHI Learning Private Limited, Delhi India.
2.Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen kumar Shukla ,"Introduction to Information Security and Cyber Law" Willey Dreamtech Press.
3. Schou, Shoemaker, " Information Assurance for the Enterprise", Tata McGraw Hill.
4. CHANDER, HARISH," Cyber Laws And It Protection " , PHI Learning Private Limited ,Delhi ,India.

SMMC462	SPSS & ITS RESEARCH APPLICATIONS	L	T	P	C
		2	-	-	2

COURSE OBJECTIVE: The course is intended to make students understand and application of SPSS in research. The requirement for the course is basic understanding of the Business Research Methods.

UNIT I

Foundation of research & SPSS: Concept and need of research, types of research, Research process; Need and nature of SPSS, preparation of SPSS data set; Measurement and scaling of

variables; Data management - Import/ export of data, listing cases, replacing missing values, computing new variables, recording variables, exploring data ,selecting cases, sorting cases, merging files.

UNIT II

Data Analysis: Descriptive statistics- measures of central tendency, variability, deviation from normality, size and stability, creating & editing of graph, charts & Curve; cross tabulation.

Test of significance: Parametric & non-parametric (relevant tests for business); test for comparing means (only major tests).

UNIT III

Correlation Analysis: Two variable, multiple and logistics regression analysis
Disciminant analysis, Factor analysis.

UNIT IV

Cluster analysis and Multidimentional scaling.

TEXT BOOKS:

1. Chawla, D. & Sondhi, N.(2016).*Research methodology: concept and cases.(2ⁿᵈ ed.).New Delhi: Vikas publishing house.*
2. Pandya, K., Sinha, S. & Bulsari, S., *Spss in simple steps*, Wiley India Pvt. Limited

REFERENCE BOOKS:

1. Norris, G., Qureshi, F., Howitt, D. & Cramer, D.(2012).***Introduction to Statistics with SPSS for Social Science.*** Pearson.
2. Bachman, L.F. (2004).*Statistical analyses for language assessment*. Cambridge: Cambridge University Press.
3. Field, A. (2005).*Discovering statistics using SPSS*. Thousand Oaks, CA: Sage.
4. Hatch, E., & Lazaraton, A. (1991).*The research manual: Design and statistics forapplied linguists*.Rowley, MA: Newbury House.

SMEL465	SOFT SKILL DEVELOPMENT	L	T	P	C
		2	-	-	2

Course Objective: Course Objective:
- To develop the skills for proper self-expression using effective communication & interpersonal skills
- To make the students learn the effective business, social and professional communication strategies
- To appreciate literary works and to do creative expression

Unit I

Introduction to Personality: Basic of Personality, Human growth and Behavior, Theories in Personality and Motivation.

Unit II

Forms of Communication: Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents: Non-verbal Communication, Oral Communication: Art of Public Speaking, Effective Listening

Unit III

Applications of Communication: Writing a Summer Project Report, Writing CVs & Application Letters, Group Discussions & Interviews, The Employment Interview.

Unit IV

Concepts of effective communication: Components of effective communication process and handling them, KISS (Keep it short and sweet) in communication – Composing effective messages. Non – Verbal Communication its importance and nuances: Facial Expression, Posture, Gesture, Eye contact, appearance (dress code).

TEXT BOOK:

1. Prasad, P. Functional Aspects of .Communication Skills.4th Ed. S.K. Kataria & Sons, New Delhi.2008

REFERENCE BOOKS:

1. Sinha, K.K. Business Communication. Galgotia Publishers.
2. Mitra, Barun K. Personality Development and Soft Skills. Oxford University Press.

SMEL463	CROSS CULTURAL TRAINING	L	T	P	C
		2	-	-	2

Course Objective: To exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business and travel.

UNIT-I

Introduction to cross-cultural communication; The forces of globalization in the 21st century; Understanding culture and cultural differences; Components of cultural intelligence; Key cultural values and concepts; How culture affects behavior; Switching off cultural cruise control.

UNIT-II

Developing cultural intelligence: Stages, process and supporting activities; National and global cultures explored; Decision-making models across cultures; Goals, motivation and ethics in decision-making; the cross-cultural communication process; Cross-cultural communication failures.

UNIT-III

Raising your cultural intelligence: knowledge, mindfulness and behavior; Leadership across cultures: styles, expectations and examples; culturally intelligent leadership; Working in multi-cultural teams: concepts, processes and performance; culturally intelligent team management: skills and strategies; Creating cultural competence: the international experience

UNIT-IV

Toolbox for understanding and solving ethical dilemmas of international executives; Managing international careers: challenges and opportunities for the 21st century; Putting it all together: knowledge, mindfulness and behavioral skills; Team projects: findings and discussion; **Case study:** becoming a global manager.

Text Book:

1. "Cultural Intelligence: Living and Working Globally", by David Thomas and Kerr Inkson, Berrett-Koehler Publishers, 2009

Reference Book:

1. "Working on Common Cross-Cultural Communication Challenges", by Marcelle E. DuPraw and Marya Axner, PBS, 2012
2. "Cultural Intelligence" by Elisabeth Plum, Cultural Intelligence Blog, 03/16/2009
3. "Cross-Cultural Communication - Collaborative Effort a Must", Mindtools, 2012
4. "Cross-Cultural Communication Takes More than Manners" by Leonard Fuld, Harvard Business Review Blog, 8/2012

SMEL464	MICRO, SMALL, MEDIUM ENTERPRISES	L	T	P	C
		2	-	-	2

Course Objective: The aim of the course is to make the student understand the concepts of Micro, Small and Medium Enterprises and the policies related to them.

UNIT I

Introduction: Micro, Small and Medium enterprises–Definition, characteristics and their role in economic development, Problems of small–scale industries, Growth of small scale sector in India.

UNIT II

Start-up India, Stand-up India, Digital India, GST regulations and implications

UNIT III

Institutional Role Role of the following agencies in the Entrepreneurship Development: DIC – District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business

UNIT IV

Impact of Globalization Changing scenario of SMEs in the era of liberalisation and globalisation, Competitiveness, Quality control and branding, Need for professionalism in management of small business in India, social responsibilities of small business owners, Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006: Objectives and Definition, Provisions pertaining to promotion and development of MSMEs.

Text Books

1. C.B. Gupta and S.S. Khanka, Entrepreneurship and Small Business Management, Sultan Chand and Sons, New Delhi

Reference books

1. M.B. Shukla, Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
2. Sahay and V. Sharma, Entrepreneurship and New Venture Creation , Excel Books, New Delhi
3. V. Desai, Dynamics of Entrepreneurial Development and Management, Himalya Publishing House
4. V. Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House

SMEL465	SOCIAL ENTREPRENURSHIP DEVELOPMENT	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student understand the concepts of Social Enterprises and the policies related to them.

UNIT I

Introduction to Social Entrepreneurship : Social enterprise, social entrepreneur, overview of the challenges of structuring, launching, funding and working with/for social ventures, the changing role of corporate governance and leveraging cross sector partnerships and resources

UNIT II

The Rise of Social Entrepreneurship: Innovative new business models ;Social Enterprise and social entrepreneurs in India, SHG-BLP model

UNIT III

Measuring Social Impact: Methods, Metrics and Markets, accountability and performance excellence, Social ROI

UNIT IV

Capital Funding and Finance for Social enterprises

Innovation and Intervention at the Bottom of the Pyramid : Drivers for sustainability and innovation, value creation by social entrepreneurs and companies working with people at the Bottom of the Pyramid

Text Books:

1. Social Enterprise Alliance (2010). Succeeding at Social Enterprise: Hardwon Lessons for NonProfits and Social Entrepreneurs, Wiley Publishing.
2. Prahalad, C.K. (2006). The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits. Dorling Kindersley Ltd.

Reference Books

1. Bornstein, Daniel. (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas. Oxford, England: Oxford University Press.
2. "Building a Performance Measurement System: Using Data to Accelerate Social Impact" Epstein, Mark J.
3. Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors Berrett-Koehler. Hanna, Julianna. (June 14, 2010).
4. The Hard Work of Measuring Social Impact. HBS Working Knowledge. Boston, MA: Harvard Business School Publishing.

SMEL466	STRESS MANAGEMENT	L	T	P	C
		2	-	-	2

Course Objectives: Through diligent individual and group study, students will: Understand the complex relationship between stress and physical health and practice a wide range of stress management techniques and evaluate their effectiveness in dealing with their own personal challenges.

Unit I

Understanding The Nature Of Stress: The Meaning of Stress, The Body's Reactions to Stress, Sources of Stress across the Lifespan, Adaptive and Maladaptive Behaviour, Individual and Cultural Differences.

Unit II

Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction,

Unit III

Preparing for the Future: College and Occupational Stress, Care of the Self: Nutrition and Other Lifestyle Issues, Stress and Conflict in Relationships

Unit IV

Resilience and Stress, Optimal Functioning, Making Changes Last

Text Books

1. Kottler, J. A. & Chen, D. D. (2011). Stress management and prevention: Applications to daily life (2nd Ed.). London and New York: Routledge.

Reference Books

1. Allen Elkin, Stress Management for Dummies, Wiley Publication
2. Nanette Tummers, Stress Management: A Wellness Approach, Champaign, IL : Human Kinetics.
3. Edward A. Charlesworth and Ronald G. Nathan, Stress Management: A Comprehensive Guide to Wellness, Penguin Random House.

SMEL467	VALUE MANAGEMENT	L	T	P	C
		2	-	-	2

Course Objectives: This course aims to meet the needs of professionals who wish to use value management/engineering methodology to obtain best value for money for their projects, by broadening and deepening their knowledge in the theory and practice of value management.

UNIT -I

Definitions and Concepts of Value Management; Introductory Principles and Applications of Value Management; Major Components of Value: Function, Quality and Cost; History of Value Management.

UNIT-II

Value management methodology and techniques, including function analysis, function cost analysis, environment for creativity, life cycle costing. Structured job plan (information, analysis, creativity, evaluation, development, presentation) and alternative VM approaches; Ground Rules of FAST Diagram. Defining Quality in Value. Cost & Value Perspectives.

UNIT-III

Group dynamics, teamwork, group problem-solving methods, and facilitation skills. Project selections for VM studies, applications in overseas, limitations. Case studies of the practice of value management. Comparison of value management and traditional cost management techniques. Value engineering - the North American approach and other approaches. Guided VM workshop for real life projects.

UNIT-IV

Concept of the Value Based Management (VBM) on the background of modern enterprise objectives; Criteria classifications and types of enterprise value; analysis of the determinants of enterprise value creation; the operational, investment and financial value drivers; Valuation of enterprise – objectives and methods.

Text Book:

1. J. Jerry Kaufman, Value Management: Creating Competitive Advantage, published by Financial World, 2001

Reference Book:

1. Dell'Isola, A. J. (1982), Value Engineering in the Construction Industry, 3rd Ed., Van Nostrand Reinhold.
2. Flanagen, R., Norman, G., Meadows, J. and Robinson, G. (1989), Life Cycle Costing: Theory and Practice, BSP Professional.
3. Ruegg, R. T. and Marshall, H. E. (1990), Building Economics: Theory and Practice, Van Nostrand Reinhold.
4. Kelly, J. and Male, S. (1993), Value Management in Design and Construction: The Economic Management of Projects, E & F N Spon.

SMEL468	SELF MANAGEMENT	L	T	P	C
		2	-	-	2

Course Objectives: This course gives students an understanding of the concepts and tools needed for understanding and working on the "Self". It is useful for harnessing the immense powers hidden "with in" the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.

Unit-I

Understanding the Self-M.I.S Anatomy of the self-The mind-The intellect-The sub-conscious mind-Consciousness- The cyclic process with in the self- States of awareness-Innate and acquired qualities of the self- Powers to act.

Unit-II

Process of thinking process-Developing thought pattern-Transforming thought pattern-External influences on thoughts-The power and effects of thoughts-Principles of positive thinking-Benefits of positive thinking- Methods to change thinking-Steps to change cycle of thinking.

Unit-III

Powers of the self-Power to withdraw- Power to pack up and let go- Power to love or tolerate- Power to accommodate- Power to discriminate-Power to decide-Power to face-Power to co-operate- Proactivities of powers-Interactivities of powers.

Unit-IV

Managing interferences Perceptional Challenges-Attitudinal Challenges-Experience Challenges-Habituation ChallengesMental positioning-Mental limits-Mental assumptions-Associated memories Development of life skills Communication skills-Body language-Verbal and Non-verbal-Team building-Nurturing relationships-Purpose of living-Time managing skills-Time wasters and time killers-3Qs-conflict management.

Text Books:

1. Brahma Kumaris, The Spiritual powers of the soul, Literature department, 1998 Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan, Mount Abu, Rajasthan
2. B.K.Chandra Shekhar, "Science of Mind Simplified",Diamond Pocket Books(p) Ltd, New Delhi 110 020,2010

Reference Books:

1. BK. Jayanti, "The Art of Thinking", Brahma Kumaris World Spiritual University, Londan NW 10 2HH
2. Brahma Kumaris, "Inner Beauty", Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu,Rajasthan,2000
3. Brahma Kumaris, "NEW BEGINNINGS", Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu,Rajasthan,1996

SMEL469	TIME MANAGEMENT	L	T	P	C
		2	-	-	2

Course Objective: The aim of the course is to make the student understand the importance of time and its management.

UNIT I

Importance of time management, Values and Beliefs, Goals and Benchmarks – The ladders of success, Managing Projects and Commitments, Prioritizing Your To Do's.

UNIT II

Inspired Action; Getting the Results you Need, Tracking Projects, Managing for Accomplishment, Tools that Work, Keys to Successful Time Management

UNIT III

Creating an effective environment; Setting priorities and goals: ABC analysis, Pareto analysis, The Eisenhower Method, Domino Reaction method, POSEC method; Implementation of goals; Task list organization, Elimination of non-priorities

UNIT IV

Time Management Systems: GTD, Pomodoro, Time Allocation; Attention Management

Text Books

1. The 25 Best Time Management Tools & Techniques: How to Get More Done Without Driving Yourself Crazy by Pamela Dodd

Reference Books

1. Getting Things Done: The Art of Stress-Free Productivity by David Allen

2. Time Management from the Inside Out, Second Edition: The Foolproof System for Taking Control of Your Schedule -- and Your Life by Julie Morgenstern

SMMC473	MANAGEMENT LESSONS FROM INDIAN SCRIPTURES	L	T	P	C
		2	-	-	2

Course Objectives: To reconsider some of the modern management concepts in the light of the Bhagavad Gita. To study about Bhagavad Gita and managerial effectiveness. To study about the management lesson from Bhagavad Gita.

UNIT-I

Managerial Functions and Bhagavad Gita: Planning; Organizing; Staffing; Directing; Controlling. Management guidelines from the Bhagavad Gita: Old truths in a new context, The source of the problem, Utilization of available resources, Work commitment Motivation – self and self-transcendence, Work culture, Work results, Manager's mental health, A note on the word **"yoga".**

UNIT-II

Lessons from Bhagavad Gita: Stick On A Goal; Utilization Of Available Resources; Attitudes towards the Work; Work Commitment; Motivation; work culture; Surrender to the Supreme; Power of Science and Wisdom; Steadiness of Mind; In Action to Action; Transformational Leadership; Intensions Are Your Expressions and Anger Management.

UNIT-III

The search for an Ideal Management Paradigm ;Quintessential Management Lessons from Ramayana; Analysis of Ramayana for Lord Rama as a Transformational Leader; Analysis of Ramayana for Management Lessons from the characters in Ramayana.

UNIT-IV

Management and Business Ethics through Indian Scriptures and Traditions: The Mahabharata, Upanishads, Vedas, Smrutis, the holy Quran, the Holy Bible, and Other Ancient Indian Scriptures.

Text Book:

1. Devdutt Pattanaik, **'Leader: Insights from Indian Mythology**' Rupa Publications India; My Gita Special Edition,(11 November 2015)
2. Vinod Malhotra, 'Bhagwad Gita & Management', Published by: Neha Publishers & Distributors, ISBN: 9788182744813, 8182744814, Edition: 2010
3. Dr. Chaitanya Niphadkar, 'The Righteous Path: Sri Krishna's Teachings', Publisher: eBooks2go Inc (15 April 2017).

1. Dr. Kapil Kakar, 'Secrets of Success: Through Bhagvad Gita', Diamond Pocket Books (P) Ltd. (17 August 2015).

SMMC471	VEDAS & MODERN MANAGEMENT	L	T	P	C
		2	-	-	2

COURSE OBJECTIVE: The aim of designing this course is to make students aware of the management practices applied in ancient era also and finding common ground between the corporate world and the ancient world of Vedic philosophy is vast. The philosophy basically focusing on 'Vedic wisdom can be deployed fruitfully to the contemporary business organizations'.

UNIT I

Introduction of management concepts; Henri Fayol, The 14 Principles of Management; Peter Drucker, Some of Drucker's Principles of Management.

UNIT II

Problems with business models today; Using Ancient Indian Sagacity.

Application: Marketing Management: Relationship marketing, Trade and commerce, Social responsibilities; Time management; Total Quality Management; Benchmarking; Culture Management; Corporate Governance; Competition management; Production management; Change management.

UNIT III

Application in financial management: Profitability management, capital structure planning, fair mode for wealth acquisition, multi-sources of wealth, enjoyer of wealth, social distribution of wealth, conservation of wealth,

UNIT IV

Application in knowledge management: knowledge acquisition, knowledge propagation, concept of *Vidya* (knowledge), *Avidya* (ignorance), *Vijnam* (wisdom), managing oneself
Application IN Human resource management: Employee remuneration, Personality management, *Varn* and management, *Ashrama* and management, Labor welfare, Succession management.

TEXT BOOKS:

1. Vedic Management.(2009).by S. Kannan , Taxmann publications pvt. ltd.

REFERENCE BOOKS:

1. Mind Tools (https://www.mindtools.com/)
2. Bhattacharjee, A. *Modern management through ancient Indian wisdom towards a more sustainable paradigm.*
3. Revisiting Drucker on Modern Management.
   (http://www.druckerinstitute.com/link/about-peter-drucker/).
4. Hinduism at a glance (http://veda.wikidot.com/hinduism-brief)

SMMC472	YOGA LESSONS	L	T	P	C
		2	-	-	2

Course Objectives: The course will focus on the following topics Promoting positive health, prevention of stress related health problems and rehabilitation through Yoga.

Unit I

Asana: Introduction to the various asanas in a systematic manner with progressively increasing level of difficulty. Asana flows, adjustments and subtle aspects of breath & awareness will be brought into focus.

Unit II

Shatkarma: These yogic cleansing practices will be integrated into the daily morning schedule and will work in conjunction with the asana practices.

Unit III

Yoga Anatomy: Anatomy and Physiology relevant to yoga in order to strengthen the classroom explanations, cues, and corrections of asanas.

Yoga Philosophy: Concepts and History of yoga, Traditional philosophies and viewpoints, insights from modern research and ways in which the essence of this holistic life-view can be integrated into a modern lifestyle.

Unit IV

Pranayama, chanting & meditation: Techniques to work with vital energy centers in the body.

Text Books

1. APMB Nityananda Saraswati, Swami. Asana Pranayama Mudra Bandha : Bihar School of Yoga : 2010.

Reference Books

1. AHY Coulter, David H., Anatomy of Hatha Yoga : 2010
2. YA Kaminoff, Leslie. Matthews, Amy. Yoga Anatomy, Second edition : 2011

SMMC473	GREEN MARKETING	L	T	P	C
		2	-	-	2

Course Objective: The Course entails the general insight of green marketing and its critical role in sustainable development of the nation in the times ahead.

Course Contents:

UNIT I

Green Marketing: Concept & rationale, delivering value to all stakeholders involved, influence and significance of CSR & ethics for Green Marketing, integrating a green mission into the objectives, strategy and marketing tactics.

UNIT II

Sustainable development: Delivering value in distribution and communication strategy, human influence on environment - climate change and biodiversity**,** UN's sustainable development summits and SDGs.

UNIT III

Green Marketing and Household Consumption: Consumer Decision making process, Pre and post purchace decision, Green branding and demarketing.

UNIT IV

Creating values with Green Marketing: Idea Generation, preliminary assessment, Product development, Market testing and validation, green market innovators and adoption.

TEXT BOOKS:

Grant, J."The green marketing manifesto". Wiley publication house.

REFERENCE BOOKS:

1. Ottman, J. (2011)."The New Rules of Green Marketing",Greenleaf-publishing.
2. Dahlstrom, R.(2010)."Green marketing management". South-Western.
3. Belz, F.M. & Peattie, K.(2012)."Sustainability marketing: a global perspective".(2nd ed.). John Wiley & Sons.
4. New reports on UN Sustainable development summit.
5. https://sustainabledevelopment.un.org/sdgs

1. FOREIGN LANGUAGE

SMHA151	FRENCH I	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I
Introduction to Language, Basic Vocabulary, General questions, French greetings, Audio activities, Role-play

Unit II
Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), Grammar exercises

Unit III

French Numbers, days of the week, months of the year, Vocabulary activities

Unit IV

Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises, Activities based on vocabulary and grammar, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

SMHA152	FRENCH II	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

1. Grammar topics and respective exercises (articles contracts, articles partitifs, adjectifs possessifs, adjectifs demonstratifs), Translation exercises

Unit II

Pronominal verbs(grammar rules and exercises), More verbs of all 3 groups, Time, Daily routine,

Unit III

Grammar exercises, Activities based on grammar and vocabulary

Unit IV

Passe compose (past tense), Creative writing exercises, Comprehension passages, Reading exercises

Text Book

1.   Text Book JUMELAGE 1
2.   Work Book JUMELAGE 1

Reference Book

1.   Grammaire Francaise

SMHA251	FRENCH III	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Cultural information on France Important days, events, festivals, people of France, Value based questions, Subjective, objective and descriptive exercises on French culture and civilization

Unit II

Comprehension passages (translation and related questions), Picture description

Unit III
Audio exercises on French Language

Unit IV
Tenses (Present, Past, Simple Future, Imperative, Past continuous), Exercises on verbs and tenses, Creative writing exercises based on tenses.

Text Book

1.   Text Book JUMELAGE 1
2.   Work Book JUMELAGE 1

Reference Book
1.   Grammaire Francaise

SMHA252	FRENCH IV	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I
Comprehension passages with translation, short answer questions, MCQ and vocabulary search**,** Paragraph writing with related grammar and vocabulary

Unit II
Revision of all verbs and tenses and Exercises on all articles, adjectives, prepositions, verbs, tenses, negative, numbers, time, opposites, synonyms, nouns, translation of French text to English, translation of English text to French, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, interrogation (3 forms)

Unit III

Dictation and audio exercises on French Language

Unit IV

Cultural information, Value based questions, Dialogue writing, Put dialogue in order, General objective and descriptive questions, Pronouns personnel's (rules and exercises), Comprehensive grammar and reading exercises, Trouvez la question (with adjectifs interrogatifs), Tenses(Recent past and near future), Mixed exercises on all tenses

Text Book

1. *Text Book JUMELAGE 1*
2. *Work Book JUMELAGE 1*

Reference Book
1. Grammaire Francaise

Foreign Language

SMHA151	FRENCH I	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Introduction to Language, Basic Vocabulary, General questions, French greetings, Audio activities, Role-play

Unit II

Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), Grammar exercises

Unit III

French Numbers, days of the week, months of the year, Vocabulary activities

Unit IV
Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises, Activities based on vocabulary and grammar, Reading exercises

Text Book

1.   Text Book JUMELAGE 1
2.   Work Book JUMELAGE 1

Reference Book
1.   Grammaire Francaise

SMHA152	FRENCH II	L	T	P	C
		2	-	-	2

Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I
1. Grammar topics and respective exercises (articles contracts, articles partitifs, adjectifs possessifs, adjectifs demonstratifs), Translation exercises

Unit II
Pronominal verbs(grammar rules and exercises), More verbs of all 3 groups, Time, Daily routine,

Unit III
Grammar exercises, Activities based on grammar and vocabulary

Unit IV

Passe compose (past tense), Creative writing exercises, Comprehension passages, Reading exercises

Text Book

1.   Text Book JUMELAGE 1
2.   Work Book JUMELAGE 1

Reference Book
1.   Grammaire Francaise

SMHA161	**SPANISH I**	**L**	**T**	**P**	**C**
		2	**-**	**-**	**-**

Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I
Introduction to language
Basic vocabulary

Unit II
Greetings
Basic Grammar with reference to English grammar

Unit III
Descriptive and creative writing exercises with related grammar and vocabulary
Oral expression

Unit IV
Understanding self for effectiveness
Spanish culture and civilization

Text Book
1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

SMHA162	SPANISH II	L	T	P	C
		2	-	-	-

Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I
Translation exercises
Activities based on grammar and vocabulary

Unit II
Comprehension passages
Reading exercises

Unit III
Grammar topics with related exercises (articles, adjectives, pronouns, verbs)

Creative writing exercises like description of your daily routine, people around you, places you visit, events that you witness.

Unit IV
Spanish culture and civilization
Personal Introduction

Text Book
1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

SMHA171	GERMAN I	L	T	P	C
		2	-	-	-

Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I
Introduction to language
Basic vocabulary

Unit II
Greetings
Basic Grammar with reference to English grammar

Unit III
Descriptive and creative writing exercises with related grammar and vocabulary
Oral expression

Unit IV
Understanding self for effectiveness
German culture and civilization

Text Book:

2. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

SMHA172	GERMAN II	L	T	P	C
		2	-	-	-

Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I
Translation exercises
Activities based on grammar and vocabulary

Unit II
Comprehension passages
Reading exercises

Unit III

Grammar topics with related exercises (articles, adjectives, pronouns, verbs)

Creative writing exercises like description of your daily routine, people around you, places you visit, events that you witness.

Unit IV
German culture and civilization
Personal Introduction

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

SEMESTER V

SMMC320A	CONTEMPORARY PRACTICES IN AUDITING	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. To familiarise students with auditing principles and procedures.
2. To make the students learn the concepts of auditing in order to reduce the possibility of frauds and errors in the financial statements of different organizations.
3. To develop an understanding to vouch and verify Assets and Liabilities.

Course Outcomes

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

CO1. Understand the meaning of audit, types of audit, audit process and audit programme
CO2. Know the meaning of Internal Control, Internal Check and Internal Audit
CO3. Acquire knowledge on vouching of different transactions and verification of assets and liabilities. Comprehend the knowledge about appointment, powers, duties and liabilities of auditor.
CO4.   Acquire knowledge on Audit Reports, Investigation and Professional ethics of auditing

Catalog Description

This course imparts the basic concepts of audit and its types. Aim of this course is to make the students learn the concepts of auditing in order to reduce the possibility of frauds and errors in the financial statements of different organizations. The participants are expected to carefully go through the pre class readings before each session to facilitate an interactive discussion in the class.

Course Content

	Unit I	15 lecture hours

Auditing: Meaning, objectives, importance and types of Auditing, Audit Process: internal control, internal check & internal audit, audit programmer.

	Unit II	15 lecture hours

Audit Procedure: Routine checking, vouching, verification & valuation of assets & liabilities.

	Unit III	15 lecture hours

Audit of Public company: Qualification, Appointment of company Auditors, their powers, duties and liabilities, Audit of depreciation and reserves, Divisible profits & dividends.

	Unit IV	15 lecture hours

Audit Report and Investigation; Audit Report: Meaning, objectives, contents and types. **Investigation:** meaning, Nature and objectives.

Text Books
Sharma T.R. Principles of Auditing Sahitya Bhawan Agra.

Reference Books/Materials
1. Tondon B.N. Principles of Auditing, S. Chand and Co., New Delhi.
2. Gupta Kamal contemporary Auditing Tata Mc Graw Hill, New Delhi.
3. Kumar, Ravinder, and Sharma, Virender, Auditing: Principles and Practices, PHI.
4. Jha Aruna, Auditing, Taxmann Publishers.
5. Meenakumari, S. and Nagarajan, I., Fundamentals of Auditing, APH Publishing
6. *Singh A.K., Gupta Loveleen, Auditing Theory and Practice, Galgotia Publishing Company(Added by Course teacher)
7. IR1:
   https://www.icsi.edu/docs/webmodules/publications/FULL%20FAA%20PDF.pdf

SMMC220A	ETHICS ,VALUES AND CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure	Basics of Management Studies				
Co-requisites					

 Course Objectives

1. To understand the Business Ethics and to provide best practices of business ethics
2. To learn the values and implement in their careers to become a good managers.
3. To develop various corporate social Responsibilities and practise in their professional life
4. To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes

Course Outcomes

At the end of the course, students will be able to:-

CO1. To make the students aware about the importance of ethics and values in the business to encourage moral practices and sensitivity towards the ethical dimension of managerial problems.

CO2: Understand the Concept of Knowledge and wisdom management along with attached and detached Involvement which can realize students to go under deep self- introspection along with stress management.

CO3. Enhance critical and rational thinking along with a deep self- reflection skill through the understanding of success, progress and transformation in the context of management perspective.

CO4. Understand the concept of Corporate Governance and Corporate Social Responsibility (CSR) in the context of present-day management

Catalog Description

The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

This business ethics course offers an introduction into the concept of values, morality, as well as cultural beliefs and upbringing in all areas of business, from consumer rights to corporate social responsibility.

This paper also aims at providing the students the understanding of ethicalissues related to business and good governance necessary for long term survival of business.

Course Content

UNIT I   **15lecture hours**
Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making.

Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

UNIT II   **15lecture hours**
Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management, Wisdom Based Management.

Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement. Concept of Dharma & Karma Yoga: Concept of Karama and

Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

UNIT III   **15lecture hours**

Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.

Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success.Successful Stories of Business Gurus.

UNIT IV   **15 lecture hours**

Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business

Text book:

1. Dr.NarindraMoha, Dr.Supreet Singh, AshimaVerma (2014), Valurs and Ethics in Management, Galgotia Publishing Company.

Reference books:

1. Dr..F.C.Sharma, Business Values & Ethics – Shree Mahavir Book Depot, NaiSarak, New Delhi.
2. Hartman,Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.
3. C.B. Gupta (2011), " Human Resource Management" Sultan Chand & Son, Educational Publisher, New Delhi. NOTE * Book Added by Course Teacher

Course Code	Course Title	L	T	P	S	C
SMMC653A	**Communication Skills III**	**2**	**0**	**0**	**0**	**2**
Version 1.0						
Pre-requisites/Exposure	**Non Applicable**					
Co-requisites	**Not Applicable**					

COURSE OBJECTIVES
- Professional development of the students.
- To develop a platform with Intelligent combination of training, technology and interactive learning.
- Converting fresh graduates into priced assets who are ready to face any challenge head-on.
- Crafting candidates to be winners and train them to handle their failures as well
- To train students and make them job ready
- To understand HR perspective and Industry hiring patterns
- To understand and create Cross Industry and Industry specific Training Modules

COURSE OUTCOMES (COs)

- Customer and client handling

- PR and rapport building
- Leadership skills
- Communication skills
- Formal written communication
- Grooming
- Presentation skills
- Group discussion & Interview handling skills

SYLLABUS

UNIT I   (Lectures-8 Hours)

- Different types of interviews (with emphasis on personal interview), preparation for an interview,
- areas of questioning,
- Answering questions on general traits like strengths/weaknesses/ hobbies/extracurricular activities,
- importance of non-verbal communication while participating in interviews, tips to reduce nervousness during personal interviews,
- handling stress,
- Suggestions for responding to tough/unknown questions, preparation on self and personality development

UNIT-II   (Lecture-8hours)

Profile Building On LinkedIn

- Resume Building
- Video CV building.
- Professional Grooming
- E mail Writing

UNIT-III   (Lecture-7hours)

- Interview Role Plays
- Individual Intro Video making
- Team Building sessions
- Self-analysis
- Telephone etiquettes

UNIT-IV   (Lecture-7hours)

- Industry readiness (Resume writing, grooming, GDPI etc.)
- Grooming
- Mock sessions
- FAQs discussions
- Multiple Test series
- Brush-up on GDPI and Industry readiness

SEMESTER VI

SMMC302A	Strategic Orientation for Business	L	T	P	C
Version 1.0		4	0	0	4
Pre-requisites/Exposure	Basics of Management Studies				
Co-requisites					

Course Objectives

1. To provide an integrative framework that will allow students to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage.
2. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
3. To encourage students to think critically and strategically.
4. To develop the ability to identify strategic issues and design appropriate courses of action.

Course Outcomes

At the end of the course, students will be able to:-

CO1. Understanding of the principles of business policy strategic management and the concept that decisions made today have implications on results in the future

CO2: Familiarize with the nature of environment analysis and its factors affecting business. Demonstrate and develop conceptual its framework generate interest in international business to sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

CO3. Understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.

CO4. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

Catalog Description

The purpose of this course is to enhance students' abilities to do the job of higher level which makes them responsible for strategic performance. Specifically, when managers have to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) with the organizational policy and strategy into a cohesive whole. The challenge is not only in identifying weaknesses and threats but to appreciate the strengths of the firm and anticipate opportunities in the external environment.

Course Content

UNIT I   **15 lecture hours**

Introduction: Nature, scope and importance of the course on Business Policy; Evolution of this course– Forecasting, Long-range planning, strategic planning and strategic management. Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

UNIT II   **15 lecture hours**

Environmental Analysis: Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process – structural analysis of competitive environment; ETOP a diagnosis tool.

UNIT III   **15 lecture hours**

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value - Chain Approach to Internal Analysis; Methods of analysis and

diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile ; SWOT analysis.

UNIT IV   15 lecture hours

Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy– BCG Model; Stop - Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

Text Books

1. Ghosh, P. K.; Strategic Planning and Management, Sultan Chand & Sons, New Delhi.

Reference Books/Materials

2. C.B. Gupta ;S.Chand; Strategic Management Publisher & Distributor
3. Jauch and Glueck; Business Policy and Strategic Management, McGraw-Hill
4. Kazmi, Azhar;Strategic Management,Tata McGraw-Hill, New Delhi

SMAW 218A	LAWS GOVERNING COMPANIES IN INDIA	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. Discuss the basics of The Companies Act, 2013.
2. Identify the documents involved in the process of formation and incorporation of a company.
3. Demonstrate awareness of management of a company.
4. Analyse about the types of meetings of a company and also about the process of winding up of a company.

Course Outcomes

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

CO1. Analyze the basic concepts in The Companies Act, 2013.

C02. Understand the kind of documents involved in the process of formation and incorporation of a company.

CO3. Gain the clarity about management of a company.

CO4. Comprehend the concept of meetings of a company, its types and also the process of winding up of a company.

Catalog Description

Corporate world is the most complex, dynamic and ever growing area of the whole economic system. The number of registered companies in India has grown from 30,000 in 1956 to nearly a million, as of date. Companies are mobilizing huge resources at a rapid pace and are entering into new range of activities. In view of increasing emphasis on adherence to norms of good corporate governance, Company Law assumes an added importance in the corporate legislative milieu, as it deals with structure, management, administration and conduct of affairs of Companies. A thorough study of various provisions of the Companies Act is a must for becoming a competent and efficient in conducting business. In the light of this, the syllabus has been designed to impart thorough knowledge to the students preparing for the Company Law paper of the CS Executive Program. The study material is based on those sections of the Companies Act, 2013 and the rules made there under which have been notified by the Government of India and came into force w.e.f. April 01, 2014 (including Amendments/clarifications/circulars issued there under up to June, 2014). In respect of sections of The Companies Act, 2013 which have not been notified, applicable sections of Companies Act, 1956 have been dealt with in the course.

Course Content

Course Syllabus:

| UNIT I | 10 hours |

Introduction – Introduction to the concept of company, characteristics of a company; types of companies including one person company, small company and producer company; association not for profit; illegal association; lifting of corporate veil; formation of company –promoters, their legal position, pre-incorporation contract and provisional contracts; online registration of a company.

| UNIT II | 15 hours |

Documents –Memorandum of Association, Articles of Association, doctrine of constructive notice and indoor management, shelf and red herring prospectus, mis-statement in prospectus; book building.

Share Capital – Nature, types of shares, issue, allotment and forfeiture of share, transfer and transmission of shares, provisions regarding buyback, issue of bonus shares, debentures, and dividend provisions.

<div align="center">

UNIT III   **10hours**

</div>

Management- Classification of directors, women directors, independent director, small shareholders' director; disqualifications, director identity number (DIN); appointment; legal positions, powers and duties; removal of directors; key managerial personnel, managing director, manager, oppression and mismanagement.

<div align="center">

UNIT IV   **10 hours**

</div>

Meetings - Types of meetings, meetings of shareholders and the board; convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting.
Winding up: concept and modes of winding up; national company law tribunal (NCLT).

Text Books
1. Dr. G.K. Kapoor, Company Law and Practice, Taxmann's

Reference Books/Materials
1. Hicks, Andrew & Goo S H, Cases and Material on Company Law, Oxford University Press
2. Kershaw, David, Company Law in Context, Oxford University Press, UK

SMMC 319A	BUSINESS ENVIRONMENT IN INDIA	L	T	P	C
Version 1.0		4	0	0	4
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives
1. Discuss the Business Environment challenges at each level in organization
2. Understand the policies and acts
3. Understanding the importance of Financial institutes
4. Learning about the Globalization, FDI

Course Outcomes

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

CO1. To understand the concept of BE its contemporary challenges

C02. To understand economic reforms

CO3. Learning about Industrial Policy and Financial Institution

CO4. Analyzing BOP, Foreign Trade

Catalog Description

This course helps to understand the theoretical framework of Business Environment – its concept, significance and changing dimensions. The purpose of Business Environment is to analyse macro environmental factors such as economic, political, legal, socio-cultural, technological and international. The study of economic environment includes economic systems, economic planning, government policies, role of public sector banks and development banks, economic reforms like Liberalisation, Privatisation, Globalisation and their impact on business entity.

Course Content

<div style="text-align:center">UNIT-I</div>   **15 Lecture Hours**

Business environment: Nature, structure and components of business environment; country risk; political risk and corporate adjustment; international impact on business environment; nature of Indian economy.

<div style="text-align:center">UNIT-II</div>   **15 Lecture Hours**

Economic reforms: current monetary and fiscal policy environment; competitive environment and the Competition Act 2002; consumer and investor's protection; corporate governance.

<div style="text-align:center">UNIT-III</div>   **15 Lecture Hours**

Introduction to background of Industrial Policy and Industrial policy of 1991: public sector reforms; public private partnership; SMEs – threats and challenges; industrial sickness; industrial financial institutions – IDBI, IFCI and ICICI.

<div style="text-align:center">UNIT-IV</div>   **15 Lecture Hours**

Balance of payments scenario: foreign trade pattern and policy; globalization trends; factors influencing FDI in India; Foreign Exchange Management Act.

Text book [TB]:

Cherulinum, F.(2015). Business environment - Text & cases (24th ed.). New Delhi: Himalayas Publishing House.

Reference book(s) [RB]:

Mishra, S. K., &Puri, V. K. (2016). Economic environment of business (With case studies).(9th ed.). New Delhi: Himalaya Publishing House.

Shukla, M. B. (2012). Business environment - Text and cases. New Delhi: Taxman.

Cherulinum, F.(2015). International business environment (2th ed.). New Delhi: Himalayas Publishing House.

Saleem, S. (2015). Business environment (3rd ed.). Noida: Pearson India Education.

Ashwatthapa, K. (2016). Essentials of business environment (13th ed.). New Delhi: Himalayas Publishing House.

Datt, G., & Sundaram, K. P. M.(2016). Indian economy (72nd ed.). New Delhi: S. Chand.

Ministry of Finance. Economic Survey (2015-16). New Delhi: Govt. of India.

Bedi, S.(2012). Business environment. New Delhi: Excel Books.

Master of Business Administration (MBA)
Specialization

S. No	Code	Course Titles
**Specialisation _ Marketing**	
1	SMMC827A	Consumer Behaviour - Expecting the Unexpected
2	SMMC876A	Business Research for Effective Marketing
3	SMMC830A	Creating Brand Value
4	SMMC829A	Sales & Distribution Management
5	SMMC828A	Management of Retail Operations
6	SMMC867A	Product Strategy & Management
7	SMMC831A	Customer Relationship Management- The bond that lasts
8	SMCS325A	Digital Marketing
9	SMMC832A	Rural & Social Marketing
10	SMMC833A	Service Marketing
11	SMMC863A	Global Marketing
12	SMMC875A	Pricing Strategy for Global Market
13	SMMC872A	Strategic Marketing
14	SMMC852A	Advanced Marketing
15	SMCS828A	Services Marketing in Virtual World
16	SMMC879A	Integrated Marketing Communication

**Specialisation _ Human Resource**		
S. No	**Code**	**Course Titles**
1	SMMC844A	Strategic Human Resource Management
2	SMMC845A	Industrial Relations and Employee Counselling
3	SMMC847A	Training and Development
4	SMMC850A	Improving Managerial Talent and Creativity
5	SMMC895A	Emotional Intelligence
6	SMMC874A	Change, Conflict & Negotiation Management
7	SMMC848A	Cross Cultural Human Resource Development
8	SMMC860A	Practising Smart Leadership
9	SMMC843A	Performance Reward Management
10	SMMC849A	Performance Appraisal & Succession Planning
11	SMMC856A	Human Resource Information Management Systems
12	SMMC858A	Accounting and Audit of Human Capital
13	SMMC881A	Organizational Development
14	SMMC883A	Organisational Psychology
15	SMMC870A	International Human Resource Management
16	SMMC901A	HR Analytics

**Specialisation _Information Technology**		
S. No	**Code**	**Course Titles**
1	SMCS822A	Data Base Management Systems
2	SMCS823A	Enterprise Resource Management
3	SMCS825A	Business Intelligence & Application
4	SMCS818A	Crimes in cyber space: Legal framework
5	SMCS820A	Business Process Re-engineering
6	SMCS814A	Software Solutions for business Problems
7	SMCS815A	Client-Server architecture
8	SMCS816A	Security for Business data
9	SMCS902A	Creating intelligent machines
10	SMCS906A	Managing big data
11	SMCS903A	Block chains and crypto currency

**Specialisation _ Finance**		
S. No	**Code**	**Course Titles**
1	SMMC839A	Managing Portfolio Risk and Return
2	SMMC834A	Financial Analytics
3	SMMC842A	Financial Goals and Strategy
4	SMMC865A	Financial Strategy for Global Business
5	SMMC838A	Derivatives Market

6	SMMC857A	Corporate Restructuring and Value Creation
7	SMMC854A	Project and Infrastructure Finance
8	SMMC837A	Innovation and Financial Services
9	SMMC904A	Strategies for Investment in Emerging Markets
10	SMMC841A	Taxation and Financial Planning
11	SMMC905A	Entrepreneurial Finance
12	SMMC871A	Behavioural Finance

Specialisation _ International Business

S. No	Code	Course Titles
1	SMMC859A	Global business environment
2	SMMC868A	Decision Making for Global Market
3	SMMC835A	Managing cross border trade
4	SMMC846A	Supply Chain For Global Operations
5	SMMC888A	Managing diverse consumer groups in global market
6	SMMC889A	Banking and Business laws for Overseas Operations
7	SMMC890A	Operations strategy of MNC's
8	SMMC891A	Marketing Research for overseas market
9	SMMC862A	Levaraging Forex Market for Financial Leadership
10	SMMC886A	Managing Quality for competitive advantage
11	SMMC887A	Documentation for global business
12	SMMC885A	Global leadership Innovations

Specialisation: Business and Indian Ethos - Gandhian Studies

S. No	Code	Course Titles
1	SMMC911A	UNDERSTANDING GANDHIAN THOUGHTS AND PRINCIPLES
2	SMMC912A	GANDHIAN PRINCIPLES OF MANAGEMENT
3	SMMC913A	GANDHIAN UNDERSTANDING OF PEACE AND TECHNIQUES OF CONFLICT RESOLUTION
4	SMMC914A	GANDHI AND ENVIRONMENTAL SUSTAINABILITY
5	SMMC915A	GANDHIAN ECONOMIC THOUGHTS
6	SMMC916A	GANDHIAN SOCIAL AND POLITICAL THOUGHT FOR DEVELOPMENT
7	SMMC917A	HUMAN RESOURCE MANAGEMENT- A GANDHIAN PERSPECTIVE
8	SMMC918A	FUNDAMENTAL CONCEPTS IN GANDHIAN THOUGHT - DOCTRINE OF SATYA , AHIMSA AND SWADESHI
9	SMMC919A	GANDHIAN APPROACH TO MORALITY, ETHICS AND CORPORATE RESPONSIBILITY
10	SMMC920A	GANDHIAN THEORY AND ACTION IN THE CONTEMPORARY WORLD

**Specialisation _ Business Analytics**

S. No	Code	Course Titles
1	SMMC834A	Financial Analytics
2	SMMC901A	**HR Analytics**
3	SMCS325A	Digital Marketing
4	SMCS906A	Managing big data
5	SMCS903A	Block chains and crypto currency
6	SMMC921A	Suply Chain Analytics
7	SMMC922A	**Marketing Analytics**
9	SMCS828A	Services Marketing in Virtual World
10	SMMC923A	Spreadsheet Modelling And Analysis
11	SMMC924A	Predictive Analysis
12	SMCS825A	Business Intelligence & Application
13	SMMC951A	Functional Analytics
14	SMMC952A	Creating Intelligent Machines

**Specialisation _ Entreprenuership**

S. No	Code	Course Titles
1	SMMC905A	Entrepreneurial Finance
2	SMMC837A	Innovation and Financial Services
3	SMMC830A	Creating Brand Value
4	SMMC831A	Customer Relationship Management- The bond that lasts
5	SMCS325A	Digital Marketing
6	SMMC848A	Cross Cultural Human Resource Development
7	SMMC860A	Practising Smart Leadership
8	SMMC841A	Taxation and Financial Planning
9	SMCS823A	Enterprise Resource Management
10	SMMC961A	Social entrepreneurship

SMMC827A	CONSUMER BEHAVIOUR- EXPECTING THE UNEXPECTED	C
		3

Overview:

An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level. Psychological science has produced numerous theoretical and technological advances in recent years that offer unprecedented access to the inner workings of the mind, and allow for new ways to assess opinion, test new products, evaluate packaging, predict emerging needs, design promotion and advertising executions, and map out overall marketing strategy. This course gives an overview of psychological knowledge as it pertains to capturing consumer insight, and includes a consideration of how the brain works, what factors influence consumer choice, and a critical evaluation of psychological assessment tools (including such diverse methods as online surveys, brain imaging, computerized reaction time assessment, and eye-tracking). The course also reviews a range of "levers" that can influence purchase behavior in unexpected ways and at efficient cost. The course is organized around a model of human cognition rooted to sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behavior (output). Armed with this conceptual framework, the course covers the major topics of consumer Behavior, including attitudes, impulsive vs. deliberative purchase, psychographic profiling and assessment, brand loyalty, experiential marketing, self and identity, and product satisfaction. The course uses a mix of large cases, mini-cases, and lectures to advance these concepts.

Objective and Expected Outcome:

This course provides an overview of consumer Behavior and is based primarily on the discipline of social psychology. The course goals are:

1. To acquire an understanding of the psychological processes that underlies the effectiveness of marketing strategy in terms of impact on Consumer Behavior.

2. To acquire a knowledge base that enables critical assessment of current and future metrics, research technologies, and research data output.

3. To acquire a "toolbox" of psychological principles applicable to marketing strategy.

Course Content:

UNIT I
Significance and Underlying Principles of Consumer Behavior; The Basic Consumer Decision Process; Methods of Studying Consumer Behavior; Using Consumer Analysis to Build Consumer Relationships and Loyalty.

UNIT II
Pre-Purchases Processes; Consumer Resources and Purchase Decision Process; Post-Purchase Behavior; Consumer Demographics and Psychographics; Personality Factors in Consumer Behavior; Consumer Motivation and its Challenges; Managing Consumer Knowledge; Consumer Behavior towards New and Innovative Products.

UNIT III
Impact of Culture; Ethnicity and Social Classification on Consumer Behavior; Family Influences; Household Consumer Behavior; Group Influences; Influence through Dyadic Exchanges.

UNIT IV
Approaches to Attracting Consumer Attention; Managing Consumer Exposure; Process of Customer Opinion Formation; Approaches to Changing Consumer Opinion; Improving Consumer Memory though Cognitive Learning and Retrieval; Brand Recognition and Recall Measures.

Text Book
1. Schiffman L. G., Wisenblit J., & Kumar, S.R. (2015). Consumer behavior (11th ed., 4 color). New Delhi: Pearson Publication.
2. Blackwell, R. D., Engel, J. F., & Miniard, P. W. (2006). Consumer behavior (10th ed.). New Delhi: Thomson, South-Western.

Reference Books
1. Hawkins. (2012). Consumer behavior: Building marketing strategy (12th ed.). New Delhi: McGraw Hill Education.
2. Kumar, S. R. (2009). Consumer behavior and branding: Concepts, readings and cases-The Indian context, (1st ed.). New Delhi: Pearson Education.

SLMC 876A	BUSINESS RESEARCH FOR EFFECTIVE MARKETING	C
		3

Overview:

Research is something that anyone can do, and everyone ought to do. Research is about understanding and explaining – about 'knowing'. This course is designed to introduce students to some of the methods and techniques of research and their methodological frameworks in their diverse and pluralistic nature, and to validate their purpose, relevance and effectiveness. This course provides a full coverage of the area of research, attempting to integrate all popular methodologies and methods, in both theory and practice. This course provides students with an overview of the variety of research methods used and the skills to determine which research method/s to use in order to satisfy their results. Research challenges, including appropriate selection of design, research participants, sample size, data collection, and selection of appropriate measures, data analysis and interpretation of results are studied. Concepts such as validity, reliability, and rigidity are examined in relation to the methodological approaches explored throughout the subject. Statistical tools and techniques used to analyse the data will also be discussed.
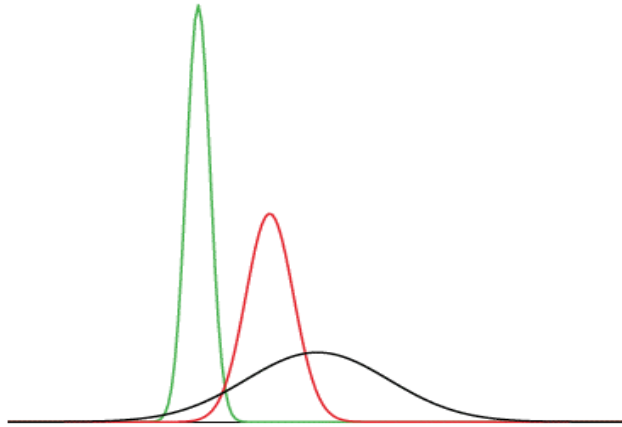
Normal Distribution Curve

Objectives and Expected Outcomes:

The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and their approach.

Research Methodology is a hands-on course planned to impart education in the foundational methods and techniques of academic research in social sciences and business management context. Through this course the students would examine and be practically exposed to the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation. Once equipped with the proper knowledge, the students would be well-placed to conduct disciplined research under supervision in an area of their interest. In addition to their application in an academic setting, many of the methodologies discussed in this course would be similar to those deployed in professional research environments.

At the completion of this course, students will have an understanding of the historical, theoretical and methodological foundations of research. They would be able to critically understand the research process: what it is, what it does, how it is used, when it is used and for what purpose, what methods it employs, how good they are and a host of other issues. This course would help to considerate the steps in research project planning using different methods and techniques, their relevance and their advantages and disadvantages. Also, the process of data collection; how data is analysed and interpreted, focusing on both quantitative and qualitative analysis.

Course Content:

UNIT I
Introduction to marketing research; Defining the marketing research problem, Developing an approach.

UNIT II

Research design – Definition, Characteristics, types; Measurement and scaling Techniques, Sources of errors in measurement; Questionnaire and form design, sampling techniques.

UNIT III

Fieldwork and data preparation, cross-tabulation and hypothesis testing, analysis of variance, correlation and regression; discriminant and logit analysis, factor analysis, cluster analysis, multidimensional scaling and conjoint analysis.

UNIT IV

Report preparation and presentation; types and layout of research report; precautions in preparing the research report, bibliography and annexure in report, drawing conclusions, giving suggestions and recommendations.

TEXT BOOKS:
1. Malhotra, N., & Dash, S., Marketing research: An applied orientation (7th ed.). New Delhi: Pearson Education.
2. Bradley, N., (2013). Marketing research - Tools & techniques (3rd ed.). United Kingdom: Oxford University Press.

REFERENCE BOOKS:
1. Green, P., E., Tull, D., S., & Albaum, G., Research for marketing decisions (5th ed.). London: Prentice Hall.
2. Luck, D., J., & Rubin, R., S., (2009) Marketing research (7th ed.). NJ, USA: Prentice Hall.
3. Tull, D., S., & Hawkins, D., I., Marketing research: Measurement & method (6th ed.). New York, USA: Prentice Hall.
4. Churchill, G., A., & Iacobuce D., (2001) Marketing research methodological foundation (8th ed.). South-Western College Pub.
5. Zikmund, W., G., (2012) Essence of Marketing Research (6th e.). Cengage Learning.
6. Donald, C., & Schindler, P., (2014) Business Research Methods (12th e.). Irwin/McGraw-Hill.

SMMC830A	CREATING BRAND VALUE	C
		3

Overview:

The practice of increasing a products perceived value to the customer - known as brand management - has grown out of all proportion to its original foundations, leading some to use the term "obsessive branding disorder" in recent years. Most introductions to brand management concentrate on how marketing managers can "do" branding. To be of value to firms, branding must operate in the "real" world, not a theoretical one, unlocking latent commercial potential and delivering tangible business results. The imperative is to change as you go, making simple branding changes that deliver a commercial difference. Therefore, the goal of competitive strategy for a brand is to find a position in the industry where the brand can: 1) articulate a compelling value proposition, 2) defend itself against competitive forces and influence them in its favor and 3) leverage communication resources to sell the brand message and build brand equity

Author of Brand Management like "Blackston" extends his theory on consumer brand relationships introduced in the 90s. He introduces a new construct called "brands attitude", which complements the idea of brand image and introduces a typology of consumer relationships that is richer and more varied than the familiar concept of brand love. This construct describes more fully the two-way street that exists between consumers and brands

and fills a crucial gap in traditional branding literature in explaining consumers' brand purchasing and usage behavior.

Objective and Expected Outcome:

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

Further, this course aims to empower students with knowledge and capacities to understand and analyze brand and branding management, from a corporate and consumer perspective. This objective will be achieved analyzing carefully they key concepts surrounding the subject: corporate perspective; the development of brand and brand architecture; the definition and role of marketing mix; the integrating marketing communication and brand management; the consumer perception in branding; etc. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic. Practical exercises (workshops) entail written exercises (storytelling) and oral presentations (case studies) and logo design.

Course Content:
UNIT–I
Basic understanding of brands – concepts and process – significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT–II
Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

UNIT–III
Branding impact on buyers – competitors, Brand loyalty – loyalty programmes –brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit.

UNIT–IV
Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.Designing and implementing branding strategies.

REFERENCE BOOKS:

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2003.

2. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore 2002.

3. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York, 1992.

4. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000.

5. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi, 2002.

SMMC829A	SALES & DISTRIBUTION MANAGEMENT	C
		3

Overview:

An organization irrespective of its type and operational scale; whether it is large, medium, small or micro, organized or unorganized for the running their operations in either way, *fund* is required. Hence *"Finance is regarded as the life-blood for a business enterprise."* The statement itself is focusing on the necessity of sales and distribution system - *the only department, earns finance for the enterprise*. This significance has stressed business domain to focus on each and every dimension of sales and distribution system whether it is related with the training of the sales personnel, motivating them to work in accordance with the laid work culture and policy, managing market intermediaries like wholesalers & retailers, warehousing, inventory management and supplier management etc. It is significant due to very reason of competition in the market in every domain. It is now necessary to optimize each component, sub-system and procedure in all the senses to further assist the organization as a whole in turning such innovative practices in the success of the enterprise.

Objective and Expected Outcome:

Sales revenue is the main source, from where one can measure profit (margin) of a product and similarly of entire product range (product mix). To generate, maintain and maximize the revenue for the organization is the main objective of a sales organization however effectively and efficiently deliver the products and render the services to the potential target market is the basic motto of a good distribution system.

By studying the course a student can learn the concepts of managing sales and distribution system of the enterprise. The learned skills after going through the studies would enable student to introduce the major innovative practices in the firm, in order to get competitive edge over other players in the market.

One can learn the basic qualities of sale-personnel. Further to understand how to -

- train them for the task /sales contests
- motivate them for the task performance
- cover sales territory efficiently
- convince and pursue for sales in most suitable way
- design a optimal distribution channel
- achieve efficiency in implementing the most favorable models of inventory management

Such unique cost effective practice would help in advantageous growth of the organization in similar business domain.

Course Content:

UNIT I

Concept of sales management; objectives and process of personal selling; theories of selling; size of sales force; ethics in sales management; compensation and motivation of sales force; case study.

UNIT II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; case study.

UNIT III

Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; case study.

UNIT IV

Channel management; designing channel system; international sales management.

TEXT BOOKS:

1. Still, R. R., Cundiff, E. W., &Govoni, N. A. P.(2009). *Sales management – Decision, strategies and cases(5th ed.).* New Delhi: Pearson Education.
2. Havaldar, K. K., &Cavale, V. M.(2007). *Sales and distribution management – Text and cases(2nd ed.).* New Delhi: McGraw Hill Education.

REFERENCE BOOKS:

1. Dalrymple, D. J., Cron, W. L., &Decarlo, T.(2003). *Sales management(8th ed.).* New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
2. Gupta, S. L.(2010). *Sales and distribution management - Text and cases, An Indian perspective.(2nd ed.).* New Delhi: Excel Books.
3. Singh, R.(2016). *Sales and distribution management - A practice based approach.* Noida: Vikas Publishing House.
4. Anderson, R. E., Hair, J. F., & Bush, A. J.(1988). *Professional sales management.* Singapore: McGraw-Hill Co.
5. Rosenbloom, B.(2012). *Marketing channels: A management view*(8th ed.). New Delhi: Cengage Learning.
6. Rushton, A., Croucher, P., & Baker, P.(2014). *The handbook of logistics & distribution management*(5th ed.). London: Kogan Page Ltd.

SMMC 828A	MANAGEMENT OF RETAIL OPERATIONS	C
		3

Overview:

Demonstrate an understanding of the key concepts and issues pertaining to the retail environment of the firm and their retail marketing strategies including store composition, location, and image, target customer, merchandise management and pricing, human resource and logistic needs, and distribution channel.

Examine these concepts and issues in a global, ethical, and social framework of retailing as they pertain to facets of strategic planning, consumer buying behavior, customer relationship, and demand analysis etc.

Conduct analyses of the retail environment of firm and identify potential problems or opportunities for their operational retail program using trading area analysis, site selection procedures, merchandise management, planning, and market research techniques.

Develop alternative strategies for integrated retail marketing plans and explain suggestions for implementing such ideas in the future.

Objective and Expected Outcome:

- Apply the principles, practices, and concepts used in retail marketing management.

- Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.

- Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.

- Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.

- Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

Course Content:

UNIT I
Introduction to Retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing

UNIT II
Retail Marketing Strategy: retail franchising; retail store location and site selection; retail store design and visual merchandising; customer relationship management in retailing

UNIT III
Basics of Retail Merchandising: the process of retail merchandising; the method of merchandise procurement; retail pricing and evaluating merchandise performance; retail communication mix

UNIT IV
Retail Store Operations: servicing the retail customers; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing

REFERENCE BOOKS:

1. Pradhan, Swapna (2008). "Retaling Management; Texts & Cases" New Delhi ;Tata McGraw Hill.
2. Arif Sheikh, Kanneej Fatima (2012). "Retailing Management" Mumbai; HimalayaPublishing House.
3. Roger Cox, Paul Brittain (2011). "Retaining: An Introduction" 5e, New Delhi; Pearson Edu. Inc.
4. Jay Diamond, Gerald Pintel (2008). "Retail Buying" 8e, New Delhi; Pearson Edu. Inc.

SMMC831A	CUSTOMER RELATIONSHIP MANAGEMENT- THE BOND THAT LASTS	C
		3

Overview:

Building sustainable and efficacious relationships with a huge customer base is not the easiest thing to do and have a direct control on many core operational processes from product development to debt recovery. Customer Relationship Management is the strategy for managing an organization's relationships and interactions with customers and potential customers. Customer Relationship Management is rapidly becoming an important new initiative for most companies when trying to improve their relationship marketing programs. They realize the power of systematically building the customer's business as a means to adding value for end-customers, and lowering system-wide costs in the supply chain. These are done through a variety of relationship marketing programs, including customer partnering, supplier partnering, alliances and internal partnering. The purpose of this course is to deal with these changes in the corporation and the global market place -by exploring issues related to challenges of developing and managing relationship marketing strategies and programs. This course explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow. Strategic, organizational, informational, operational and financial perspectives are brought to bear on the issue of building successful business relationships. Thus, the focal issues of the course are explored in a multi-dimensional facet.

Objectives and Expected Outcomes:

Customer Relationship Management (CRM) is one of the most important components for sustenance and growth of an organization. With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. The Emergence of CRM Practice CRM focuses on automating and improving the institutional processes associated with managing customer relationships in the areas of recruitment, marketing, communication management, service, and support. In the case of a student, this might be seen through the interaction with and between the admissions, registration, financial aid, student accounts, and housing offices. The purpose of this course is to prepare the student to understand the importance of customer relations and service in marketing. While many will argue that customer service is nothing more than basic common sense, it has become increasing clear that it is in fact vital to the success of any business. The harsh reality of the marketing and business world is that consumers hold in their grasp, the success or failure of a business. Prices will not cut it alone. The key is focusing on the total customer experience, no matter whether you are running a physical store or an e-commerce site. This course deals with why and how organizations must reach out and touch the customers and the benefits that can be derived from this course of action. It is about **satisfying the customers, increasing revenue and improving profitability.** The purpose of CRM and its Operational Goals is to improve marketing productivity and to enhance mutual value for the parties involved in the relationship. This course helps enhance marketing effectiveness by carefully selecting customers for their various programs, by individualizing and personalizing their market offerings to anticipate and serve the emerging needs of individual customers.

Course Content:

UNIT I
Introduction: Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT II
Operational CRM: Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT III
Analytical CRM: Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT IV
CRM Implementation: Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

TEXT BOOK:
1. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi

SUGGESTED READINGS:
1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
4. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
5. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill

SMCS325A	DIGITAL MARKETING	C
		3

Overview:

It's a paradigm shift in the corporate culture with IT revolution. Again the evolution of the social media like Twitter, Facebook, Instagram etc. has created new warfare among the firms to get strategic advantage in the industry. With the up gradation of the technology, and recently the key campaign launched by the Government of India - Digital India and the decision of Demonetization has acted like catalyst in boosting the Digital Marketing as Paytm went from 125 million wallet customers before demonetization to 185 million three months later, and kept on growing in continuity with hitting 280 million users by November 2017.

Objective and Expected Outcome:

The course aims to help students understand digital marketing methods, from a variety of perspectives—as analysts, consumers, and entrepreneurs. Any firm may go for digital marketing, if it aims at-

- brand positioning in efficient way
- Empowering the brand
- For increasing the sales
- To improve conversion rate
- To reduce bounce rate in business

The success of Mr Obama in USA elections and Shri Narendra Modi in General Elections 2014, has proved the success story of the Powerful Digital Marketing Strategy. This course will cover basic marketing and statistical concepts and provide an introduction to different online marketing tools like email marketing, SEO/SEM and social media analytics. Through the application of the digital marketing strategies a firm may get maximum sales. Strengthening the brand is another mile stone in the way of digital marketing application. The mass media coverage of the marketing communication is very much efficient and impactful.

Unit I

Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media
Industry - Reaching Audience through Digital Channels- Traditional and Digital Marketing -
Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships -
Business in Modern Economy - Integrating E-Business to an Existing Business Model -
Online
Marketing Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetization-
Careers
in Social Media Marketing, Online content development & key word optimization.

Unit II

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer
Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media
Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue
Models
in Search Engine Positioning – Overview of SEO Techniques, Display Advertising – Trends,
Web Analytics.

Unit III

Product Attributes and Web Marketing Implications - Augmented Product Concept -
Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences -
Price
and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing -
Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience
Goods
into Search Goods, Personalization through Mass Customization - Choice Assistance –
Personalized Messaging - Selling through Online Intermediaries -Direct to Customer
Interaction.

Unit IV

Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Role of
Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing
(Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment
(YouTube, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.) Social Media
Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing

Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.

Text Books:

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA

Reference Books:

1. Strauss Judy, E-Marketing, Prentice Hall, India
2. Easley D. Kleinberg J., "Networks, Crowds, and Markets – Reasoning about a Highly Connected World", Cambridge University Press.
3. Matthew A. Russell, "Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites", O'Reilly Media
4. Gavin Bell (Author), "Building Social Web Applications: Establishing Community at the Heart of Your Site", O'Reilly Media.

SMMC832A	**RURAL & SOCIAL MARKETING**	**C**
		3

Overview:

With all-round development in the country post 1991 reform, it became quite significant to develop the largest part of the Indian Continent i.e. Rural India - a world of vast opportunities. The development has arrived with the competition in the market, which has its focus on profit maximization and to gain maximum market share whether in terms of customer base or revenues. In mixed economy like India, it is very evident to cater the various interests of the marginal and low income groups of the society. We, in India now at 68% (2011) of rural Population from 89%(1901), due to various measures and steps taken by corporate and government to upgrade the PCI - Per Capita Income of rural population, hence the standard of living of the segment. The programs and schems like *Swarn Jayanti Gram Swarojgar Yojna*, Mahatma Gandhi National Rural Employment Guarantee Act (Right to Work), Mission Smart City, *Pradhan Mantri Awas Yojna* etc schemes. Various Indian labor laws and social security measures has pushed and keep on forwarding India towards a better tomorrow of health, security and prosperity. The essence of Rural and Social marketing has expedited towards assisting such schemes and programs in India to move in the main stream of the social and rural wellbeing.

Objective and Expected Outcome:

9. The aim of the course is to serve the Rural Indian segment by

delivering the value at cheapest available cost. Providing goods and rendering the services for this segment. Catering low cost products for the market segment like rural India is requirement of current era. The development of the segment and its growth is core theme in the scene. Central Government's scheme of *Pradhan Mantri Jan-Aushadhi Yojana* along with other institutional measures like Jayaashree Industries by Arunachalam Muruganantham *alias Pad Man* for providing low cost sanitary towels for the low income groups etc have the impact in the society for its renovation in better and innovative way.

Course Content:

UNIT-I

Rural Marketing – Concept, definition, features, Challenges in Rural Market, Opportunities in Rural Markets, Rural Marketing Environment: Population, occupation pattern income generation, location of rural population , expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, and Infrastructure facilities , rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing .

UNIT-II

Rural Marketing Strategies: Rural Market Segmentation, basis of segmentation, requisites for effective segmentation, degrees of segmentation, Targeting, steps in targeting, positioning & marketing research & its sources.

UNIT-III

Marketing Mix in Rural Marketing: Product Strategies, Pricing Strategies; Promotion Strategies; Distributor Strategies. Rural marketing in Indian Economy, future of rural markets in India.

UNIT-IV

Foundation of Social Marketing: Concept, definition and Importance, participants in social marketing, importance of social marketing, challenges to social marketing, social marketing segmentation. Marketing mix in social marketing, applications of social marketing.

TEXT BOOKS:
1. Kashyap Pradeep, Rural Marketing,3rd edition, Pearson Publications
2. Kotler, P. Lee, N. R., Lee, N. Social Marketing: Influencing Behaviors for Good, Sage Publications.

REFERENCE BOOKS
1. Balram, Dogra and Ghuman, Kharminder. Rural Marketing, Tata McGraw Hill, New Delhi.

SMMC833A	SERVICE MARKETING	C
		3

Overview:

For the past decade, growth in the service sector across all developed economies has far exceeded growth of expenditures on tangible goods. This trend is expected to continue in the future (http://www.bls.gov/ooh/About/Projections-Overview.htm).

Service jobs still account for around 80% of all employment within most developed economies. Alongside the figures relating to employment growth, the services sector contributes around 75% of the Gross Domestic Product.

Projections for the five fastest growing jobs in the year 2018 are all in service industries: physician's assistants, physical therapists, manicurists and pedicurists, environmental science technicians, and gaming and sports book writers and runners (Sources: Bureau of Labor Statistics' Occupational Outlook Handbook and Career Guide to Industries.)

This course will focus on the role of marketing in managing services. You should, however, expect to be addressing human resource, information management, operational, and financial overlaps with marketing throughout the course. The strategic application of marketing

requires cross-functional integration; this is particularly true when one speaks about the marketing of services.

Objective and Expected Outcome:

The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed.

The emphasis in the course will be on service universals rather than on any particular industry (such as bank marketing). However, concepts will be illustrated using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high tech industries (both of which depend heavily on services to provide value).

The course is designed not just for students with careers in services industries but also careers in goods industries with high service components (e.g., industrial products, high tech products, durable products).

Course Content:

UNIT I
Marketing of Services – Introduction – Growth of the Service Sector – The Concept of Service – Characteristics of Services Classification of Services – Designing the Service Blueprinting, Using Technology – Developing Human Resources – Building Service Aspirations.

UNIT II
Marketing mix in services marketing – The seven Ps – Product Decisions – Pricing Strategies and Tactics – Promotion of Services and Placing or Distribution Methods for Services – Additional Dimensions in Services Marketing – People, Physical Evidence and Process – Internet as a service channel.

UNIT III
Delivering Quality Services – Causes of Service-Quality Gaps – The Customer Expectations versus Perceived Service Gap – Factors and Techniques to Resolve this Gaps in Service – Quality Standards, Factors and Solutions – The Service Performance Gap Key Factors and Strategies for Closing the Gap – Developing Appropriate and Effective Communication about Service Quality.

UNIT IV

Marketing of Services with special reference to Financial Services – Health Services – Hospitality Services including Travel, Hotels, and Tourism – Professional Services – Public Utility Services – Communication Services – Educational Services.

REFERENCE BOOKS

1.   Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta (2011). Service Marketing – People, Technology, Strategy (6e). New Delhi: Pearson Education.
2.   Zeithmal, Bitner, Gremler, Pandit (2015). Service Marketing- Integrating Customer Focus across the Firm (Sixth Edition). New Delhi: Mc Graw Hill Education.
3.   Verma, Harsh (2012). Services Marketing – Text and Cases. New Delhi: Pearson Education.
4.   K Rama Mohan Rao (2013). Service Marketing. New Delhi: Pearson Education.
5.   S.M. Jha (2011). Service Marketing. Mumbai: Himalaya Publishing House.
6.   Vasant Venugopal, Raghav V.N. (2012). Services Marketing. Mumbai: Himalaya Publishing House.
7.   Apte, Govind (2004). Services Marketing. New Delhi: Oxford University Press.
8.   Jauhari Vinnie and Kirti Dutta (2012). Services: Marketing. Operations and Management. New Delhi:Oxford University Press.
9.   M.K. Rampal, S.L. Gupta (2012). Service Marketing- Concepts, Applications and Cases. New Delhi: Galgotia Publication Company.

SMMC863A	GLOBAL MARKETING	C
		3

Overview:

The increasing opportunities and threats placed by the growth in international business makes the skills of the international marketer critical for business survival. This is true no matter what the business sector or type or size of firm. Even firms not directly involved in active international marketing are likely to be effected by internationalization, if only in the form of increased competition from international players. This course examines core issues in international marketing, with every effort made to reflect the diversity of firms and markets across the world and not focused solely on western industrialized economies. The course starts by considering changes in the global marketplaces and emphasizes the importance of understanding cultural diversity in order for businesses to respond effectively to different market conditions. In addition to cultural factors, this course also examines other macro and micro-environmental factors which all help towards identifying and evaluating market entry strategies. This course focuses on various key topics in international marketing planning, including: standardization vs. adaptation: marketing communications, looking at global branding and advertising, exporting, managing and logistics: pricing; ethical, financial and organizational issues.

Objective and Expected Outcome:

1. To develop knowledge and understanding of key issues associated with international marketing:
2. Importance of global and international marketing
3. Motives to internationalization
4. The influence of macro-environment on market selection
5. Market entry modes
6. Specific international issues affecting the 4Ps
7. Financial, ethical, and organizational issues involved in international marketing.
8. To develop skills in researching and analyzing international marketing opportunities.
9. Students will develop an understanding of major issues related to international marketing.
10. Students will develop skills in researching and analyzing trends in global markets and in modern marketing practice.
11. Be able to assess an organization's ability to enter and compete in international markets.

Course Content:

UNIT I
Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.

UNIT II
International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

UNIT III
Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,
Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.

UNIT IV

Pricing for International Market Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

Module VI: India's International Policy and Impact on Economy Government measures and export incentives, Exim policy, ECGC services, Role of Indian banks & F.I's, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

Text Books:
1. Varshney & Bhattacharya, International Marketing Management

Suggested Readings:
1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
3. Czinkota, International Business
4. Khurana PK, Export Marketing

SMMC875A	**PRICING STRATEGY FOR GLOBAL MARKET**	**C**
		3

Overview:

Pricing is one of the most powerful levers that a firm can use to maximize profits. However, this opportunity to impact profits often remains untapped as many managers do not know how to improve upon historical pricing practices within their companies and industries. This course prepares students to address both strategic and tactical p

ricing issues and to identify profit-boosting changes in pricing practices across a range of professional contexts – as management consultants, product managers, entrepreneurs, business-unit managers etc.

Objective and Expected outcome:

1. To familiarize you with the concepts, theory and latest thinking on key pricing issues. This will be done primarily through lectures, cases, class discussion, assigned readings and guest speakers.

2. To provide you with an opportunity, through extensive case analyses, individual and group exercises to apply concepts and theory to the solution of pricing problems in marketing settings.
3. Ability to use data and make data driven business decisions is extremely important and valued by companies. Pricing decisions often rely on analyzing data to provide managerial insights.
4. To provide you with an opportunity, through the group project, to make an independent assessment of the pricing strategy or tactics used by a company or industry of your own choosing. This is the group project that is due end of the semester.
5. To provide you with a forum, both written and oral, in which you may further develop your business communication skills and receive feedback from your peers and the instructor.

Course Content:

UNIT I

Introduction to strategic pricing: Pricing as an element of the marketing mix; concept of price elasticity; price levels; pricing objectives and their relationship with overall business objectives; strategic importance and role of pricing; value creation in pricing.

UNIT II

Pricing in designing marketing strategy: Basic pricing strategies and the use of breakeven analysis; price setting process.

Pricing methods - Key factors affecting pricing; determinants of pricing; cost based, value based, customer driven & competition driven pricing; consumer response to prices,

UNIT III

Implications pricing: Role of price in marketing strategy; pricing decision process; pricing of interrelated products; pricing of new products; price control.

UNIT IV

Contemporary issues in pricing: Law, ethics, and social responsibility in pricing; market uncertainties and pricing decisions; niche pricing; dynamic pricing; pricing psychology; product line pricing.

TEXT BOOK:

1. Schindler, R.M.(2012). *Pricing strategies: a marketing approach.* Sage Publications.

SUGGESTED READINGS:

1. Rajagopal (2013). *Marketing decision making and management of pricing: : successful business tools.* Business science reference.

2. Shy, O.,(2008).*How to price.* New York: Cambridge University Press
3. Morris, M. H. & Morris, G.(2008).*Market-oriented pricing: strategies for management.* California: Quorum Books
4. Rogers, S.C.(2001).*Marketing strategies, tactics, and techniques.* London: Quorum Books.
5. Lehmann, D. R. and Winer, R. S. (2004), *Product management(4thed.).* McGraw-Hill International.
6. De Chernatony, L. and McDonald, M. (2004), *Creating powerful brands(3rded.).* Butterworth Heinemann.
7. Monroe, Kent (2002), *Pricing: making profitable decisions.*(3rd ed.).McGraw-Hill**.**

SMMC872A	STRATEGIC MARKETING	C
		3

Overview:

This course integrates previous studies in marketing into the strategic context of the organisation. Specific topics include strategic marketing models; the internal and external context in which marketing occurs; integrating marketing strategy with business goals, factors that impact on the effective development and implementation of marketing strategies and the management and implementation of marketing strategy in business-to-business and consumer markets. This course will attempt to probe into these profound as well as currently peripheral but potentially significant changes from the perspective of certain base premises that possibly will never change.

Objectives and Expected Outcome:

This course examines the marketing management concepts underlying both consumer and industrial marketing strategy and tactics. Demanding customers, fast-change technologies,

increasing global competition, deregulation and social changes in global markets are just a few of the recent changes that create new challenges and opportunities for a wide range of businesses throughout the world. This course has a deep and broad international reference. Based on international focus, this course is designed to reflect various dimensions where international business takes place. Since the world becomes a global market, it is imperative to pursue strategies which have international characters. These challenges and opportunities require organizations to develop the skills essential to anticipate and respond to the constantly changing needs of customers and markets.

Strategic marketing focuses on the concepts and processes involved in developing market-driven strategies like : Develop understanding about what is involved in making marketing decisions, including product, price, promotion, and place decisions to create a marketing mix; acquire an overview on the contemporary issues in marketing and the unique challenges faced by marketing managers in the dynamic business environment; Develop insights into how differences in economic, cultural, social, political, and legal environments can affect marketing decision ;develop strategic thinking in the context of complex problems and challenges faced by the contemporary executives and managers; acquire the necessary analytical and conceptual skills for developing successful marketing programs; develop leadership skills necessary to deal with the uncertainty and changes faced by today's marketers; develop ability to integrate the important societal dimensions of diversity, environmental concerns, ethics, and technological change into their thinking; discover sources of information for researching and evaluating product markets; communicate effectively about marketing issues in group discussions, oral presentations and written reports; work effectively as a team member in analyzing marketing issues.

Course Content:

UNIT I
Introduction to Strategic Marketing: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Types of strategies-HR strategy, Marketing strategy, Financial strategy, operational strategy.

Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

UNIT II
Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques.

Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.

UNIT III

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

New emerging strategies in Information Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning.

UNIT IV

Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.

Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.

TEXT BOOK:
1. Azhar Kazmi, Strategic Management and Business Policy, Third Edition

SUGGESTED READING
1. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
2. John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 13th Ed. 2001.

SMMC852A	ADVANCED MARKETING	C
		3

Overview:

This course builds on the knowledge of marketing theory and practice gained in Marketing Management. The course covers Brand Management and Marketing Strategy and is designed to develop students ability and thinking in the implementation and management of marketing from a business and marketing specialist perspective.

Objective and Expected Outcome:

This course expands students' knowledge of contemporary issues and practices in marketing, with a particular focus on a service-dominant approach to marketing. It includes topics such as value co-creation, customer value, collaborative innovation, brand meaning, social media engagement, social marketing, service ecosystems, and more.

This course helps view marketing phenomena and processes in ways that are amenable to

managerial decision-making, and aims to increase the productivity of the marketing function within the organization and society.

On successful completion of this subject a student should be able to:

- Articulate an in-depth understanding of a range of contemporary marketing issues, theories, practices, models and phenomena;

- Evaluate and critique contemporary marketing practices and understand the best methods of implementation to maximize business performance;

- Be proficient in presenting, analyzing, discussing, evaluating, persuading, and making decisions regarding contemporary marketing initiatives within an organization;

- Develop a marketing strategy using an understanding of customer behavior.

- Interpret marketing research to make improved marketing decisions.

- Select appropriate market segmentation techniques to determine the appropriate market for a specific product.

- Analyze a competitive market and recommend an appropriate market entry strategy for a product or service, along with appropriate pricing recommendations.

- Design an appropriate channel of distribution for a product, including retail distribution.

- Create an integrated marketing communications plan for a major event, which incorporates marketing to a younger cohort etc.

Course Content:

UNIT I

Overview of marketing: Marketing ethics; consumer psychology and buying behavior; process of marketing research; customer value & holistic view of marketing concept; swot analysis & marketing information system.
Marketing strategies and marketing planning: Concepts and steps behind developing marketing strategies; product & service differentiation; McCarthy's 4P's, 7P's and Lauterborn's 4 C's; case study.

UNIT II

Pricing: Value creation & setting price of a product; strategic pricing methods.
Distribution: Designing and managing integrated marketing channels; intro to supply chain, value chain analysis; role of marketing communication tools; case study.

UNIT III

Digital Marketing: Analyzing digital market opportunities and risks; defining and implementing digital marketing strategies; digital marketing channels, search engine marketing, permission marketing, affiliate marketing, internet advertising; social media marketing, viral marketing, social networks and blogs, web analytics and monitoring social media; case study.

UNIT IV

Brand Management: Brand positioning and brand identity; brand architecture and multi-brand portfolios; brand transfers and name changes; financial assessment of brand equity global marketing management.
Global marketing strategies: International market assessment and selection process; market entry strategies; global marketing mix and its implementation; case study.

TEXT BOOK:

1. Urban, G. L. & Star, S. H., *Advanced marketing strategy: phenomena, analysis, and decisions.(1ˢᵗ ed.).* Prentice hall business publishing.
2. Moutinho, L. & Southern, G.,(2010).*Strategic marketing management : a business process approach*. U.K.: Cengage Learning.

REFERENCE BOOKS:

1. Pradhan, S.,(2012).*Retaling management; texts & cases,* New Delhi: Tata McGraw Hill.

2. Chaffey, D. & Chadwick, F. E.**(2012).***Digital marketing: strategy, implementation & practice*.(5th ed.).UK: Pearsons.

3. Ryan, D.(2014).*Understanding digital marketing: marketing strategies for engaging the digital generation.(3ʳᵈ ed.).*KoganPage

4. Lamont, D.(2002).*Global marketing*. Wiley, John & Sons Inc.
5. Tuten, T. L., *Social media marketing.(2ⁿᵈ ed.).Sage Publication.*
6. Quelch, J., A.(2017).*Global marketing management : a casebook* .(6ᵗʰ ed.). BVT publishing.
7. Tull. (1995).*Marketing research: measurement and method* .(6ᵗʰ ed.). Prentice hall India.

SMMC 828A	SERVICES MARKETING IN VIRTUAL WORLD	C
		3

OVERVIEW

E-marketing means using digital technologies such as websites, mobile devices and social networking to help reach the customers, create awareness about the brand and sell the goods or services. The basics of marketing remain the same - creating a strategy to deliver the right messages to the right people. It emphasizes on Return on Investment and is effective and efficient in building reputation, advanced advertisement, and proper result oriented marketing making it in line with the course. E-Marketing is a proven recession proof marketing strategy as compared to other traditional marketing tools. There are wide positions in the job market that one can fit into once trained. Current Scenario of this industry is such that due to diversification and emerging segment, openings for qualified professional is huge whereas, the supply for quality resources is less.

OBJECTIVES AND EXPECTED OUTCOMES

Almost all businesses today know that e-marketing is indispensable, but not all of them understand the outcomes that can be obtained through the strategies used in e-marketing concept. The main objective of e-marketing is it helps students to be SMART (Specific,

Measurable, Attainable, Relevant and Timely). E-Marketing is one of the keystones of digital communication for any company and a requisite tool to achieve the targets set out in the e-marketing campaigns. This is an immediate tool that allows companies to target specific customers that they want and send them personalized offers. The field of E-Marketing thrives on interdisciplinary activity that calls for multiple skills to execute tasks. This instructs students in the genesis, history, structure and infrastructure of this revolutionary way of conducting trade. It adds a lot more science and analytics to marketing, which is why students can, undoubtedly, execute the methodology. E-Marketing helps students to give clear and detailed information on products and services by way of content marketing and updated marketing strategies. Learning E-Marketing is far more affordable and from a Business point of view too, not all E-Marketing tactics require significant budget. As example social media marketing & content marketing doesn't require budget just creativity and consistency. E-Marketing is cost effective as compared to other traditional marketing media tools. An E-Marketing campaign can be stopped at any given point of time unlike the traditional marketing styles.

Course Contents
Unit I

E-Marketing-An Overview – Introduction, Objectives, Definition, History and, Features of E-Marketing, Problems in E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing.

Components of E-Marketing – Types of buyers (customers) and sellers, Infrastructure: Building a Product System, Intermediaries, Other Business Partners, Support Services, Digital Products. Issues relating to E-Customers, types of E-Markets.

Unit II

E-Marketing Tools - Introduction, Objectives, E-Mail Marketing, Creating a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising

E-Marketing Plan – Introduction, Objectives, Definition of E-Marketing Plan, Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success, E-Marketing Strategy

Applications of E-Marketing - Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium.

Unit III

Strategic Advantages of E-Marketing –Creating New Sources of Competitive Advantage, Direct Distribution Model, Re-engineering the Supply Chain, Targeting Underserved

Segments, Lower Price Barrier, Delivery Systems for Digital Products, Creating an Efficient Marketplace, Creating a Virtuous Cycle.

Methods and Techniques of E-Marketing - Advertising Techniques, Selling Methods, Sales Promotion,   Public Relations, Sponsorship Techniques, Direct Marketing Techniques, Merchandising Techniques, Online Seminar Techniques, Word-of-Mouth Marketing Techniques.

Unit IV

E-Metrics - E-Metrics: An Overview, Monitoring E-Marketing Activities, User Surveys and Usability Testing, Tracking and Site Analysis Tools

E-Customer Relationship Management – Concept of E-CRM, Prerequisites for the Implementation of E-CRM, Transition from CRM to E-CRM, E-CRM and Community Building,   E -CRM and Customer Lifecycle, E-CRM versus E-Loyalty, Conversion Optimization

Legal and Ethical Issues in E-Marketing –Need for E-Business Legal Protection, Privacy, Digital Property, Online Expression, Emerging Issues.

Text Books:
1. Strauss Judy, E-Marketing, Prentice Hall, India

Reference Books:
1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth
2. Heinemann, USA
3. Easley D. Kleinberg J., "Networks, Crowds, and Markets – Reasoning about a
4. Highly Connected World", Cambridge University Press.
5. Matthew A. Russell, "Mining the Social Web: Analyzing Data from Facebook, Twitter,
6. LinkedIn and other social media sites", O'Reilly Media
7. Gavin Bell (Author), "Building Social Web Applications: Establishing Community at the
8. Heart of Your Site", O'Reilly Media

SMMC879A	INTEGRATED MARKETING COMMUNICATION	**C**
		3

Overview:

Integrated marketing communications (IMC), is applied by organizations to communicate with target market in very efficient and effective way. IMC is a comprehensive plan to coordinate among all the elements of marketing communication mix to create the most significant impact of the brand into the minds of the potential target market. For providing better clarity about the products to the customers. IMC has capability to capitalize the organization's strength for gaining competitive edge in the market.

Objective and Expected Outcome:

- a shift from mass media advertising to multiple forms of communication

- the growing popularity of more specialized (niche) media, which considers individualized patterns of consumption and increased segmentation of consumer tastes and preferences

- the move from a manufacturer-dominated market to a retailer-dominated, consumer-controlled market

- the growing use of data-based marketing as opposed to general-focus advertising and marketing

- greater business accountability, particularly in advertising

- performance-based compensation within organizations, which helps increase sales and benefits in companies

- unlimited Internet access and greater online availability of goods and services

- a larger focus on developing marketing communications activities that produce value for target audiences while increasing benefits and reducing costs.

Course Contents:

UNIT I

Foundation: Meaning, objective and IMC mix; Marketing communication as a strategic tool of marketing strategy; introduction to elements of IMC, Factors contributing to IMC; IMC planning process, challenges in IMC; case study.

UNIT II

Advertising: Concept and significance of advertising; process of advertising; classification of advertising; types of advertising, advertising campaigns; advertising media selections; meaning and strategic advantage of advertising agencies; case study.

UNIT III

Other IMC mix: Meaning, characteristics, importance and relationship of other major IMC mix with advertising.

Message Design-Creativity; the creative processes in IMC; AIDA model; creative planning, creative strategy development, communications appeals and execution, message strategy design considerations, source of the message, message integration, advertorials and infomercials, evaluation of creative strategy/work; case study.

UNIT IV

Media Management: Media types and their characteristics; setting media objectives; considering key media concepts; media planning; media strategy; media buying; cross media concept; and media research.

   i. **Contemporary issues in IMC: Role of e-commerce in marketing communication; ethical and social issues in IMC; trade fairs and exhibitions; emotional marketing; influencer marketing; ad blocking; interactive marketing; international marketing communications; case study.**

TEXT BOOKS:

1. Copley, P.(2014). *Marketing communications management: analysis, planning, implementation*(2nded.). Sage publications ltd.
2. Chunawala & Sethia,(2015).*Foundations of Advertising Theory & Practice(8th ed.).* Himalaya Publishing House

REFERENCE BOOKS:

1. Altstiel, T. & Grow, J.(2017) ***Advertising creative:** strategy, copy, and design(4th ed.).* Sage publications ltd.
2. Shimp, T. A. (2013).*Advertising promotion and other aspects of integrated marketing communications.(9th ed.).* Cengage Learning.
3. Clow, K. E. & Baack D. E.(2014).*Integrated advertising, promotion, and marketing communications*(6th ed.). Pearson education, limited.
4. Borden & Hopper, N., *Advertising management: text & cases,* Richard D Irwin Inc.
5. Copley, P.(2004).*marketing communications management concepts & theories, cases and practices*. Elsevier Butterworth-Heinemann Publication.
6. Duncon & Tom,(2008).*Integrated marketing communications,* London: Tata McGraw Hills.

SMMC844A	**STRATEGIC HUMAN RESOURCE MANAGEMENT**	C
		3

Overview:

The idea of the course is to identify contemporary strategies to improve individual and organizational performance. Utilizing strategic human resource management perspective and incorporating Human Resource Management and Organizational Behaviour theories for practical implementation in organizations. Links such concepts as compensation, performance management, law, conflict management, communication, diversity, ethics, and managerial skill building towards preparing for the future of managing individuals in organizations.Topics Include: Managing the human resource for Competitive Advantage, Strategic human resource management, , The Analysis and Design of Work , Human Resource Planning, Recruitment, Selection, Placement, Separation, Retention, Training and Development, Performance Management, Compensation and Benefits, Employee Relations, Managing human resources globally, Human resource analytics.

Objective and Expected Outcome:

This course is intended to expose students to the "big picture" at the intersection of human resource (HR) management, organizational behavior, business policy, and competitive strategy. Our goal is to introduce students to the key "core competency" areas necessary to become successful managers of human capital. In essence, our objective is to have students develop a broader perspective of business through the development of a strategic HR viewpoint. This viewpoint requires that students have learned the functional tools of Human Resource Management and Organisational Behaviour, so they can learn the broader business issues of HR strategy and competitive analysis. Students will be asked to look at the HR implications of corporate-level and business-unit-level strategy formulation and implementation. Wewill also introduce the student to the critical business skills of planning and managing strategic activities, through a general management perspective of HRM.
On an intellectual level, the course is designed to develop qualities of mind and judgment that are rare and difficult to acquire. The qualities of the mind stretch across strategic HR thinking (devising a people direction), strategic HR planning (marshalling HR resources, and sequencing of actions and counteractions), and strategic HR management (overcoming obstacles, resolving conflicts, implementing specific steps).

Course Content:

UNIT I
HR environment: HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.

UNIT II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices.

UNIT III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.

UNITIV

Strategic options and HR decisions: Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring.

TEXT BOOK:
1. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi

REFERENCE BOOKS:
1. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
2. Greer, Charles, Strategic Human Resource Management, Pearson Education
3. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

SMMC845A	INDUSTRIAL RELATION AND EMPLOYEE COUNSELING	C
		3

Overview:

The fundamental concern of Industrial Relations as a field of study is with investigating the nature of the relationship that exists between an employer and his or her employees – or the employment relationship, as it is generally known. The main aim of this course is to introduce students to the theories, institutions and practices of Industrial Relations. The module examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship.

Objective and Expected Outcome:

This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and of labor unions. In addition, we will review how the industrial relations system in the India works in general, as well as specific areas such as the future of unions in the India, comparisons with the industrial relation systems of other countries, relationships with human resource management models, various models of dispute resolution, issues in labour management cooperation, and differences and similarities between public and private sector industrial relations.

• To introduce students to the terminology, history, and models of the Indian industrial relations system.

• To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations.

Course Content:

UNIT I

Industrial Relations: Concept, Scope, Objectives, Impact of digitalization on industrial relations, Factors affecting industrial relations, Industrial Dispute Act 1947, Labour Law Amendments 2017.

UNIT II

Trade Unions: Objectives and functions; Development of Trade Union Movement in India; Forms of Union; Social Responsibility of Trade Union; Management Of Trade Union - The

State Government Labour Policy, Problems of the Trade Union Movement in India, Measures to strength Trade Unions, The Payment of Wages Act 2017. .

UNIT III

Employee Discipline: Definition – Causes of indiscipline; Code of discipline; Disciplinary procedure; Code of conduct. Grievance Handling: Meaning of grievances; Causes of grievances; Guidelines for grievance handling ; Grievances redressal procedures.

UNIT IV

Employee Counselling: Introduction, Objectives, Characteristics, Need, Function, Counselling at workplace, Types, Methods and Process of Employee Counselling, Digital counselling: How online counselling work, Reason for being a success, Benefits and Barriers, The six stage of online counselling process relationship building (Micro Skills in counselling).

REFERENCE BOOKS:

1. Sinha, Sinha, Sakher (2013) Industrial Relations, Trade Unions and Labour Legislations, (2nd Edition), New Delhi ND: Pearson Education.
2. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
3. VSP Rao, Industrial Relations & Labor Laws, Himalaya Publications
4. S.C.Srivastava. (2013). Industrial Relations & labour laws. (6th ed.). Vikas Publishing House.
5. T.N.Chhabra. (2011). Industrial Relations. (4th ed.). Dhanpat Rai & Co.
6. C.S. Venkata Ratnam. (2011). Industrial Relations. Oxford University Press.
7. Patterson, C. H., Theories of Counselling and Psychotherapy, New York, Harper & Row, 1966.

SMMC847A	**TRAINING AND DEVELOPMENT**	**C**
		3

Overview:

Training and development is based on the premise that people are the most valuable asset of an organization which helps an employee to improve his/her performance. . One of the mandates of the human resources department is to develop and administer policies, practices, and procedures to provide for the effective training and development of employees. This ensures the organization achieves its goals and objectives, and employees fulfill their career potential. This course provides participants with an 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.This course deals with the process of training and developing people in organizations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. Student will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. Student will also learn training techniques and the skills required to deliver a training program.

Objectives and Expected Outcome:

In the context of global competition, Organizations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D). The endeavor is also to provide, as far as possible, hands - on learning experience related to aims. The aim of this subject is to develop students' understanding of the concepts of Training and Development. In particular the subject is designed to develop the underpinning knowledge and skills required to Manage, organize and conduct Training & Development. The students on completion of the course shall develop the skills and competencies about concept of training and development, practice systematic approach towards training and development, knowledge of various methods and styles of training for their effectiveness and evaluation of methods and styles of training for their effectiveness.

Course Content:

UNIT I

Training: Concept and Rationale; Training process; Role of Stakeholders in Training Programme; Organization and Management of Training Function; Training Needs Assessment – Organizational Analysis, Operational Analysis, Person Analysis; Competency Mapping.

UNIT II

Designing the Training Programme: Process of Learning in Training Programme – Attributes and Factors Influencing; Learning Process; Learning Styles; Training Climate and Pedagogy; Developing Training Modules; Training Aids.

UNIT III

Training Methods and Techniques: Role Playing, Business Games, In Basket Exercises, Laboratory Training, Incidents and Cases, Seminars, Syndicates and Group Discussion, Lecture, Programmed Instructions; Inspirational Techniques – Brainstorming, Mind Mapping, Creative Problem Solving.

UNIT IV

Evaluation of Training: Need for Evaluation, Principles of Evaluation, Criteria and Approaches; Return on Investment in Training; Process of Calculating ROI In Training; Emerging Trends In Training and Development; New Perspectives on Training – Cross Cultural Training, E-Learning, Knowledge Management.

TEXT BOOK:

1. Blanchard, P Nick, James W. and V Ananad Ram (2014). Effective Training – Systems, Strategies, and Practices (4e). New Delhi: Pearson Education.
2. Sahu, R.K. (2010). Training for Development. New Delhi: Excel Book.

SUGGESTED READINGS:

1. Agochia, Devendra (2009). Every Trainer's Handbook. New Delhi; Sage Publications.
2. De Simone, R.L. and Harris, D.M. (2012). Human Resource Development. Bombay: Thomson Learning.
3. Goldstein (1993). Training in Organization. Bombay: Thomson Learning.
4. McGrath (1997). Training for Life and Leadership in Industry. New Delhi: Prentice Hall of India.

SMMC 850A	IMPROVING MANAGERIAL TALENT AND CREATIVITY	C
		3

Overview:

Improving Managerial Talent and Creativity, as the name itself suggests is managing the ability, competency and power of employees within an organization. The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of your employees and developing and nurturing them to get the desired results. Hiring the best talent from the industry may be a big concern for the organizations today but retaining them and most importantly, transitioning them according to the culture of the organization and getting the best out of them is a much bigger concern. Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously. It can be said that talent management is a full-fledged process that not only controls the entry of an employee but also his or her exit. To understand management and Talent and creativity, concepts associated with continuous improvement in individual and group processes will be discussed.

Objectives and Expected Outcome:

This paper has a number of important operational objectives. Having the understanding of the below aspects will help the students to achieve success in their professional life. Talent Management Operations talent management is competitive, and a major aspect of the business is maximizing opportunity for clients. This involves monitoring casting calls, communicating with directors, as well as promoters and individuals who can book your talent. Matching your clients with great opportunities will grow the business. An operational objective is to list all opportunities and make the connections for your clients. *Legal Contracts* the talent industry relies on strict contracts and managing legal documents is a critical operational objective. Standard contracts are used for entry-level talent, but as a client grows, negotiating long-term contracts requires legal intervention to write the documents. Maintaining the contracts and meeting all of the obligations noted within the documents will dictate how a talent management company operates around individual clients.

This course will enable students to list and define basic organizational behaviour principles, and analyse how these influence behaviour in the workplace. This course will enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

Course Content:

UNIT I

Introduction: Concept of talent management, scope and need of talent, Talent Management requirements, process of talent management, consequences of failure in managing talent, tools for managing talent.

UNIT II
Talent Procurement and Deployment :Identifying talent needs, Talent Acquisition, developing talent, deployment of talent, establishing talent management system, talent multiplication

UNIT III
Talent Engagement & Retention :Introduction, talent Engagement Approach and Objectives, Talent Retention Strategies, improving Employee Retention, Role of HR in Talent Management

UNIT IV
Compensation and Reward Strategies, Talent Management in India: Contemporary issues, challenges and best practices.

TEXT BOOK:
1. Cheese, Peter, Robert J Thomas and Elizabeth Craig (2007). "The Talent Powered Organization" Kogan Page Ltd.

REFERENCE BOOKS:
1. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
2. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
3. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
4. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
5. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

SMMC882A	EMOTIONAL INTELLIGENCE	**C**
		3

Overview:

This course on emotional Intelligence is a skill which gives the learner an insight in to understanding self & others better. Like any other skill, the learner can get better at it with training and practice. It allows reading the personality style of individuals and adjusting their communications accordingly without being controlled by their underlying emotions.

This course is useful for both leaders as well as workers & is applicable in large & small sized organisations.

This course will focus on the five core competencies of emotional Intelligence: self-management, self-awareness, self-regulation, self-motivation and empathy, and it also include a review of learner's interpersonal skills.

The students will learn to develop and implement these competencies to enhance their relationships in work and life by increasing their understanding of social and emotional behaviours, and learning how to adapt and manage their responses to particular situations. This course will teach the students how to build stronger relationships, how to empathise with others, how to manage their stress levels, how to overcome challenging situations, how to diffuse personal conflicts and much more.

Objectives and Expected Outcome:

This Emotional Intelligence (EI) will focus on the five core competencies of emotional intelligence: self-awareness, self-regulation, motivation, empathy and interpersonal skills. Students will learn to develop and implement these to enhance their relationships in work and life by increasing their understanding of social and emotional behaviours, and learning how to adapt and manage their responses to particular situations. This is an important course for anybody who wants to develop a better understanding of themselves and others to enhance personal and professional relationships.

After completing this course the students will have learned how to:

Emotional Intelligence (EQ), Identify the benefits of having higher emotional Intelligence, learn the five core skills required to practice emotional Intelligence like practice self-management, self-awareness, self-regulation, self-motivation and empathy .
Successfully communicate with others in a non-verbal manner. Verbally communicate with others with emotional awareness. Interpret and manage emotions in any situation. Master tools to regulate and gain control of emotions of self. Balance optimism and pessimism for

best outcomes. Effectively impact others emotional experiences. Relate emotional Intelligence to workplace situations
Implement these concepts and techniques in the workplace.

After completing the course, students will be able to create Healthy Emotions, Clear Thinking which will lead to appropriate action which will result in High EQ.

Course Content:

Unit I

Introduction to Emotional Intelligence (EI): Emotional Intelligence and various EI models, the EQ competencies of self-awareness, self-regulation, motivation, empathy, and interpersonal skills. Understand EQ and its importance in life and the workplace.

Unit II

Know your emotions: Understanding emotions; the different levels of emotional awareness; increase your emotional knowledge of yourself; recognise 'negative' and 'positive' emotions.

Unit III

Manage your emotions: The relationship between emotions, thought and behaviour; Discover the importance of values; the impact of not managing and processing 'negative' emotions ; techniques to manage your emotions in challenging situations.

Unit IV

Recognise emotions in others: The universality of emotional expression; learn tools to enhance your ability to recognise and appropriately respond to others' emotions; perceiving emotions accurately in others to build empathy.

Text Book:

1. Patrick M. Lencioni, Travis Bradberry, Jean Greaves, Emotional Intelligence, 2009

Reference Books:

1. The Brain and Emotional Intelligence: New Insights, Book by Daniel Goleman
2. HBR's 10 Must Reads on Emotional Intelligence, Book by Annie McKee, Daniel Goleman, Richard E. Boyatzis, and Sydney Finkelstei
3. Emotional Intelligence at Work Book by Hendrie Weisinger
4. The Little Book of Emotional Intelligence: How to Flourish in a Crazy World Book by Amy Bradley and Andrew Cope

SMMC874A	CHANGE, CONFLICT & NEGOTIATION MANAGEMENT	L	T	P	C
		3	-	-	3

Overview:

This course offers a state of the art opportunity for students and practitioners from diverse fields concerned with peace, security and community development. Students will develop important conflict management and negotiation skills that are increasingly sought after in today's job market. A primary goal of this course is to assist students who want to become agents of social change to promote peace and reduce violence. The main objective of the course is to equip the students with field work skills to analyze and handle today's change & conflicts and to engage with peace building and conflict prevention.

Change, Conflict and Negotiation are the common and integrated forms of business interaction. Disagreement in ideas and goals, scarcity of resources, and incompatibility in personality are typical causes of conflicts at work. Negotiation is the most predominant forms of communication in resolving conflictual ideas, goals, and offerings (as in business transactions and disputes). Individuals are involved in various forms of negotiation with superiors, sub-ordinates, customers, clients, team members, friends and family members on a daily basis. Effective negotiation and conflict resolution skills increase task efficiency, joint gain, and enhance business relationship, whereas a lack of those skills results in leaving money and opportunities at the table.

Objectives and Expected Outcome:

This course aims at providing a systematic introduction of concepts, theories and practices, with a focus on equipping students with toolkits of handling change, conflict and negotiation. This course focuses on the process of implementing change as the key facet and fundamental challenge in managing organizational change

Specifically, students will learn strategies to avoid various cognitive biases in conflict situations and negotiation, the building blocks of negotiation, the differences of distributive versus value-creating negotiation approaches, the strategies of achieving integrative outcomes, building trust and controlling emotions, utilizing power and persuasion, the importance of non-verbal communication in gaining information and negotiation ethics. Some topics may also be covered in the context of cross-cultural negotiation to cater to the need of today's international business environment. Teaching and learning tools include lectures, class readings, case studies, class discussions, role playing and negotiation simulations, presentations, as well as various types of assessment. Students in this class are expected to be prepared for class discussions regarding readings, cases and negotiation simulations; ask questions and participate in class activities.

Course Content:

UNIT-I

Change Management: Definition, Nature and Characteristics of change, Forces of Change, Types of Change, Theoretical framework of organizational change, Perspective of organizational change, Environment dependent organization perspective, Process oriented perspectives, alternative perspectives, Models of Change, Resistance to Change, Factors contributing to resistance, Reducing resistance to change.

UNIT II

Organizational Transformation: Organizational Learning & Learning Organization, Organizational Effectiveness, Role of change agents, Skill required for the role of a change agent, implementing organizational change, Skills for managing change, organizing for change strategy, Contemporary Issues in Change Management.

UNIT-III

Introduction to Conflict Management: Definition, Nature and Characteristics of conflict, Stages of Conflict, Positive & Negative aspect of Conflict, Individual Level Conflict, Group Level Conflict, Organizational Level Conflict, Curative Measures for Managing Conflicts, Conflict Resolution

UNIT IV

Introduction to Negotiation: Definition, Nature and Characteristics of Negotiation, Negotiation Process, Preparation for Negotiation, Bargaining Strategies, Individual Differences in Negotiation Effectiveness, Third Party Negotiation

TEXT BOOKS:
1. Sharma R Radha, Change management and organizational transformation,2nd edition, McGraw Hill Education Pvt. Ltd.
2. Rahim M. Afzalur, Managing Conflict in Organization, 3rd edition, Quorum Books.
3. Lewicki, Saunders & Barry – Netgotiation,5th edition ,Tata Mc Graw Hill, New Delhi

REFERENCE BOOK:
1. Cummings, T.G. & Worley, C.G. Organizational Development and Change. Cengage Learning.
2. Jones, G. R., Organizational Design and Change. Pearson Education.
3. S N Rao, Counseling and Guidance, 2nd edition, Tata Mc Graw Hill, New Delhi.

SMMC 848A	CROSS CULTURAL HUMAN RESOURCE DEVELOPMENT	C
		3

Overview:

Culture refers to the complex whole which includes knowledge, belief, art, morals, laws, customs and other capabilities and habits acquired by an individual as a member of a society. With the rapid increase in globalization of businesses, workforces are becoming increasingly diverse and multicultural because of this there are issues arising for HR managers. With the growing significance of the developing economies in global business environment, HRM is facing increased difficulty in managing cross-border cultural relationships. Increasing competition both nationally and internationally resulted in deeper focus upon effective human resource management. This course will enable them to eradicate the differences and unite them which in-turn leads to attain the organizational objectives smoothly.

Objectives and Expected Outcome:

This course aims at providing an understanding of the contextual knowledge, cross cultural skills and multiple perspectives required to manage and work across borders and cultures in a changing global business environment. This offers conceptual frameworks for systematically understanding the notion of culture, cultural synergies and differences, and the convergence and divergence in cultural norms and values. This incorporates topics that highlight the impact of culture in the international business environment, explores the multiple dimensions of culture and considers the implications for management. Specifically, topics include managing communication and interactions across cultures, negotiating across cultures, understanding cross cultural ethics and corporate social responsibility, working in global teams, comparative leadership styles, and HR requirements for performance as global managers. The course also draws attention to more recent developments in the global business environment, especially in relation to emerging economies and the developing world, and the implications for international business and management. This course enables students to develop the knowledge, skills and capabilities required to work and manage across cultures and encourage students to reflect on their own cultural competence and areas for improved performance in the workplace. This helps to understand a range of international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.

Course Content:

UNIT I
Human Resource management in global organizations: Meaning and concept of Culture, dimensions, Characteristics and elements; Human and cultural variables of organization;

Culture diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.

UNIT II
Global HR issues: Cross-national differences; Differences in communication, work settings, negotiations, leadership, motivational context, standardization and adoption of work practice; Training and development of international staff.

UNIT III
Managing global staff: Recruitment, Selection criteria and issues; Retaining and motivating International staff; bargaining behavior and negotiation strategies; Culture caricatures, team development and cooperation.

UNIT IV
Compensation: Objectives, determinants and key components; Standards of performance management in global perspective; Issues and challenges in global perspective; Expatriate and repatriate issues in global context.

TEXT BOOKS:
1. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi

SUGGESTED READINGS:
1. Peter J. Dolling, Danice E. Welch, International Human Resource Management, Thomson Learning- Excel books
2. Cullen, Multinational Management, Thomson Learning, Bombay
3. Larry E. Sen and John R. Childress, The Secret of a Winning Culture (Building High Performance Teams) PHI (Pvt.) Ltd., New Delhi
4. Francesco, International Organizational Behavior ,Pearson Education, New Delhi
5. Deresky, International Management, Managing Across Borders and Cultures, Pearson Education, New Delhi.

SMMC860A	**PRACTICING SMART LEADERSHIP**	**C**
		3

Overview:

This course focuses on the development of leadership potential to meet the challenges and opportunities of today's dynamic work environment. Students learn about values alignment, knowledge and skills that foster positive relationships and promote organizational commitment. During the course we will look at the theory regarding topics such as management, leadership, power and influence, and trust as well as discussing how the theories actually play out in today's work place.

Objectives and Expected Outcome:

- Describe key leadership theories and models
- Discuss individual attributes of leadership
- Discuss the situational factors that influence leadership
- Describe emerging trends in leadership
- Examine current leadership models that guide and inform practice
- Describe the Extended Full Range model of leadership
- Explain Transformational, Instrumental, and Transactional leadership
- Discuss Ethical leadership and the dark side of leadership
- Discuss leadership in the context of change
- Examine the practice of leadership in today's context (in business, in society, and in a technology-driven, globally distributed, diverse workforce.

The methodology followed by this course will be one of knowledge acquisition, practice, and reflection. The learning objectives are designed to give you insights into leadership theory and how it applies in real world contexts. Specifically, you will improve and address your skills in key areas of leadership, including change and innovation, reflection, collaboration, communication, conflict, and multi-cultural awareness.

Course Content:

Unit I

Leadership: Introduction to Leaders, Leadership, characteristics of leaders, planning for leadership, functions of leaders. Basics of Leadership development, Theories of Leadership, delegating successfully, Leadership in a team, Managing relationships

Unit II

Social Network perspective to Leadership development, Women Leadership, Measuring Leadership –Tools and Techniques, The Moral Challenges of Leadership – Ethical Leadership, Leadership across cultures, leading across generations, Leadership and decision making.

Unit III

Develop a conceptual framework for understanding power and influence: Define power and influence, importance of power and influence, practice diagnostic skills to understand perspectives and power bases, and learn to predict and influence their actions. Power and Influence: Interpersonal Relationship relations in organization and society

Unit IV

Assess power bases and influence style and consider strategies for expanding them. Begin to build a repertoire of influence tactics that will enable you to be effective in a variety of contexts and situations. Understand strategies for building and exercising power and influence ethically and responsibly. Influence: Persuasion and Negotiation, speaking credibly, negotiation in more depth, interests vs. positions, stages of negotiation. Interest, rights and power, applying the IRP Model.

Text Books

1. Pfeffer, Jeffrey (1992). Managing with Power. Cambridge, MA: Harvard University Press.
2. Kellerman, B. (2010), Leadership: Essential Selections of Power, Authority and Influence. McGraw-Hill

Reference Books

1. George, B. with Sims, P. True North: Discover Your Authentic Leadership
2. George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide
3. Kotter, J. P. (1985). Power and Influence; Beyond Formal Authority. Free Press, New York, NY.
4. Cialdini, Harnessing the Science of Persuasion

SMMC843A	PERFORMANCE REWARD MANAGEMENT	C
		3

Overview:

This course aims at providing key concepts related to compensation management, which is an integral part of human resources management, and, from the point of view of employees, probably its most important part. Course gives inputs about forecasting manpower needs, how compensation impacts productivity and efficiency of employees, equity issues, job analysis, retirement plans and statutory provisions.

Objectives and Expected Outcome:

Accurate and updated information is the primary need of any management practice. Study offers one such means of gathering realistic information. A detail Study of such information and its accuracy presents the usefulness of the information. The study of compensation management is one of the basic facets of Human resource management. The aim of this subject is to develop students' understanding of the concepts of compensation and rewards in the organization. In particular the subject is designed to develop the underpinning knowledge and skills required to understand the one of the complex management functions i.e. compensating employees and its importance. This subject introduces the student to the basics compensation structure and differentials. It familiarizes the students with the practice of various management techniques and its expected results like job evaluation etc. The learner is apprised about the latest issues in management related to compensation in order to make the students abreast about the recent trends in the area.

The students on completion of the course shall develop the following skills and competencies:
a. Should know the nature and scope of Compensation management.
b. Knowledge about essential elements of compensation.
c. Awareness about the compensation structure and differentials.
d. Techniques of job evaluation.
e. Understanding the importance of fringe benefits Awareness of the latest trends in compensation.

UNIT I
Basics of Performance Management: Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT II

Measuring Performance: Managing for results, managing behaviour, managing competencies, conducting performance reviews

UNIT III
Compensation: Economic and Behavioral Theories related to Compensation; Strategic Perspectives of Compensation; Compensation as Motivational Tool; Compensation Policy; Internal and External Equities in Compensation System**;** Compensation Differentials; Determining the Worth of Jobs; Retirement Plans; Pay for Performance Plans.

UNIT IV
Different Components of Compensation Package: Basic Components, Fringe Benefits, Incentives; Designing Pay Structure; Compensation of Special Group: Corporate Directors, Chief Executives, Knowledge Workers, Sales Compensation Plan, International Compensation.

TEXT BOOK:
1. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
2. Milkovich, G. T., Newman J.M., & Venkata, C.S. (2010). Compensation (9th ed.). New Delhi: Tata McGraw-Hill Education.

REFERENCE BOOKS
1. Bhattacharyya, D. K. (2014). Compensation management (2nd ed.). New Delhi: Oxford University press.
2. Martocchio, J.J. (2015). Strategic compensation: A human resource management approach (8th ed.). New Delhi: Pearson Education.
3. Singh, B.D. (2007). Compensation reward management (1st ed.). New Delhi: Excel Books.
4. Cokins, Gary, Performance Management, Finding the Missing Prices, John Wiley and Sons
5. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
6. Aguinis, Herman, Performance Management, Pearson Education.

SMMC 849A	PERFORMANCE APPRAISAL AND SUCCESSION PLANNING	L	T	P	C
		3	1	-	4

Overview:

Performance appraisals often raise the anxiety levels of both managers and employees alike. Thus, special emphasis will be placed on how to prepare for and conduct performance discussions that are objective, complete, and defensible. Succession planning is a process to identify and create a team of professional people who can make the right use of business leadership position in the company. It helps to locate the deserving people of the company who are experienced and capable to make the right use of their role for the organization. Through this course, students will share experiences and participate in various exercises to ensure that they fully understand ways to get the best possible performance from employees. This course is designed to assist Human Resources professionals and operational managers in giving effective performance appraisals that help motivate employees to achieve higher productivity. With this one can notice a great change in the employees in terms of their skills and knowledge. Simple replacement planning and succession planning are two different terms. The success of the organization greatly depends on such type of course as you can retain your potential employees for better roles and responsibilities and motivate them.

Objectives and Expected Outcome:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates. This course aims to acquire the critical knowledge, skills and confidence to undertake effective performance appraisal discussions with their direct reports and to improve the performance of their direct reports through the effective use of the performance management process. This course is designed to assist Human Resources professionals and operational managers in giving effective performance appraisals that help motivate employees to achieve higher productivity. This course helps students to effectively implement and manage a Performance Management System in support of the strategic goals of the organization. Students will gain a working knowledge of performance management systems and enhance their ability to communicate effectively on issues relating to performance management. This course helps learn appropriate terminologies and practices regarding performance management and also the effective techniques for conducting an effective performance appraisal, and ways to coach members of management. By the end of the course, students will have a common understanding on how performance management systems can be effectively utilised to raise the performance of individuals and teams. This will enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures. The students will be able to

identify and practice some performance management strategies and techniques to enhance the performance and motivation in under-performing and high performing team members. Students will be able to understand the basics of career development and succession planning and differentiate succession planning and management from replacement planning, talent management and human capital management. This course helps students examine the employee and employer career development roles and innovative corporate career development initiatives. This prepares individuals in development plans and managing the career choices.

Course Content:

UNIT I
Basics of Performance Management and Measuring Performance: Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT II
Measuring Performance: Managing for results, managing behaviour, managing competencies, conducting performance reviews

UNIT III
Designing and Implementing Performance Management Process: Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

UNIT IV
Key Issues: 360° feedback, feedback, counseling and coaching, strategy maps and balance score card, management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

TEXT BOOK:
1. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page

SUGGESTED READINGS:
1. Cokins, Gary, Performance Management, Finding the Missing Prices, John Wiley and Sons
2. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
3. Aguinis, Herman, Performance Management, Pearson Education

SLMC 856A	**HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM**	**C**
		3

Overview:

Human Resource Information System acts as an interface between the Basic human Resources and Information Technology. HRIS is the combination of data sets, computer applications, and hardware and software components necessary to collect, record, store, manage, deliver, manipulate, and present data for human resources. Computer technology do not act as the key to being successful at managing human resource information, but it acts as a powerful tool for "operationalizing" the set of information—makes it easier to acquire and propagate that information and ensures it to be specific to the organization's HR policies and practices. The course purposes to create wakefulness in future managers, of diverse information systems in an organization so as to aid the use of computer resources competently, for effective decision making. This helps to understand various Management Information Systems operating in the Human Resources Management functional area and illuminates its relationship with the activities of the different departments in the organization. Human Resources Information Systems are bought/developed and implemented for various levels in an organization. HRIS explores the use of some common Information Systems development tools. HRIS aims at enhancing the productivity of the employees and efficiently managing the large database in a cost effective manner. A sound HRIS must allow for the accommodation and assimilation of HR policies and procedures with an organization's computer hardware and its software applications.

Objectives and Expected Outcome:

In today's scenario, it is self-evident that information technology is fundamental to all the practices of basic management. The Human Resource Information Systems is designed to enhance student's understanding of the technology, the individuals who work with it, and the role it plays in organizational performance. Beginning of this technology marked the need for its use in the human resources function, which this course predominantly emphases on. The course is intended to explore both the challenges and the opportunities that are the result of this extensiveness. The course intends to create awareness in the students about diverse information systems in an organization and its usage in effective decision making. This course will help students to analyse the new Human Resource Information system trends and developing an understanding of the basic systems and criteria's for success in using the HR software in the organizations. When a company invests in its HRIS and its human resource systems it makes it easy even for employees to manage electronic pay stubs and changes in various forms in a much modern way where the entire platform is automated through the latest technology. This course helps to select the right HRIS and invest in the HRIS information systems to meet the needs of the company. HRIS is capable of changing the work

performed by the Human Resources personnel by dramatically improving their level of service, allowing more time for work of higher value, and reducing their costs.

Course Content:

UNIT I

Introduction-Information and management, Characteristics, types and attributes of information, Traditional structure of an organization, Business systems, Interdependence between organizations and information systems, Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers;

UNIT II

Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials, Fundamentals of Human Resource Information Systems, HRIS Basics, Human resource policies and practices enabled by HRIS,

UNIT III

Applications of HRIS: Data Management, Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis- Concept & Mechanics; Standard Software and Customized Software.

UNIT IV

HRIS – An Investment; Pre implementation stage of HRIS, HRIS planning, HRIS expectation, Productivity through HRIS , HRIS cost-benefit value analysis. HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control, Systems for leave accounting, Payroll, ICT, Incentives, Performance appraisal, Group Decision Support Systems (GDSS) in HRIS, Enterprise Resource Planning (ERP). Emerging Trends in HRIS.

Text Books:
1. SATISH K. BAGDI, "Practical Guide to Human Resource Information Systems", PHI.

Reference Books

1. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage Publications.
2. Alfred J. Walker ,"Handbook of Human Resource Information Systems", McGraw-Hill

SMMC858A	ACCOUNTING AND AUDIT OF HUMAN CAPITAL	**C**
		3

Overview:

An Accounting and Audit of Human Capital (HR Audit) is like an annual health check-up, it plays a vital role in instilling a sense of confidence in the Management and the HR functions of an organization. The word "audit" comes from the Latin verb ***audire***, which means, to ***listen***. Listening implies an attempt to know the state of the affairs as they exist and as they are expected/ promised to exist. Auditing as a formal process is rooted in this feature of listening. Consequently, it is a diagnostic tool to gauge not only the current status of things but also the gaps between the current status and the desired status in the area that is being audited. Auditing has been a routine exercise in the area of finance, especially because it is a statutory obligation. An Accounting and Audit of Human Capital is very much useful to achieve the organizational goal and also is a vital tool which helps to assess the effectiveness of HR functions of an organization. Human Resource auditing is something that many companies do annually, just as they audit their financial information. This gives them an accounting of their workforce and the efficiency with which the organization as an entity deals with its people, from recruiting to firing. Human Resource auditing can be likened to a person going to the doctor for a general check-up to stay well. The process allows a company to get a general idea of where it stands so it can better correct any potential problems and plan for the future.

Objectives and Expected Outcome:

The main objective of this course is to understand An Accounting and Audit of Human Capital (HR Audit). This study aids to achieve the goals as it controls and develops human activity at work. This also helps to have an understanding of audits and how regular accounting audits carried out in accordance with specific statutory regulations. However, in the case of, an Accounting and Audit of Human Capital (HR Audit) there is no legal obligation, but enlightened managements have voluntarily accepted its usefulness depending upon the circumstances. Students will be able to understand the following circumstances felt concern by top management, compulsions of the external forces necessitating a situational audit, business changing significantly influenced by international business

decisions affecting human resource management, and an urge on the part of human resource management professionals towards advancement of the practices and systems.

Course Content:
UNIT-I

Human Resource Management Practices: Introduction, Human Resources Concept and its Functions, Conceptual Understanding of Human Resource Audit: Introduction, Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit

UNIT II

HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit. The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analysing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps

UNIT III

Areas for HR Audit: Introduction, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance , Audit of HR Climate, Audit of Strategies. Audit and HR Scorecard: Introduction, Approach to implement Human Resource Scorecard, Reason for Implementing the Human Resource Scorecard.

UNIT IV

The HR Audit for Legal Compliance and Safe Business Practices: Introduction of Human Resource Audit Cover, Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices. HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages.

Text Books

1. Rao, T.V. (2008). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 1/e; New Delhi: Response Books

Reference Books

1. Kelli W. Vito, Auditing Human Resources, Institute of Internal Auditors Research Foundation, 2007
2. Brian E. Becker, Mark A. Huselid, David Ulrich, The HR Scorecard, Harvard Business Press, 2001.
3. John H. McConnell, Auditing Your Human Resources Department: A Step-by-Step Guide to Assessing the Key Areas of Your Program, American Management Association.

SMMC881A	ORGANIZATIONAL DEVELOPMENT	**C**
		3

Overview:

This course explores how systematic organizational interventions are accomplished within complex human networks. You will learn how to use behavioural science to assess an organization's current state and discover routes to its improvement. Also covered will be the role of internal and external consultants in intervention and the resulting impact on human behaviour and organizational performance.

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization development (OD) tools and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for leaning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth

Objectives and Expected Outcome:

At the end of this course, students should have acquired sufficient knowledge of the field of organization development that they should (1) understand the basic theories upon which the field of OD is based, (2) have developed an understanding of the challenges of leading a planned change initiative and methods to increase the likelihood of success, (3) have developed a working knowledge of all aspects of the OD intervention process including entering and contracting, data collection and diagnosis, intervention methodologies, implementation, and sustaining change, (4) understand the unique challenges of attempting an organization transformation, (5) understand the roles that consultants, internal or external, can play in the OD process, and (6) have improved their own facilitation skills through a team facilitation assignment.

Course Content:
UNIT I

Organizational Development: Introduction, Nature, Values, Assumption and beliefs in OD, Foundation to OD, (Models and Theories), Action Research, OD Process, Factors affecting OD.

UNIT II

OD Intervention: interventions, Comprehensive OD, Structural intervention and Future of OD.

UNIT III

OD Intervention: Comprehensive OD, Structural intervention, Training Experiences

UNIT IV

Power, Politics and Organizational Development, Future of OD, Learning organization: Meaning, Nature, Feature, TQM and learning Organization and Blue print of Learning Organization.

Text Books

1. French, W. L., & Bell, C. H. (2013). *Organizational development* (6th ed.). New Delhi: Pearson India.
2. Pathak, H. (2010). *Organizational change* (1st ed.). New Delhi: Pearson Publication.

Reference Books

1. Cummins, T.G., & Worley, C.G. (2015). *Organizational change and development* (10th ed.). Mason: Cengage Publication.
2. Bhattacharyya, D. K. (2011). *Organizational change and development* (1st ed.). New Delhi: Oxford Press Publication.
3. Senior, B., & Swailes, S. (2016). *Organizational change* (5th ed.). New Delhi: Pearson India.

SMMC883	ORGANIZATIONAL PSYCHOLOGY	C
		3

Overview:

This course will provide an Introduction to Organizational Psychology, a scientific discipline that studies human behavior in the workplace. Organizational psychologists' help institutions hire, manage, develop, support employees and align employee efforts with business needs. Their work contributes to outcomes such as better talent to achieve the strategic goals of the organization, reduced turnover, increased productivity, and improved employee engagement.

Professionals with a background in Industrial and Organizational Psychology work in a variety of settings including multinational corporations, small and medium-size enterprises, not-for-profit organizations, military, Healthcare, and academia. In the business world, a number of terms are used to describe the activities of organizational psychologists. These include talent management, employee development, human capital management, and workforce management. Within corporations, they typically hold positions in human resources, talent management, leadership development, learning and development, workforce analytics, marketing, organizational development, or research and development.

This course will provide a scientist-practitioner view of the discipline. Through the lectures and class discussions, students will learn the scientific basis of human behavior at work and how they relate to processes of hiring, developing, managing and supporting employees.

The goal of this course is to engage the students in thinking critically about the needs of workplaces and understand how the science of Organizational Psychology helps address those needs. We will use several learning methods to achieve this goal, including lectures, discussions, and activities.

Objective & Expected Outcome:

Understand the origins of Organizational Psychology and what Organizational Psychologists do. Understand the building blocks of a job and learn a methodology to study jobs. Learn how the science of human behavior is used to select, develop, and manage employees, Student will understand how organizations can create a supportive work environment and develop an understanding of how theory and research are applied to work settings.

Students will begin to think and write critically about Organizational psychology theory, research, and apply what you've learned about Organizational psychology to your own and others' work.

Furthermore, this course will enable the students to understand the behaviour of individuals and groups in organizations. At the end of this course, students are expected to be able to demonstrate knowledge about productive and counterproductive behaviour in organisations,

approaches to managing stress, intergroup behaviour, and measuring and changing organisational culture.

Unit I

Introduction to Organizational Psychology: Organizational Psychology - Historical evolution of Organizational Psychology - Organizational socialization process - Impact of diversity on socialization

Unit II

Productive and Counterproductive Behaviour: Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour – Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover – Accidents – Theft

Unit III

Occupational Stress: Brief history – Approaches – Occupational stress models – Workplace stressors – Reducing the impact of workplace stressors

Unit IV

Intergroup Behaviour: Types of interactions – Predictors of interaction patterns - Intergroup conflict – Improving the quality of intergroup relations. Organizational Culture: Organizational Culture - Manifestations of organizational culture, Measuring organizational culture, Changing organizational culture

Text Book

1. Jex, Steve M. (2006). *Organisational Psychology – A Scientist Practitioner Approach,* 1/e*;* New Delhi: Wiley India

Reference Books

1. McKenna, Eugene F. (2000). Business Psychology and Organisational Behaviour, 3/e; New Delhi: Vikas Publishing
2. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). Social Psychology, 11/e; New Delhi: Prentice Hall India

| SMMC870A | **INTERNATIONAL HUMAN RESOURCE MANAGEMENT** | **C** |
| | | **3** |

Overview:

International HRM is the study of the management of human resources in an international context. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. Problems, challenges and decisions are analysed from the point of view of the HR executive or GM who has scorecard responsibility at the organizational level. By focusing on policies, programs, and practices characteristic of organizational efforts to manage human assets worldwide, we will explore the critical impact that these have on the firm's success.

Objectives and Expected Outcome:

This course will enable the students to understand the complexities of managing human resources in a multinational context. At the end of the course students would be able to explain the importance and relevance of international HRM practices that helps international companies to gain competitive advantage.

After completing this course students will be able to:

- Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
- Recognize and value cultural differences
- Describe the cultural differences
- Develop successful programs for international assignees (short term/long term)
- Become an expert in a particular country with regard to issues and practices pertaining to major HRM functions
- Take ownership of their own career and its development
- Evaluate "best practices" across cultures

Course Content:

Unit I: Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

Unit II: International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–

Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs—Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

Unit III: Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training: Important Issues and Concerns 14

Unit IV: Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labour Union and International Employment Relations—Response of labour unions to multinationals.

Unit V: Issues and Challenges in I.H.R.M:– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context–flexibility–IHRM issues in different strategic options of organizations-Case studies on International Human Resource Management Suggested .

Text Book:

1. Dowling, Peter J., Marion Festing, and Allen D. Engle (2013). *International Human Resource Management*, 6/e; New Delhi: Cengage Learning

Reference Books

1. Aswathappa, K. and Sadhana Dash (2013). *International Human Resource Management*, 2/e; New Delhi: McGraw-Hill
2. Edwards, Tony and Chris Rees (2013). *International Human Resource Management*, 1/e; New Delhi: Pearson.
3. Dowling Welch, Schuler, International Human Resource Management, Thomson, New Delhi.
4. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.

SMMC901A	**HUMAN RESOURCE ANALYTICS**	**C**
		3

Overview:

This course will provide assistance as an introduction to Human Resource Analytics. The course provides information about the use of analytics within the Human Resource discipline. With automation of many HR functions and widely dispersed business units, it has become mandatory on the part of organizations to create rich data source. Not only the creation but also effective utilization of HR data will help organizations in proper HR value creation. HR analytics is about measuring the ROI on human capital investment and measuring its impact on performance, production, and profitability of the organization. Analytics of workforce (one of the most important asset) of organization will help human resource practices to get aligned with the business strategy of the organization, thereby making human resource as a strategic Business partner. This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management, and will prepare reports to present findings and recommendations. This course will survey critical HR topics with an analytical perspective. The Student will develop a basic working knowledge of selection, compensation, performance evaluation, job coaching, diversity, legal issues, and current topics impacting human resources in the organization. This course end up with a basic tool kit of the most critical HR analytic skills you should have to be an effective professional.

People analytics is a data-driven approach to managing people at work. For the first time in history, business leaders can make decisions about their people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance. In this brand new course, three of Wharton's top professors, all pioneers in the field of people analytics, will explore the state-of-the-art techniques used to recruit and retain great people, and demonstrate how these techniques are used at cutting-edge companies. The subject provides insight of how data and sophisticated analysis is brought to bear on people-related issues, such as recruiting, performance evaluation, leadership, hiring and promotion, job design, compensation, and collaboration.

Objectives and Expected Outcome:

The objective of this course is to:

- provide an understanding of the different analytical approaches used by HR Professionals to solve real business problems

- acquire the relevant knowledge to coordinate and communicate with stakeholders such as data analysts, IT and other specialists
- examine actual business cases and apply problem solving and critical thinking skills through various pedagogies
- provide insights of an HR analytics team or develop an analytics function

After completing this course students will be able to:

- Use appropriate software to record, maintain, retrieve and analyze information related to human resources.
- Apply quantitative and qualitative analysis to understand trends and indicators in human resource data.
- Assessment of human resource management activities such as forecasting requirements, availability of numbers, types of skill sets needed, analyze the performance appraisal process, the methods used, and the problems encountered.
- Analyzing efforts in safety and health programs, employee assistance programs, health promotion programs and other efforts directed toward improving employee health and well-being
- Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

Course Content:

UNIT-I INTRODUCTION TO HR ANALYTICS: Understand the characteristics of HR analytics ‑ Explain the strategic focus for HR analytics ‑ Describe several problems facing HR analytics, Challenges within HR Analytics ‑ Understand whether HR Analytics is big data ‑ Describe common pitfalls of HR Analytics project ‑ Explain how to solve problems with HR Analytics , Skillsets ‑ Describe the 5 most important skills required ‑ Understand the skills needed in a HR analytics team ‑ Explain the skillsets needed in different stages of the HR analytics process

UNIT II CONSULTING THE BUSINESS: Challenges ‑ Describe the major challenges facing HR analytics ‑ Understand the future of HR analytics ‑ Explain how HR analytics will solve these challenges. Maturity ‑ Understand the HR analytics maturity model ‑ Explain employee life cycles and employee experiences ‑ Describe performance- and succession management. Agile HR Analytics ‑ Explain the people analytics cycle ‑ Understand the agile framework ‑ Connect agile principles with HR challenges

UNIT III BUILDING THE BUSINESS CASEL: Variables ‑ Explain the effects between (in)dependent variables and control variables ‑ Describe the impact of a moderator variable ‑ Understand how a mediator can affect the outcome Proving Analytics' Value by using the HR Value Chain ‑ Understand how the HR Value Chain works ‑ Describe how the HR Value

Chain can be used to achieve business outcomes from .Explain how HR processes work in conjunction with HR outcomes and organizational outcomes .Applying the HR Value Chain in Real Life ‑ Describe how you should start with a relevant business challenge ‑ Understand what the first steps are after defining the business problem ‑ Explain how you can create measurable and impactful metrics to measure HR effectiveness. Examples of Analytics Cases ‑ Describe factors that drive employee turnover ‑ explain the link between engagement and performance ‑ Understand the principles that drive absenteeism

UNIT IV HR DATA: Implementation ‑ Understand how to manage data and automate it ‑ Describe the importance of a pilot analysis ‑ Explain capability & compliance building of HR analytics HR Data I ‑ Describe what HRIS is not ‑ Explain the different tools HR analytics can use ‑ Understand the advantages of data warehousing. HR Data II ‑ Describe what HR reporting is useful for ‑ Explain the different tools HR analytics can use ‑ Understand data cubes and late arriving data.

Text Books:

1. The Basic Principles of People Analytics**-**Learn to drive better outcomes for your business and employees by Erik van Vulpen and David Green

Reference Books:

1. The New HR Analytics by Jac FITZ-ENZ Publisher: AMACOM *Release Date: May 2010* ISBN: 9780814416433.*

SMCS 822A	DATABASE MANAGEMENT SYSTEM	C
		3

Overview:

Database is a collection of related data and data is a collection of facts and figures that can be processed to produce information. Mostly data represents recordable facts. Data aids in producing information, which is based on facts. A database management system stores data in such a way that it becomes easier to retrieve, manipulate, and produce information. The digitization of information has made the management and upkeep of databases much easier and fluid than ever before. Companies now store and manage their confidential information on databases and require professionals to maintain them. Databases form the backbone of all major applications today. This course would examine data structures, file organizations, concepts and principles of DBMS, data analysis, database design, data and query optimization and database implementation.

Objectives and Expected Outcomes:

The course, Database Management Systems, provides an introduction to the management of database systems. The course emphasizes the understanding of the fundamentals of relational systems including data models, database architectures, and database manipulations. The course also provides an understanding of new developments and trends such as Internet database environment and data warehousing. The course uses a problem-based approach to learning. Upon the completion of the course, the students will be able to:

➢ Differentiate database systems from file systems by enumerating the features provided by database systems and describe each in both function and benefit.
➢ Define the terminology, features, classifications, and characteristics embodied in database systems.
➢ Analyse an information storage problem and derive an information model expressed in the form of an entity relation diagram and other optional analysis forms, such as a data dictionary.
➢ Demonstrate an understanding of the different database models.
➢ Formulate, using relational algebra, solutions to a broad range of query problems.
➢ Formulate, using SQL, solutions to a broad range of query and data update problems.
➢ Demonstrate an understanding of normalization theory and apply such knowledge to the normalization of a database.
➢ Use an SQL interface of a multi-user relational DBMS package to create, secure, populate, maintain, and query a database.
➢ Use a desktop database package to create, populate, maintain, and query a database.

Course Content:

UNIT I

Basic Concepts and Conceptual Database Design: Database administrator & Database Users, Characteristics of the Database, Database Systems, Concepts and Architecture, Data Models, Schemes & Instances, DBMS Architecture & Data Independence, Database Languages & Interfaces, Overview of Hierarchical, Network & Relational Data Base Management Systems, Data Modelling Using The Entity-Relationship Model – Entities, Attributes and Relationships, Cardinality of Relationships, Strong and Weak Entity Sets, Generalization, Specialization, and Aggregation, Translating your ER Model into Relational Model.

UNIT II

Relational Model, Languages & Systems: Relational Data Model & Relational Algebra, Relational Model Concepts, Relational Model Constraints, Relational Algebra, SQL – A Relational Database Language, Data Definition in SQL, View and Queries in SQL, Specifying Constraints and Indexes in SQL, Practicing SQL commands using ORACLE.

UNIT III

Relational Data Base Design and Oracle Architecture: Functional Dependencies & Normalization for Relational Databases, Functional Dependencies, Normal Forms Based on Primary Keys, (1NF, 2NF, 3NF & BCNF), Lossless Join and Dependency Preserving Decomposition, Oracle 8 Architecture, Database Storage, Oracle Software Structures, Shared Database Access Mechanism, Database Protection.

UNIT IV

Transaction Management: Transaction Concept and State, Implementation of Atomicity and Durability, Concurrent Executions, Serializability, Recoverability, Implementation of Isolation, Concurrency Control Techniques, Lock-Based Protocols, Timestamp-based Protocols, Deadlock Handling, Recovery System, Failure Classification, Storage Structure, Recovery and Atomicity, Log-based Recovery, Shadow Paging, Recovery with Concurrent Transactions, Buffer Management, Indexing, Hashing and Query Processing: Query Processing, Overview, Measures of Query Cost, Selection Operation, Sorting, Join Operation, Other Operations, Evaluation of Expressions, Concepts of Object Oriented Database Management Systems, Distributed Data Base Management Systems.

TEXT BOOKS:

1. Korth, Silberschatz, "Database System Concepts", 4th Ed., TMH.
2. Steve Bobrowski, "Oracle 8 Architecture", TMH.

REFERENCES BOOKS:

1.C. J. Date, "An Introduction to Database Systems", 7th Ed., Narosa Publishing.
2. Elmsari and Navathe, "Fundamentals of Database Systmes", 4th Ed., A. Wesley.
3. J. D. Ullman, "Principles of Database Systems", 2nd Ed., Galgotia Publications.

SMCS823A	ENTERPRISE RESOURCE MANAGEMENT	C
		3

Overview:

ERM (Enterprise resource management) describes software that lets an enterprise manage user access to its network resources efficiently. ERM software generally lets a user sign on to different enterprise systems and applications using the same password. ERM software makes it easy for the enterprise to control and keep track of which systems and resources each user has access to, and provides consistent standards for creating and changing passwords. One system administrator can usually manage user access to all platforms - UNIX, mainframe, Windows NT, and so forth - and to the applications on these platforms that require controlled access.

ERM (enterprise resource management) also describes software that manages all of a company's assets and resources, including such basic applications as general ledger, accounts payable and receivable, as well as manufacturing, inventory, and human resources. Topics Include: Customer data, Customer analytics, Data Customer privacy Customer experience management (CX), Customer engagement CX best practices ,Journey mapping Customer retention, Customer success ,Social media customer experience, voice of the customer (VoC), Customer relationship management (CRM),strategy, Microsoft, Oracle CRM, Sales force, Customer service Customer service AI ,Contact Centre , Contact Centre apps ,Self-service tech, Omni channel customer service, Digital experience (DX), E-Commerce, E-Commerce platforms ,Social E - commerce ,Marketing AI,Marketing Automation,PersonalizationCRM for sales ,Sales AI, Sales enablement.

Objective and Expected Outcome:

• Understand the concept, significance and changing dimensions of Enterprise resource management
• Identify and understanding software that manages all of a company's assets and resources.
• Gain insights on role of Customer engagement , Social media customer experience, Contact Centre apps .

  • Appreciate the importance and impact of changing dimensions of business firm in the new era of Artificial Intelligence in marketing and role of automation in sales and social E – Commerce.

Course Content:
UNIT I
 Customer data, Customer analytics, Data integration, Customer privacy

UNIT II

Customer experience management: Customer engagement, CX best Practices, Journey mapping, Customer retention ,Customer success, Social media customer experience, VoC

UNIT III

Customer relationship management (CRM) CRM careers,CRM strategy, Microsoft Dynamics CRM, Oracle CRM, Sales force.

UNIT IV

Customer service Customer service AI, Contact Center, Contact Center apps, Self-service tech, Digital experience .

Reference Books:

1. D.J. Shyam ., (2009) Enterprise Resource Management: ANE Books ISBN-10: 9788180521423ISBN-13: 978-8180521423 ASIN: 8180521427

SMCS825A	**BUSINESS INTELLIGENCE & APPLICATIONS**	**C**
		3

Overview:

This course provides an introduction to the concepts of business intelligence (BI) as components and functionality of information systems. It explores how business problems can be solved effectively by using operational data to create data warehouses, and then applying data mining tools and analytics to gain new insights into organizational operations. Detailed discussion of the analysis, design and implementation of systems for Business Intelligence, including: the differences between types of reporting and analytics, enterprise data warehousing, data management systems, decision support systems, knowledge management systems, big data and data/text mining.

Objectives & Expected Outcomes:

The course aims at examining Business Intelligence (BI) as a broad category of applications and technologies for gathering, storing, analyzing, sharing and providing access to data to help enterprise users make better managerial decisions. Students will learn the principles and best practices for how to use data in order to support fact-based decision making. Emphasis will be given to applications in marketing, where Business Intelligence helps in, e.g., analyzing campaign returns, promotional yields, or tracking social media marketing; in sales, where Business Intelligence helps performing for sales analysis; and in application domains such as Customer Relationship Management and e-Commerce. The student should be made to be exposed with the basic rudiments of business intelligence system, understand the modelling aspects behind Business Intelligence, understand of the business intelligence life cycle and the techniques used in it & are exposed with different data analysis tools and techniques. The potential benefits of business intelligence programs include- Accelerating and improving decision making, optimizing internal business processes, increasing operational efficiency, driving new revenues, gaining competitive advantages over business rivals, identifying market trends ,spotting business problems that need to be addressed etc.

To successfully compete in today's global business environment an organization must constantly monitor, recognize and understand every aspect and every issue of its operations, its industry and the overall business environment. This course focuses on business intelligence – an information technology approach to data collection and data analysis to support a wide variety of management tasks, from performance evaluation to trend spotting and policy making. Students learn analytical components and technologies used to create dashboards and scorecards, data/text/Web mining methods for trend and sentiment analysis, and artificial intelligence techniques used to develop intelligent systems for decision support.

Course Content:

UNIT I

Basic Concepts and Conceptual Database Design: Database administrator & Database Users, Characteristics of the Database, Concepts and Architecture, Schemes & Instances, DBMS Architecture & Data Independence, Database Languages & Interfaces, Database Models: Hierarchical, Network & Relational Data Model, Data Modelling Using The Entity-Relationship Model – Entities, Attributes and Relationships, Cardinality of Relationships, Strong and Weak Entity Sets, Generalization, Specialization, and Aggregation, Translating ER Model into Relational Model.

UNIT II
Data Warehousing: Introduction to Data warehouse, usage and trends, DBMS vs data warehouse, Data marts, Metadata, Multidimensional data model, Data cubes, Schemas for Multidimensional Database: stars, snowflakes and fact constellations.

Data warehouse process & architecture, OLTP vs OLAP, ROLAP vs MOLAP, types of OLAP, 3-Tier data warehouse architecture, distributed and virtual data warehouses, data warehouse manager. Applications of Data warehouse in business intelligence.

UNIT III
Data mining: Data Mining definition & task, KDD versus data mining, data mining techniques, tools and applications, DM in Business intelligence.

DM Application: Data Mining for Process Improvement, Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management, Relationship to Data Mining and Business Intelligence, integration and emerging trends.

UNIT IV
Advanced Mining Techniques:
Statistical techniques, Association rule learning, clustering analysis, classification analysis: regression, DSS, neural network, rough set, visualization.
DW and DM Applications :E-Business, Sciences, health care management, tax fraud detection, money laundering and other case studies.

TEXT BOOKS :
1. Fundamentals of Database Systems by R. Elmasri, S.B. Navathe, Pearson.

REFERENCE BOOKS:
1. Data warehousing by C.S.R. Prabhu, PHI.
2. Data Mining: Concepts & Techniques, 2nd edition by Jiawei Han and M. Kamber.
3. Data Mining with case studies, G. K. Gupta, PHI.
4. Data mining for Business intelligence, Galit Shmueli, Nitin R. Patel, Peter C. Bruce, Wiley.
5. Big Data, Mining and Analysis, Mohammed J. Zaki, Wagner Meira Jr.

SMCS818A	**CRIMES IN CYBER SPACE : LEGAL FRAME WORK**	**C**
		3

Overview:

In recent times the Cyber law has emerged as medium for growth with immense potentials for solving many new and interesting challenges. In the Information Technology three things are explicit; one there is information, second there is technology which carries or contains information and third, there is a law which cumulatively deals with all these issues. However, the unbridled growth of technology has raised the brows of technicians and governments, since thousands of issues have remained unanswered legally. Both the personal and professional worlds are extremely dependent today on the Cyber World. The world is increasingly dependent on networked information and communication technologies (ICT). However, with growing dependency, new threats to network and information security have emerged and there is ever-growing vulnerability to Cyber Crime. This is also true for India where the number of internet users is growing rapidly and where ICT are of crucial importance for its economy. Thus, an effort to spread awareness of Cyber Security is the need of the hour and particularly among the law fraternity as these are the persons who have to handle the cases of cyber crime. Lawyers, Police, Govt. Officers, Law students, Lecturers and the NGO's must know about the details of the Information Technology and also the regulatory framework for the control of Cyber crimes as they are in contact with the public at large and cater for the public problems .

Objective and Expected Outcome:

1. enable learners to understand, explore, and acquire a critical understanding of Cyber Law;
2. develop competencies for dealing with frauds and deceptions (confidence tricks, scams) and other cyber crimes for example, child pornography etc. that are taking place via the Internet;
3. make learners conversant with the social and intellectual property issues emerging from 'Cyberspace';
4. explore the legal and policy developments in various countries to regulate Cyberspace;
5. develop the understanding of relationship between commerce and cyberspace; and
6. give learners in depth knowledge of Information Technology Act and legal frame work of Right to Privacy, Data Security and Data Protection.

Course Content:

Unit I

 Introduction • Computers and its Impact in Society • Overview of Computer and Web Technology • Need for Cyber Law • Cyber Jurisprudence at International and Indian Level ,

Cyber Law - International Perspectives • UN & International Telecommunication Union (ITU) Initiatives • Council of Europe - Budapest Convention on Cybercrime • Asia-Pacific Economic Cooperation (APEC) • Organization for Economic Co-operation and Development (OECD) • World Bank • Commonwealth of Nations

Unit II

Constitutional & Human Rights Issues in Cyberspace • Freedom of Speech and Expression in Cyberspace • Right to Access Cyberspace – Access to Internet • Right to Privacy • Right to Data Protection : Cyber Crimes & Legal Framework • Cyber Crimes against Individuals, Institution and State • Hacking • Digital Forgery • Cyber Stalking/Harassment • Cyber Pornography • Identity Theft & Fraud • Cyber terrorism • Cyber Defamation • Different offences under IT Act, 2000

Unit III

Cyber Torts • Cyber Defamation • Different Types of Civil Wrongs under the IT Act, 2000 Module VI: Intellectual Property Issues in Cyber Space • Interface with Copyright Law • Interface with Patent Law • Trademarks & Domain Names Related issues , E Commerce • Concept • E-commerce-Salient Features • Online approaches like B2B, B2C & C2C • Online contracts • Click Wrap Contracts • Applicability of Indian Contract Act, 1872

Unit IV

Dispute Resolution in Cyberspace 1. Concept of Jurisdiction 2. Indian Context of Jurisdiction and IT Act, 2000. 3. International Law and Jurisdictional Issues in Cyberspace. 4. Dispute Resolutions

Reference Books:

1. Chris Reed & John Angel, Computer Law, OUP, New York, (2007).
2. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi, (2012).
3. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi, (2004)
4. Jonthan Rosenoer, Cyber Law, Springer, New York, (1997).
5. Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York, (2011)
6. S. R. Bhansali, Information Technology Act, 2000, University Book House Pvt. Ltd., Jaipur (2003).
7. Vasu Deva, Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi, (2003).

SMCS820A	**BUSINESS PROCESS RE-ENGINEERING FOR STRATEGIC ORIENTATION**	**C**
		3

Overview:

Business Process Reengineering (BPR) is a systematized approach that helps an organization to analyse and improve its processes. All systems are designed, developed and engineered to sustain the business processes. Therefore, there is a need for engineering students to understand the business processes as these play a critical role in choosing how to build and manage systems. To remain competitive in today's global economy, there is an urgent need to rethink and transform the existing business processes for improved quality and efficiency, reduced costs, and increased profitability. This provides an opportunity to view the organization-wide processes from a systems perspective. This course deals with varied concepts, approaches and applications for business process re-engineering. It elucidates how to take massive steps to achieve market supremacy in a dynamic business world. The course shows how automation of re-engineered processes can increase competitive advantage for a firm. The course also shows how different companies have streamlined their processes, reduced their cost of operations, have created cross functional process excellence to increase value proposition to all stakeholders.

Objectives and Expected Outcomes:

Business Process Reengineering aims to achieve dramatic improvements by rethinking and redesigning the way that business processes are carried out with the help of information technology (IT) as the primary facilitator. A systems perspective focuses on looking at a set of problems as a whole and the context that creates the holistic view rather than looking at a set of problems as individually isolated events. The course is specially designed to meet this need; it provides knowledge about BPR and its main concepts, the technologies and the strategies for implementing business transformation, and best practices on BPR. It emphasizes the role of BPR in managing technology and the engineering functions. The course covers the strategic, operational and technological aspects of BPR by relating it to quality improvement and Information Technology. It introduces the main concepts underlying the transformation of business processes, explains the enabling role of IT, and demonstrates the application of different tools to the redesign of business processes.

The major learning of the course are:

• To understand the importance of processes and BPR and appreciate how BPR bridges the business operations and engineering of systems.

• To understand how business processes can be radically improved, dramatically reducing process cycle time and cost, and improving the quality of the process products or outcomes.

• To identify business processes that is candidates for improvement

• To model current business processes and diagnoses problems

• To model and develop improved business processes that requires IT and organizational redesign

• To develop measures and benchmarks for business processes.

Course Content:

UNIT I
Introduction to BPR: Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.

UNIT II
BPR and other management concepts: TQM, Quality function deployment, ISO standards. BPR implementation methodology: Reasons for Implementation of BPR, Necessary Attributes of BPR Methodology, Different Phases of BPR, BPR Model, Implementation of BPR, Common Steps to be taken for BPR implementation, Different BPR methodologies, Impact and Performance Measure of BPR. Success factors of BPR, Barriers to BPR

UNIT III
BPR and IT: Relationship between BPR and IT, Role of Information Technology in BPR, Criticality of IT in business process, BPR Tools and Techniques, Tools to support BPR, Future Role of IT in reengineering BPR and relevant technologies, BPR and ERP: Evolution of ERP, Need for ERP, Characteristics of ERP, Features of ERP, Components of ERP, BRP and ERP, Implementation of ERP, Benefits of ERP, ROI calculation in ERP implementation.

UNIT IV
Software Re-engineering: Definition of Reengineering, Reengineering objectives, Reengineering approaches, Reengineering phase and tasks, reengineering risks, hybrid reengineering. Virtual Manufacturing: Virtual Lab for Product Creation, Nonlinear Finite Element Analysis, Need for Virtual Manufacturing , Domain Decomposition Method software, Advanced FEA Software Technology, e-Manufacturing.

TEXT BOOK:
1. Business Process Reengineering, R. Radhakrishnan and S. Balasubramanian, PHI

REFERENCE BOOKS:
1. Business Process Reengineering and change management, B.R. Dey, Wiley.
2. Organizational transformation through BPR, Sethi and King, Pearson.
3. Business process reengineering: breakpoint strategies for market dominance, Henry J. Johansson, Wiley.

SMCS814A	**SOFTWARE SOLUTIONS FOR BUSINESS PROBLEM**	**C**
		3

Overview:

This course offers students an opportunity to gain familiarity and fluency with a set of widely used techniques for the design and improvement of information systems. The course may be of value both to students who intend to pursue careers in system development and to those who will be customers or managers of system development projects. The course may also be of interest to those engaged in the design of *business* architecture, who may wish to avail themselves of design techniques developed for information systems.

Central to the course is a semester long project in which the students will work in small teams to develop a set of requirements and a prototype for an information system which addresses business needs of an actual client. Through this project students will have an opportunity to apply the techniques learned in the course as well as to develop important project management and organizational skills.

The course focuses on experiential learning. It is meant to be more collaborative, process oriented, and self-directed. That is because the class is designed to be a microcosm of how systems organizations operate in the professional world. It will require students to be more proactive than in a theory oriented lecture class.

It is extremely important for students to realize that systems analysis and design is not a subject to be studied only by those who intend to become professional systems developers or consultants. We will all likely be end users of information technology and therefore directly involved in creating systems requirements and students will be able to create one after the completion of this course.

Objectives and Expected Outcomes:

Systems analysis and design is not primarily a technical process. It is more a human process, requiring technical, management, team development, and interpersonal skills. However systems analysis and design does require understanding technology and mastering certain technical skills. It follows that this course includes both technical and organizational learning objectives.

By participating actively in this course and completing the assignments The students will be able to:

1. Learn how to identify an organization's information processing requirements.
2. Learn how to develop a detailed specification for an information system that can fulfill these requirements.
3. Understand that the successful systems analyst needs to have a broad understanding of organizations, organizational culture, organizational change, organizational operations, and business processes.

4. Understand that IT strategy must be conceived in an interaction with overall organizational strategy.

In support of the more technical objectives (1 & 2 above), students will learn a set of specific techniques and methods that represent current best practice for systems analysis and design. These techniques are based on the Unified Modeling Language (UML), a visual language for describing information systems. UML is a set of diagramming techniques employed in both the analysis and design phases of object-oriented development projects. It has emerged as a critical competency for systems analysts in today's environment.
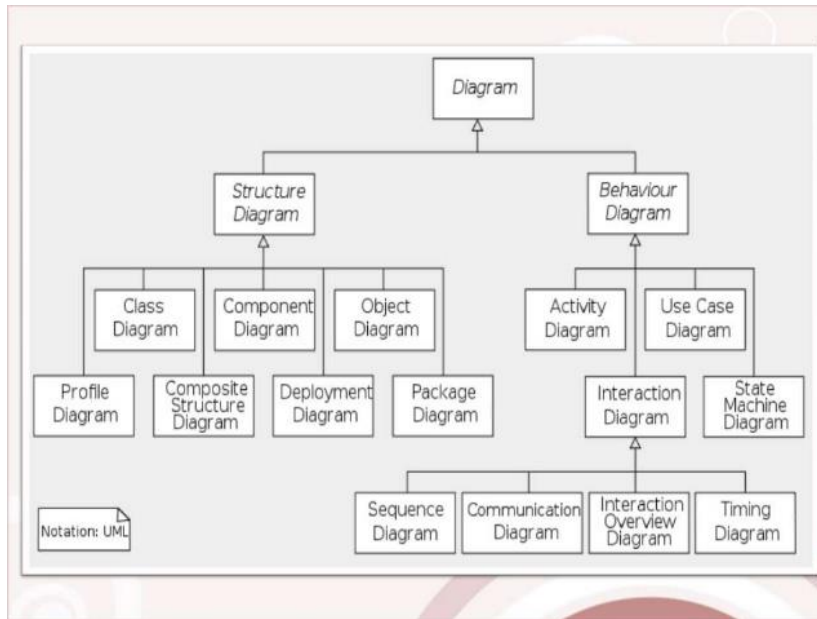
Example of UML

In support of the more organizational objectives (3 & 4 above), students will analyze business cases, engage with industry experts, and explore current thinking about agile development, organizational culture, and research on user interactions with information systems.

Course Contents:

UNIT I
Overview of Systems Analysis & Design:
Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation. **Business Process Re-engineering:** Concepts, Process involved; Case study.

UNIT II
Detailed Design Modularization:
Module Specification, File Design, Systems Development involving Data Bases. Structured Design Methodology(SDM). Database Design Output Design Input Design User Interface Design, PERT, CPM and Gantt chart.

UNIT III
Object-Oriented Analysis &Design (OOAD):
Modeling System Requirements using 'USE CASES' Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques.

UNIT IV
System Control & Quality Assurance through testing:
Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools.

Hardware & Software Selection:
Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

TEXT BOOKS:
1. Jalote, Pankaj: An Integrated approach to Software Engineering, Narosa.

REFERENCES BOOKS:
1. Hoffer: Modern System Analysis & Design, Pearson Education.
2. Kendall: System Analysis & Design, Pearson.

SMCS 815A	CLIENT-SERVER ARCHITECTURE	C
		3

Overview;

The Internet has become one of the most important components of our life. We browse the Web, check e-mails, make VoIP phone calls, and have video conferences via computers. All of these applications are made possible by networking computers together, and this complex network of computers is usually referred to as the Internet. This course is designed to give you a clear understanding of how networks, from in-home local area networks, or LANS, to the massive and global Internet, are built and how they allow us to use computers to share information and communicate with one another.

This course teaches the design and implementation techniques essential for engineering robust networks. Topics include networking principles, Transmission Control Protocol/Internet Protocol, naming and addressing (Domain Name System), data encoding/decoding techniques, link layer protocols, routing protocols, transport layer services, congestion control, quality of service, network services, Software Defined Networks (SDNs), programmable routers and overlay networks, wireless and mobile networking, security in computer networks, multimedia networking, and network management.

Objectives and Expected Outcomes:

This course introduces the underlying concepts behind networking using the Internet and its protocols. The course aims to provide an understanding of how networks, especially the Internet, work, to experience with large scale systems, and to teach the network programming. This course will introduce flow of data, categories of network and different topologies to the students. They will develop a clear idea of signals, transmission media, errors in data communications and their correction, networks classes and devices, etc. This course will enable students to:

- describe the processes in each layer of the network protocol that enables different networks to share resources;
- describe the basic network protocols in each layer of a TCP/IP stack and the purpose of each protocol;
- recognize and differentiate between the various services and functionalities of specific mechanisms in each protocol and their usage in a computer network;
- describe IP addressing and explain its purpose;
- explain packet collisions and how they are corrected in the link layer;
- define CSMA and describe its use in the link layer;
- describe and compare application protocols such as VoIP and IPTV; and
- explain TCP/IP security related issues.

Course Content:

UNIT I

Data Communication Concepts and Applications: Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and Networking, Network Applications.

UNIT II

Fundamentals of Data Communications and Networking: Physical Layer: Architectures, Devices and Circuits, and Data Transmission. Data Link Layer: Media Access Control, Error Control in Networks, Functions and working of switches and bridges. Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Fast Ethernet, Working of CSMA/CD, FDDI Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.

UNIT III

Networking: Network Layer: Network Protocols, Function and Working of Routers, Network Addressing and Routing, Subnetting Transport Layer: TCP Three-Way Hand Shake, TCP Acknowledgement with Windowing. Session Layer, Presentation Layer, Application Layer: Functions of Session Layer, Presentation Layer, Application Layer, User Application, Services and Application Layer Protocols Functions

UNIT IV

Network Management: Design of Business Networks, Network Management, and Network Security.

Text Books:
1. Jerry, Fitz Gerald and Alan, Dennis. Business Data Communications & Networking. John Wiley & Sons.

Suggested Readings:
1. Dye M.A., McDonald R. and Rufi W.A.(2008), Network Fundamentals, CCNA Exploration Companion Guide, Second Edition, Pearson Education, Delhi Reference Books
2. Tanenbaum, A. S. Computer Networks. Pearson Education

SMCS816A	SECURITY FOR BUSINESS DATA	C
		3

Overview:

Data is one of the most valuable assets a business has at its disposal, covering anything from financial transactions to important customer and prospect details. Digital thieves are constantly on the lookout for data to steal—personal information, financial records, intellectual property, or whatever valuable data they can get. They may then use this data to steal money from bank accounts or to set up credit cards, or they may simply sell the personal information to a third party. It's important to protect your precious business data from them. Moreover using data effectively can positively impact everything from decision-making to marketing and sales effectiveness. All that makes it vital for businesses to take data security seriously and ensure the necessary precautions are in place to protect this important asset.

Objective and Expected Outcome:

The objective of the course is to enhance understanding of the types of risk an organization is exposed to and then developing understanding of the various methods and techniques of controls available to counter them. The course begins with introducing students about the importance and requirement of data security in a business organization, discussing various aspects of security .Upon successful completion of this course student will be able to:

Appreciate need and importance of data security in Business through understanding of various types of threats and risks an organization is exposed to

Audit of IT infrastructure for understanding level of threats, grade of risk, counter measures taken by organization

Understanding and implementation of various risk management techniques such as Cryptology, data encryption Algorithm, Public Key Algorithms, Secret Key, Public Key, Hashing, Digital Signature

Students would be able to implement security measures through technical control methods such as access controls, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection

Students would be learn to assess application specific risks such as risks associated to Real-Time Control Systems, Banking and Financial Transactions, Legal and Contract Data, Intellectual Property.

Course Content:

Unit I

Aspects of Security: Information Age and Risks, Vulnerabilities, Causes and Effects, Communications Security Criteria, Requirement Specification, System Design, Physical Security, Organisational Integrity

Risk Management: Grade of Risk, Level of Threat, Constraints Balancing Risks and Countermeasures Standards

Unit II

Encryption Principles: Theory and Terminology, Public Key Systems, Message Authentication, Underlying Mathematics, Data Encryption Algorithm, Public Key Algorithms, Current Developments, Keys and Key management,

Algorithm and Keys: Types of Keys, Secret Key, Public Key, Hashing, Digital Signature, Key Management, Digital Signature and One Way Hash Functions

Unit III

Technical Controls: Access Control, File Protection, Virus Protection, Operating Systems, Databases and DBMSs, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection, Audit Trails and Audit Reduction

Unit IV

Application Specific Risks: Real-Time Control Systems, Banking and Financial Transactions, Legal and Contract Data, Intellectual Property, Personal Data

Text Books:

1. Michael E Whitman and Herbert J Mattord, "Principles of Information Security", Vikas Publishing House.
2. William Stallings, "Cryptography and Network Security: Principles and Practices", Third Edition, Pearson Education, 2006.

SMCS902A	CREATING INTELLIGENT MACHINES	C
		3

Overview

Artificial intelligence (AI) refers to technology used to do a task that requires some level of intelligence to accomplish — in other words, a tool trained to do what a human can do. Why is AI different than ordinary software? Three core components — high-speed computation, a huge amount of quality data and advanced algorithms differentiate AI from ordinary software. Core AI technologies provide better accuracy and stability to everyday processes using an algorithm that connects quality data with fast computation services. AI technologies offer significant opportunities to improve HR functions, such as self-service transactions, recruiting and talent acquisition, payroll, reporting, access policies and procedures. We are living in an era in which AI capabilities are reaching new heights and have a major impact on how we operate our business. Human resources executives have faith that merging AI into HR administration functions will benefit and improve the overall employee experience. This will provide more capacity, more time and budget, and more accurate information for decisive people management.

Humans and learning machines are working together to produce an ever-increasing amount of HR data in the cloud, and the use of artificial intelligence analyses offer better insight into how to execute and operate. The success of any organization depends on how effectively it combines people, process and technology intelligently to deliver transformational value at optimized cost. AI will help to efficiently automate many back-office functions for reliable HR transactions and service delivery.

This subject is focused on conversational AI capabilities for HR transactions and provides insight about intelligent automation via the technology-agnostic chatbot. Beyond the novel benefits of AI, we show how this innovative technology can be the best way to integrate and automate HR transactions in a secure manner.

AI provides new level to Human Resources and other business. Usually HR is one step behind in the digital transformation and AI now offers the chance to catch up. AI can help eliminate repetitive tasks, accelerate the search for talent, reduce employee attrition and improve employee engagement. The algorithms train themselves to simulate human behaviour and to re-imagine workers experience. AI reacts faster in helping draw out the insights and inferences that might otherwise take reams of manpower or stay uncovered at all.

Objectives and Expected Outcome:

HR professionals need to get to grips with artificial intelligence and the way it's changing the world of work. From using natural language processing to ensure job adverts are free from bias and gendered language to implementing chatbots to enhance the employee experience, AI has created a variety of opportunities for the HR function. Artificial Intelligence for

HR empowers HR professionals to leverage this potential and use AI to improve efficiency and develop a talented and productive workforce. Outlining the current technology landscape as well as the latest AI developments, this book ensures that HR professionals fully understand what AI is and what it means for HR in practice.

Covering everything from recruitment and retention to employee engagement and learning and development, Artificial Intelligence for HR outlines the value AI can add to HR. It also features discussions on the challenges that can arise from AI and how to deal with them, including data privacy, algorithmic bias and how to develop the skills of a workforce with the rise of automation, robotics and machine learning in order to make it more human, not less.

Course Content:

Unit I

The Basic of AI – Researching and understanding HR today, The new norms: doing more with less, AI components, Impact on jobs, AI on global Scale.

Unit II

Core HR and Workforce Management - Workforce Management, Payroll, Benefits administration, defining "High-Performing".

Unit III

Talent Acquisition – Sourcing tools and technologies, the role of data in recruiting, Chatbots as a communication mechanism, Internet talent mobility and career pathing.

Unit IV

10. AI for human resource opportunities and functions **-** The Emerging Impact Of AI On HR , Barriers to adopting AI technologies, HR utilizing AI, data privacy and security risk, common pitfalls for businesses with AI

SMCS906A	MANAGING BIG DATA	C
		3

Overview:

Average Salary of Big Data Hadoop Developers is $135,000 (Indeed.com salary data) .
McKinsey predicts that by 2018 there will be a shortage of 1,500,000 data experts.
The Hadoop Big Data analytics market is projected to grow to USD 40.69 Billion by 2021 – MarketsandMarkets.

it covers in-depth knowledge on Big Data and Hadoop Ecosystem tools such as HDFS, YARN, MapReduce, Hive, Pig, HBase, Spark, Oozie, Flume and Sqoop. Throughout this online instructor-led Hadoop Training, you will be working on real-life industry use cases in Retail, Social Media, Aviation, Tourism and Finance domain using cloud lab, at times.

You will execute all your Big Data Hadoop Course Assignments/Case Studies on your Cloud LAB environment whose access details will be available on your LMS. You will be accessing your Cloud LAB environment from a browser. For any doubt, the 24*7 support team will promptly assist you. To make this course student-friendly, the learning would be anecdotal & project based.

Objective and Expected Outcome:

Hadoop is an Apache project (i.e. an open source software) to store & process Big Data. Hadoop stores Big Data in a distributed & fault tolerant manner over commodity hardware. Afterwards, Hadoop tools are used to perform parallel data processing over HDFS (Hadoop Distributed File System).

As organisations have realized the benefits of Big Data Analytics, so there is a huge demand for Big Data & Hadoop professionals. Companies are looking for Big data & Hadoop experts with the knowledge of Hadoop Ecosystem and best practices about HDFS, MapReduce, Spark, HBase, Hive, Pig, Oozie, Sqoop & Flume.

Prior knowledge of Core Java and SQL will be helpful but is not mandatory.

On completion of this exciting & disruptive course, learners will be able to: .
- Understand what Big Data is, the limitations of the traditional solutions for Big Data problems, how Hadoop solves those Big Data problems, Hadoop Ecosystem, Hadoop Architecture, HDFS, Anatomy of File Read and Write & how MapReduce works.
- Learn Hadoop Cluster Architecture, important configuration files of Hadoop Cluster, Data Loading Techniques using Sqoop & Flume, and how to setup Single Node and Multi-Node Hadoop Cluster.
- Learn Advanced MapReduce concepts such as Counters, Distributed Cache, MRunit, Reduce Join, Custom Input Format, Sequence Input Format and XML parsing.

- Learn Apache Pig, types of use cases where we can use Pig, tight coupling between Pig and MapReduce, and Pig Latin scripting, Pig running modes, Pig UDF, Pig Streaming & Testing Pig Scripts. You will also be working on healthcare dataset**Topics:**
- Understand Hive concepts, Hive Data types, loading and querying data in Hive, running hive scripts and Hive UDF.
- Understand how multiple Hadoop ecosystem components work together to solve Big Data problems. This module will also cover Flume & Sqoop demo, Apache Oozie Workflow Scheduler for Hadoop Jobs, and Hadoop Talend integration.

Course Content:

UNIT I

A. Introduction to Big Data & Big Data Challenges, • Limitations & Solutions of Big Data Architecture • Hadoop & its Features • Hadoop Ecosystem • Hadoop 2.x Core Components • Hadoop Storage: HDFS (Hadoop Distributed File System) • Hadoop Processing: MapReduce Framework • Different Hadoop Distributions

B. Hadoop 2.x Cluster Architecture, • Federation and High Availability Architecture • Typical Production Hadoop Cluster • Hadoop Cluster Modes • Common Hadoop Shell Commands • Hadoop 2.x Configuration Files • Understand Hadoop MapReduce framework comprehensively, the working of MapReduce on data stored in HDFS. You will also learn the advanced MapReduce concepts like Input Splits, Combiner & Partitioner.

.**UNIT II**

Traditional way vs MapReduce way, • A. Why MapReduce • YARN Components • YARN Architecture • YARN MapReduce Application Execution Flow • YARN Workflow • Anatomy of MapReduce Program • Input Splits, Relation between Input Splits and HDFS Blocks • MapReduce: Combiner & Partitioner • Demo of Health Care Dataset • Demo of Weather Dataset

B. Counters, • Distributed Cache • MRunit • Reduce Join • Custom Input Format • Sequence Input Format • XML file Parsing using MapReduce

UNIT III

Introduction to Apache Pig , • MapReduce vs Pig • Pig Components & Pig Execution • Pig Data Types & Data Models in Pig • Pig Latin Programs • Shell and Utility Commands • Pig UDF & Pig Streaming • Testing Pig scripts with Punit • Aviation use-case in PIG • Pig Demo of Healthcare Dataset

Introduction to Apache Hive, • Hive vs Pig • Hive Architecture and Components • Hive Metastore • Limitations of Hive • Comparison with Traditional Database • Hive Data Types and Data Models • Hive Partition • Hive Bucketing • Hive Tables (Managed Tables and External Tables) • Importing Data • Querying Data & Managing Outputs • Hive Script & Hive UDF • • Retail use case in Hive

UNIT IV

A.Hive QL: Joining Tables, Dynamic Partitioning, • Custom MapReduce Scripts • Hive Indexes and views • Hive Query Optimizers • Hive Thrift Server • Hive UDF • Apache HBase: Introduction to NoSQL Databases and HBase • HBase v/s RDBMS • HBase Components • HBase Architecture • HBase Run Modes • HBase Configuration • HBase Cluster Deployment • B. Oozie • Oozie Components • Oozie Workflow • Scheduling Jobs with Oozie Scheduler • Demo of Oozie Workflow, • Oozie Coordinator • Oozie Commands • Oozie Web Console • Oozie for MapReduce • Combining flow of MapReduce Jobs • Hive in Oozie • Hadoop Project Demo • Hadoop Talend Integration

Text Book:
1. Jain,VK. Big Data and Hadoop (English, Paperback.) New Delhi: Khanna Publishing.

Reference Books:

1. Kumar, VK (2018) & Shindgikar, P. Modern Big Data Processing with Hadoop: Expert techniques for architecting end-to-end big data solutions to get valuable insights. Paperback
2. Projects.

SMCS903A	BLOCK-CHAIN AND CRYPTO-CURRENCY	C
		3

Overview:

According to the World Economic Forum, 18% of the world's GDP will be on Blockchain related technologies by 2025.Bill & Melinda Gates Foundation aims to use Blockchain technology to help the two billion people worldwide who lack bank accounts. Average yearly salary for "Blockchain Developer" ranges from $85k for Application Developer to $115k for Sr. Software Engineer as per indeed.com.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new technological tools & techniques in the global context as forewarned is forearmed. They need to be aware of technological engineering.

To make this course student-friendly, the learning would be anecdotal & project based and it will highlight skilled professionals' new roles in ever-growing and changing technological ecosystem in this digital world.

Objective and Expected Outcome:

Blockchain course will provide an overview of the structure and mechanism of Bitcoin, Ethereum, Hyperledger and Multichain Blockchain Blockchain platforms. You will learn the importance of consensus in transactions and how transactions are stored on Blockchain. You will learn to setup your own private Blockchain and deploy smart contracts on Ethereum.you will also learn to deploy the business network using Hyperledger Composer.

On completion of this exciting & disruptive course, learners will be able to: .

- Master the concepts of distributed ledger technology, types of ledgers and the purpose of different types of ledgers

- Understand the consensus algorithms and its types

- Learn some of the widely used cryptographic and hash algorithms which enhances the security of Blockchains

- Comprehend popular development platforms like Ethereum, Hyperledger, and Multichain

- Setup and integrate a private Blockchain environment using Blockchain frameworks like Ethereum (testrpc, geth, Web3, eth_lightwallet, etc.), Hyperledger fabric framework and Multichain

- Develop Smart Contracts and decentralized applications

- Discuss and asses compelling real-life use cases of Blockchain technologies

Course Content:

UNIT I

 Transformation in trading units, Cryptography and Cryptocurrency, Anonymity and Pseudonymity in Cryptocurrencies, Anonymity and Pseudonymity in Cryptocurrencies Digital Signatures, Cryptocurrency Hash Codes, Distributed networks
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UNIT II

Introduction to Blockchain, Why Blockchain is crucial, Key vocabulary while discussing Blockchain, Distinction between databases and blockchain, Explaining distributed ledger, Blockchain ecosystem, Blockchain structure, Working of Blockchain technology, Permissioned and permission-less Blockchain

UNIT III

Concept of Ethereum, Ether, Ethereum ecosystem, DApps and DAOs, Learning Solidity: Contract classes, functions, and conditionals, Inheritance & abstract contracts, Libraries, Types & optimization of Ether, Global variables, Debugging, Future of Ethereum

UNIT IV

Introduction to Hyperledger, Hyperledger Architecture, Consensus, Consensus & its interaction with architectural layers, Application programming interface, Application model, Network topology and Exploring Hyperledger frameworks

- A.Introduction to MultiChain, Privacy & permissions in MultiChain, Mining in MultiChain, Multiple configurable Blockchains using MultiChain, Setting up a private Blockchain, Creating a Blockchain, Connecting to a Blockchain, Some commands in interactive mode, Using native assets, Transaction metadata, Streams

- B.Setting up a development environment using Composer, Developing business networks

- Testing business networks, Introduction to Hyperledger Fabric, Hyperledger Fabric model, Various ways to create Hyperledger Fabric Blockchain network

Text Book:

1. Blockchain Technology Explained: The Ultimate Beginner's Guide About Blockchain Wallet, Mining, Bitcoin, Ethereum, Litecoin, Zcash, Monero, Ripple, Dash, IOTA and Smart Contracts Kindle Edition
   by Alan T. Norman

Reference Books:
1. Blockchain Basics: A Non-Technical Introduction in 25 Steps 1st ed.
2. Purusty,Narayan. Building Blockchain Projects: Building

decentralized Blockchain applications with Ethereum and Solidity

3. Caro,Artimis. Blockchain: Bitcoin, Ethereum & Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency (The Future of Money Box Set) .

4. Inclusive FinTech:Blockchain, Cryptocurrency and ICO Kindle Edition , by David Kuo Chuen Lee, Linda Low

SMMC839A	**MANAGING PORTFOLIO RISK AND RETURN**	**C**
		3

Overview:

Analyzing security before committing funds into it is the most important and primitive step one starts with. The analysis of various financial instruments traded in the market is security analysis which determines the real worth of the security. We see its application in normal life routines as well, like we make sure the price what we pay for any item we purchase is worth it or not. It may be overpriced and sometimes it could be underpriced as well if compared with the benefits it possesses and a rational buyer would undoubtedly go for the one which is under-priced. The stock is analyzed in all the contexts possible and the overall net worth is thus accurately arrived at. It's important to reduce the cost line to enhance the bottom line and same goes with the investment. The stock which is bought should be assessed in light of all past, present and hidden information's. The investor puts his investments in group of assets to make sure the portfolio he makes gives the maximum return and carries less risk. The portfolio construction which in other words is diversification is built optimally and managed from time to time and revised if the need arises.

Objective and Expected Outcome:

The course would help the learner to fundamentally and technically study the security or any stock before considering it for investments. Since the investor makes a portfolio and makes investment in a group of assets, the learner studies to select the securities in a way that would combat the risk of other security keeping the portfolio theory as the base. The beauty of the course is that it enables one to plan investments for oneself as well as act as financial advisors for others. The investment objective and the risk appetite of the individual differs from others and this acts as a stepping stone before suggesting or considering the stock for investments and the course provide a deep insights into this context.

The course will make the learner to understand how securities are analyzed and a portfolio is built, managed/revised to enjoy the optimum return from the investment in the given risk. It enables one to decide at what rate the security will be a good buy and how much funds to hold in each security.

Course Content:

UNIT I
Investment- Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

UNIT II
Objectives and benefits of investment analysis and security valuation- Theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

UNIT III

Portfolio – Meaning, Portfolio Construction; advantages, Portfolio selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

UNIT IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

TEXT BOOK:
1. Pandian, P. (2013). Security analysis and portfolio management (2nd ed.). New Delhi: Vikas Publishing House.
2. Alexander, Gorden., J. and Bailey., & Jeffery V. Investment analysis and portfolio management. Bombay: Dryden Press, Thomson Learning.

REFERENCE BOOKS:
1. Sharpe, W.F., Alexander, G.J., and Bailey, J.V. (2007). Investments (6th ed.). New Delhi: Prentice Hall of India.
2. Fischer, Donald.E., Jordan, Ronald.J. Security analysis & portfolio management (6th ed.). New Delhi: Prentice Hall of India.
3. Avadhani. V.A.(2000). Investment management (10th ed.). New Delhi: Himalaya Publishing House.
4. Haugen, Robert A. (2001) Modern Investment Theory (5th ed.). New Delhi: Prentice Hall of India.

SMMC834A	FINANCIAL ANALYTICS	C
		3

Overview:

The course is highly interactive, comprising of a mix of theory, group discussions, instructor-led demonstrations and Excel-based exercises for Students to undertake. Students are provided with a comprehensive slide pack, an illustrations booklet covering key Excel formulae, instructions to modeling exercises and exercise solution files. These will be used during the course and will serve as valuable reference material following the course should Students wish to refresh their skills at a later date. Additional homework exercises can also be provided upon request.

The course also gives ample opportunities to experience hand-on practices on numerical analyses, graphical illustrations, and customized formatting that arise out of application on forecasting financial statement, estimating costs of capital, constructing efficient portfolio, computing covariance matrix, measuring value at risk, pricing financial & real options, and fixed-income analytics

Objective and Expected Outcome:

Financial Modeling is intended to give students the opportunity to widen and deepen their knowledge of financial theory and practice by explaining how financial models and techniques may be implemented. Students are expected to use Excel to model a number of common applications including the construction of portfolios, tests of market efficiency, estimation of risk measures, performance measurement, and the valuation of options.

Financial Modeling helps reach at optimal business solutions by analyzing various parameters such as operations, investment, financing and valuation. Financial modeling usually relates with corporate and quantitative finance applications. In financial modeling, you will learn various aspects of business for

- Understanding and creating financial model template
- Learning excel skills – shortcuts, formulas, array function and pivot tables
- Understanding of the business model and operating model
- Performing Valuation using DCF and Comparable analysis
- Working Capital & Term Loan Modeling – Debt Infusion
- Estimating value of a Merger Transaction
- Calculating Enterprise value and Implied Market capitalization
- Building flexible Charts in Excel
- Understanding VBA – Sub & Functions
- Understanding Monte Carlo Simulation
- Breaking Circular Loops using Macro
- Building Primary & Secondary Axis in a Chart
- Making of different charts: Radar Charts,Waterfall Charts,Football field,Gantt chart etc.

This course will typically use to anatomize and analyze a company's performance and make predictions about the company's future. By having knowledge in building a financial model, students will open up to a wide variety of career choices in Investment Banking, Equity Research, Fixed Income Research, Credit Rating and Risk Management.

Course Content:

Unit-I

Introduction to Excel, Introduction to Modeling, Advanced Features of Excel, Database Functions in Excel, Creating Charts, using Forms and Control Toolbox, Finance Functions, Dynamic Models

Unit-II

Sensitivity Analysis using Excel, Scenario Manager and Sensitivity Analysis Features, Simulation using Excel, Use of Statistical Distributions used in Simulation, Random Numbers, and Building Models

Unit-III

Excel in Project Appraisal, Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal, Excel in Valuation, Value Drivers, DCF Valuation, Risk Analysis in Valuation

Unit-IV

Excel in Portfolio Theory, Efficient Portfolio, Dynamic Portfolios, Portfolio Insurance, Fixed Income Portfolio Management, Excel in Derivatives, Black and Scholes Model in Excel, Greeks in Excel Real Options Valuation

TEXT BOOKS:

Chandan Sengupta. Financial Analysis and Modelling using Exel and VBA. Wiley

REFERENCE BOOKS:

1. Wayne l. Winston. Microsoft Excel 2013: Data Analysis and Business Modeling ,PHI

2. Humphrey K.K. Tung and Donny C.F. Lai.Professional Financial Computing Using Excel and VBA (WILEY Finance)

| SMMC842A | **FINANCIAL GOALS AND STRATEGY** | **C** |
| | | **3** |

Overview:

Financial goals and strategy refers to specific planning of the usage and management of a company's financial resources to attain its objectives as a business concern and return maximum value to shareholders over the long run. Financial goals and strategy involves precisely defining a company's business objectives or goals, identifying and quantifying its available or potential resources, and devising a plan for utilizing finances and other capital resources to achieve its goals. After the initial planning phase, strategic management requires establishing ongoing procedures for collecting and analyzing data, making consistent financial decisions, and tracking and analyzing variance or differences, between budgeted and actual results to identify problems and take appropriate corrective actions as a dynamic process of adjustment and fine-tuning.

BEHAVIOR GAP
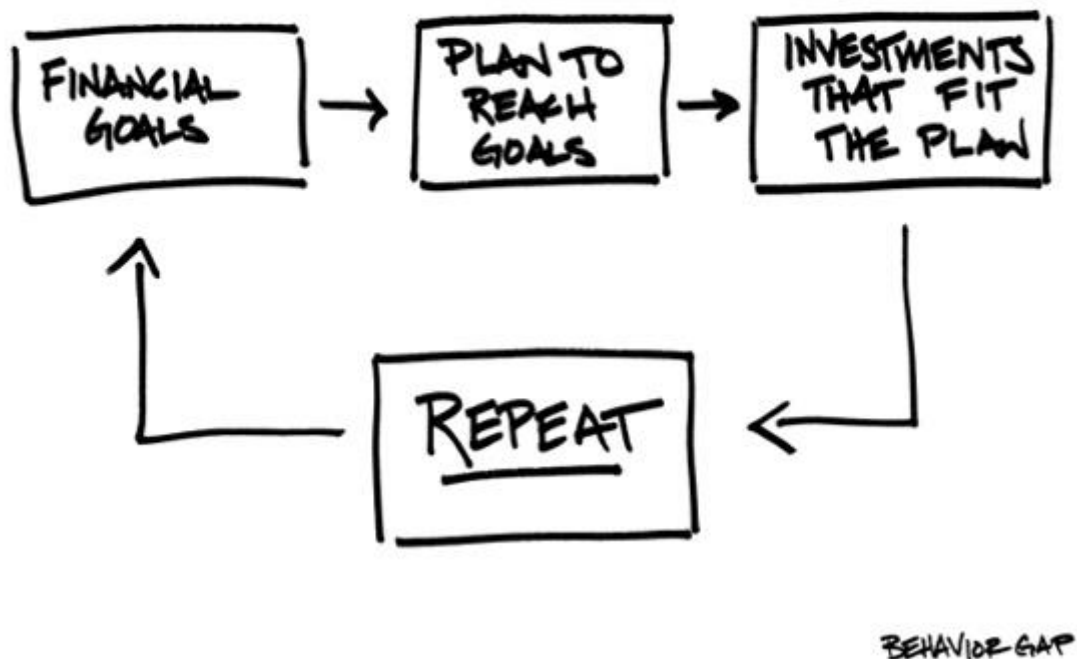
Objective and Expected Outcomes:

1. Consolidate knowledge of and apply the technical language and practices of financial management;
2. Undertake sophisticated financial analysis with regard to Corporate valuation, interest rate and currency risk management and present the information in an appropriate format;
3. Evaluate, synthesise and apply the contemporary theories and empirical evidence concerning Financial Management to a range of problems and situations;

4. Critically evaluate the impact of macroeconomics and recognize the role of international financial institutions in the financial management of multinationals

5. Identify and assess the potential impact of emerging issues in finance and financial management.

6. Apply appropriate communication and numerical skills, including the ability to present quantitative and qualitative information, together with analysis, argument and commentary, in form which will be understood by its intended audience.

Course Content:

UNIT I
Financial Goals and Strategy: Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

UNIT II
Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

UNIT III
Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

UNIT IV
Merger Strategy : Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Takeover Strategy: Types of Takeovers– Negotiated and Hostile Bids –Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

TEXT BOOK:
   1. Van Horn, JC, Financial Management and Policy, Prentice Hall,New Delhi

Reference Books :
1. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
2. Weaver, Strategic Corporate Finance, Cengage, ND
3. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.

FINANCIAL STRATEGY FOR GLOBAL BUSINESS	C

SMMC865A		**3**

Overview:

This unique and exciting course in 'Financial Strategy For Global Business' would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today,-as SBI is one of them- it could be in IT, print & media, FMCGs and the like. Also, then they need to be abreast of exciting world of international finance with global finance jargons & frameworks to conceptualize finance strategies.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new financial tools & techniques in the global context as forewarned is forearmed. They need to be aware of financial engineering and exciting hedging tools and financial jargon.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing financial ecosystem in this digital world & sensitizing them of Corporate Governance issues.

Objective and Expected Outcome:

International boundaries are blurring therefore MNCs can raise funds domestically and globally. The purpose of this paper is to equip the students with financial and investment decision of MNCs/TNCs.

While going through this course, students would be exposed to financial-sourcing dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also , given the recent Brexit from EU, etc.& its implications on foreign trade & TNCs.

They will appreciate pros and cons of globalization, CACs and FCACs, international flows, financial derivatives and the like so they truly get into mindset today's global manager and surely make India INC. proud in the global and competitive era. And at the same time it will be emphasized that business has values which are most significant than valuations.

On completion of this exciting course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:
- To appreciate and understand an overview of multinational financial management
- To appreciate euro currency market, euro bond market and placement of bonds.
- Understanding the advantages of cash management-netting, currency diversification, pooling and financial efficiency.

- Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.
- Understand the techniques to measure country risk and explain how the assessment of country risk is used by MNC when making financial decisions. Also to appreciate GDRs, ADRs and IDRs.
- Understand the types of tax-havens.
- Understand the concept of double taxation and ways to avoid it.

Course Content:

UNIT I
An overview of multinational financial management - International monetary and financial systems, IBRD and development banks, finance function in multinational firms, international flow of funds.

UNIT II
International working capital management: International cash management, international receivable management, managing short term assets and liabilities, international capital money markets, euro dollar and currency market; Financial market instruments – GDRs, ADRs, Euro issues, CP and ECB.

UNIT III
Multinational capital budgeting, cost of capital and capital structure decisions, dividend policy of multinational firm.

UNIT IV
Developments in foreign exchange markets, exchange rate determination, measuring and managing various risks and exposure, country risk analysis, taxation in multinational firms.

Text Book:
1. Apte, P.G. (2011). International financial management (6th ed.). Noida, Uttar Pradesh: Tata McGraw Hill.

Suggested Readings:
1. Financial Dailies and the like.
2. Shapiro, A. (2002). Multinational financial management (7th ed.). New Jersey, United States: John Wiley & Sons.
3. Levi, M. D. (2009). International finance (5th ed.). Abingdon, United Kingdom: Routledge.
4. Jeff, M. (2015). International financial management (12th ed.). New Delhi: Cengage Learning.
5. Sharan, V. (2012). International financial management (6th ed.). New Delhi: PHI.

Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2016). Multinational business finance (14th ed.). Noida, Uttar Pradesh: Pearson Education

SMMC838A	DERIVATIVES MARKET	C
		3

Overview:

A Derivative is a financial security with a value that is reliant upon, or derived from, an underlying asset, or group of assets. The derivative itself is a contract between two or more parties, and its price is determined by fluctuations in the underlying asset. The Financial Derivatives have become increasingly popular and is most commonly used in the world of finance. This has grown with so phenomenal speed all over the world that now it is called as derivatives revolution. Financial derivatives like futures, forward options and swaps are important tools to manage assets, portfolios and financial risks. Thus, it is essential to know the terminology and conceptual framework of all these financial derivatives in order to analyse and manage the financial risks.

Objectives and Expected Outcomes:

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have four main parts:

First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view.

Second, there will be discussion on the institutional structure of the markets on which such instruments are traded.

Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed in detail.

Fourth, the students would be given an insight about the Regulatory Framework for Derivatives

The course will conclude with a discussion on derivatives application in India, namely index options and futures, computations of the index and its impact cost, and the analytical issues relating to trading in Indian markets.

After the successful completion of the course the students will be able to:
- Use Hedging strategies & various derivatives.
- Have complete knowledge about the financial markets & uncertainty.
- Use Statistics & statistical distributions & their properties.
- Derive statistics from information theoretical arguments.

- Derive the stochastic differential equations & partial differential equations. The meaning of equivalent descriptions at the micro & macro evolution levels.
- The portfolio of assets & derivatives & the maximization of its efficiency. The Black-Scholes equation, a backwards Fokker-Planck etc.

Course Content:

UNIT I
Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

UNIT II
Financial Forward and Futures Contracts: Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.
Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

UNIT III
Financial Option and Swap Contracts: Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps.

UNIT IV
Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

TEXT BOOK :
1. Hull, J. C., & Basu, Shakaran.(2016) Options, Futures and other Derivatives. New York, NY: Pearson Education.

REFERENCE BOOKS:
1. Chako, G., & Sjoman, A., & Motohashi, H., & Dessain, V. (2016)Credit Derivatives: A Primer on Credit Risk, Modelling and Instruments. London, UK: Pearson FT

2. Bernstein, J. (2000)How the Future Markets Work. New Jersey, US: Prentice Hall Press

3. Summa, J.F., & Lubow, J. W. (2001) Options on Futures: New Trading Strategies. New York, NY: John Wiley and Sons Inc.

SMMC857A	CORPORATE RESTRUCTURING AND VALUE CREATION	C
		3

Overview:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases. The course is designed so as to create an interface or link between the academic and the practitioner perspectives of various dimensions of corporate finance and restructuring process.

Objective and Expected Outcome:

The objective of this course is to familiarize students with the financial, legal, and strategic issues associated with the corporate restructuring process. The main focus of the course is restructuring financially distressed firms. We begin by reviewing the financial instruments commonly used by risky firms (leveraged loans and high-yield bonds) and learn to interpret the contracts that govern them (credit agreements and bond indentures).

We survey a variety of restructuring methods (exchange offers and out-of-court workouts, prepackaged and pre-negotiated bankruptcies, distressed asset sales) available to troubled firms, and study the dynamics of the restructuring process through a number of case studies. Finally, we'll consider distressed debt as an asset class and develop techniques for investing in distressed securities.

The course will provide students with tools to value distressed companies, understand the legal framework governing bankruptcy and reorganization in India and other countries, and navigate the key strategic issues facing managers and investors in distressed companies. It will also provide students with a specialized vocabulary and important facts about the restructuring industry, distress investing, and leveraged financial markets. The course will be delivered as a mixture of lectures, case studies, and guest speakers. The objective of the cases is to use the logic of financial theory to arrive at sensible conclusions when faced with real world problems.

Course Content:

UNIT-I

Legal Aspects of Mergers/ Amalgamation and Acquisition, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court.

UNIT-II

Valuation of a Business; Methods of Valuation – Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Motives for Merger; Financial Evaluation, Types of Mergers.

UNIT-III

Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Financing of Merger.

UNIT-IV

Defense against Hostile Takeover, Poisson Pill, Bear Hug, Greenmail, Pacman. Post-Merger H.R. and Cultural Issues. Criteria for Negotiating for Friendly Takeover.

TEXT BOOKS:

Ramanujan, S. Mergers: The New Dimensions for Corporate Restructuring. Tata McGraw Hill.

REFERENCE BOOKS:

1. Prasad G Godbole. Mergers Acquisitions and Corporate Restructuring. Vikas Publications
2. Irene Rodgers, Successful Mergers, Acquisitions, and Strategic Alliances: How to Bridge Corporate Cultures, Tata McGraw Hill.
3. Depamphilis Donald , Mergers Acquisitions and Other Restructuring Activities, Academics Press

SMMC854A	PROJECT AND INFRASTRUCTURE FINANCE	C
		3

Overview:

Project finance is used on a global basis to finance over $300 billion of capital-intensive projects annually in industries such as power, transportation, energy, chemicals, and mining. This increasingly critical, financial technique relies on nonrecourse, risk-mitigated cash flows of a specific project, not the balance sheet or corporate guarantee of a sponsor, to support the funding; using a broad-based set of inter-disciplinary skills. Project finance is a specialized financial tool necessitating an in-depth understanding of markets, technology, sponsors, offtakers, contracts, operators, and financial structuring. It is important to understand the key elements that support a project financing and how an investor or lender can get comfortable with making a loan or investment. Several industries will be used to demonstrate project-financing principles.

Objective and Expected Outcome:

This main objective of the course is to provide an understanding and appreciation of a financing technique that is widely used to finance infrastructure projects today.Project Finance, as it is called, differs quantitatively and qualitatively in many ways as compared to the traditional corporate finance. This course will provide an exposure to this innovative financing method - Project Finance, and its applicability and utility across industries.
The objective of this course is to give an exposure to the world of project finance on the following areas:
- Project structuring.
- Understand the complexities of accurately constructing and evaluating cash flows.
- Risk assessment and management in infrastructure projects.
- Financing and valuation of infrastructure projects.
- PPP's in infrastructure.

At the end of the course, students should be able to identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing. Various sources of financing will be discussed including commercial banks, equity sources, the bond markets and leasing. Financial modeling will be used as an important tool in understanding the economics, risks and sensitivities of a project.

Course Content:

UNIT I
Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

UNIT II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

UNIT III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India - project appraisal by financial institutions, environmental appraisal of Projects.

UNIT IV

Project management: organisation, planning, control, human aspects and pre -requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

TEXT BOOKS:

Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.

REFERENCE BOOKS:

1. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
2. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
3. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.
4. Nijiru, Cyrus and Merna,Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN.

SMMC 837A	**INNOVATION AND FINANCIAL SERVICES**	**C**
		3

Overview:

India has a diversified financial sector undergoing rapid expansion, both in terms of strong growth of existing financial services firms and new entities entering the market. This course is intended for learners that have or wants to have a career in the financial sector. The course explores the evolving world of finance, focusing on the changing dynamics caused by the conversion of products and services into digital goods, new customer demands and changing regulation to govern the competitive landscape. Throughout the course, the students will be exposed to practices from leading financial services and companies.

Objective and Expected Outcome:

Keeping in view job prospects in financial sector the objective of the course is to give in-depth knowledge of financial sector to the students with practical inputs and prepare them for career in Financial Institutions. The course will provide participants with an opportunity to develop knowledge of basic concepts, insights into quality financial services and sharpen the

decision making process. After the successful completion of the course student will be able to understand and appreciate

- Financial Services such as leasing, venture capital financing, merchant banking, issue management, Credit rating; factoring and forfeiting; housing finance; corporate actions, debt securitization
- Operational policies and practices of Development institutions - IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI
- segments/instruments of money market, Mechanism of security trading, NSE, OTCEI, Scripless trading, depository system and custodial services, SEBI – its objectives, functions and powers

Course Content:

UNIT I
Financial Services, salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

UNIT II
Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

UNIT III
Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market

UNIT IV
Mechanism of security trading, NSE, OTCEI, Scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Text Book:
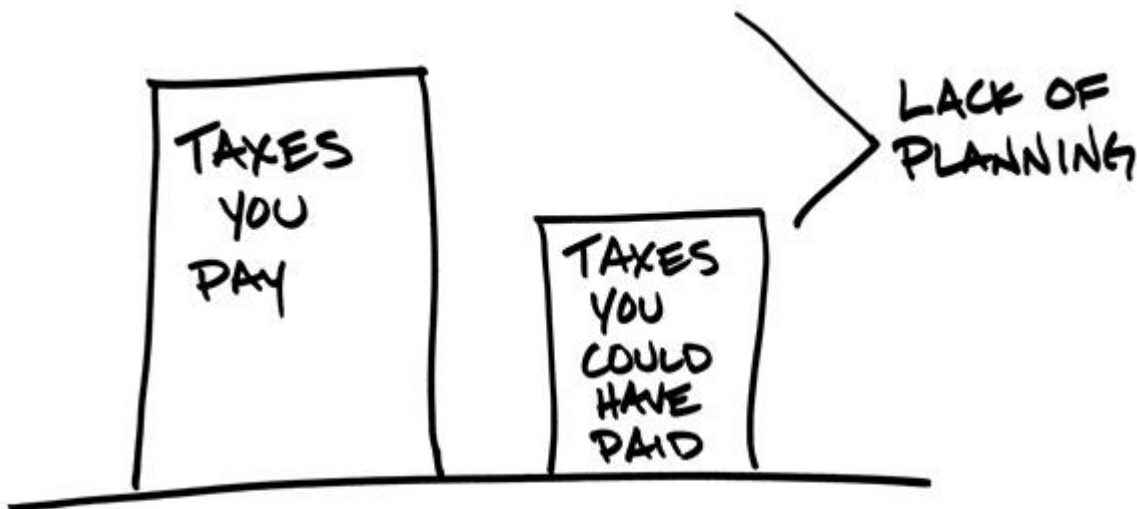1. Siddaiah, Thummuluri.(2011). Financial services, Noida: Pearson Education.

Suggested Readings:
1. Bhole, L. M., Financial institutions and markets , New Delhi: Tata McGraw Hills.
2. Pathak, Indian financial system, Noida: Pearson Education.
3. Khan, M.Y., Indian financial system, New Delhi: Tata McGraw Hill.
4. Machiraju, H.R., Indian financial system, Vikas Publishing House.
5. Machiraju, H.R., Working of stock exchange in India, New Age Publication.

SMMC841A	**TAXATION AND FINANCIAL PLANNING**	**C**
		3

Overview:

The whole content meant to understand how an individual to corporate can plan their financials in such a way which maximize the net wealth and minimize the tax incidence in a planned manner.

Objectives & Expected Outcomes:

- This course is designed to make the students aware of the corporate tax laws of India.
- Understanding the corporate tax laws and uses it for tax planning is the basic objective of the course.
- The course is designed so that the students are aware of what business income is and when it gets taxed.
- The course also provides students with knowledge the difference between tax avoidance and tax planning.
- This course will be a step above Personal Financial Planning where they will learn tax laws for personal income.
- The main objective of the course is to give an understanding of income tax laws in India and be able to do tax planning.

Learning Outcomes:

- Students who complete this course will be able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws.
- Students of the course will able to state the use of deductions of expenses to reduce the taxable income.

Course Content

UNIT I

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property

UNIT II

Profits and gains of business and profession including depreciation; capital gains; income from other sources

UNIT III

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability

UNIT IV

Tax planning/avoidance/evasion; tax planning with reference to managerial decisions – own or lease, make or buy, export or local, close or continue etc; tax planning in reference to employees' remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers

TEXT BOOKS:

Singhania, V.K. and Singhania, Kapil, Direct Taxes Law and Practice, Taxman Publications

REFERENCE BOOKS:

1. Mahrotra & Goyal, Income Tax Law & Practice, Sahitya Bhawan Publications, Agra
2. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications
3. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications
4. Lal, B.B., Direct Taxes, Pearson Education

5. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications
6. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications

SMMC871A	BEHAVIORAL FINANCE	C
		3

Overview:

Behavioral finance borrows concept from behavioral psychology and applies the concept to the financial decisions to assess how people react and behave while taking an investment decision. This is a somewhat new discipline, yet growing and making its presence felt among all researchers and financial analysts. It helps us fathom why even rational investors at time end up making irrational decisions.

The decisions are sometimes taken in isolation and investors anchor on just one readily and conveniently available information. The other information's which could be vital and relevant are easily ignored and thereby making the investors takes the wrong investment decisions. Investors get over confident and feel themselves to be smarter than actually they are and hence set up unrealistic goals. The over confidence also give birth to something which is known as confirmation bias and people make wrong calculations in contact to the success of the stock, this could be other way round as well resulting in a missing the right stock for investment consideration.

Behavioral finance is majorly based on herding which technically called as snowball effect. People just replicate what other people do and when most of the people get into same behavior it causes major fluctuations in the market.

Objective and Expected Outcome:

The subject has been designed in a manner which would make the learners to understand the anomalies of the stock market and why the stock market does witnesses such major peaks and lows even without sufficient logical evidences behind it. The basic purpose is to help learner to understand why people make certain investment decisions and to identify the human psychology playing behind it. It takes one beyond the theory and how theory contradicts when behavioral psychology gets into it and effects the decision of the rational investors. It defies the old and traditional models which focus on the rationality of the investors who bases decisions only on wealth maximizing parameter.

The subject fills the vacuum which left unattended by the traditional theories and models. People react differently and act against the rationalism because of the psychological baises which behavi finance studies and complete the package of learning who then assess the decisions of the investors accurately.

The course will make the learners to go beyond numbers and also connect to the individuals' emotions while making financial decisions.

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The course will make the learners to go beyond numbers and also connect to the individuals' emotions while making financial decisions.

Course Content:

UNIT I

Conventional finance and challenges- Market efficiency, Building Blocks of Behavioural Finance – Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes

UNIT II
Brief History of Rational Thought-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice

UNIT III
Decision-making- Risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective , Allais and Elsberg's paradoxes, Errors in Decision-Making
Prospect theory, Loss aversion theory, and Mental Accounting

UNIT IV
Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion
G**roup Behaviour-**Conformism, herding, fatal attractions

Text Book:

1. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons

Reference Books:

1. William Forbes : Behavioural Finance, John Wiley and Sons
2. Lucy Ackert, Richard Deaves : Behavioral Finance: Psychology, Decision- Making, and Markets. Cengage Learning

SMMC904A	STRATEGIES FOR INVESTMENTS IN EMERGING MARKETS	C
		3

Overview:

Emerging economies will likely provide substantial growth opportunities for global investors. But the risks of investing in these economies are not only substantial but also different from those in developed economies. The objective of this introductory course on emerging markets is to provide students with a basic conceptual framework and practical knowledge regarding investments in emerging markets. The unit of analysis of the course ranges from countries to multinational and domestic companies in emerging markets. The course deals with macroeconomics, but also focuses on the unique political and institutional context in emerging and frontier markets. The course consists of four interrelated modules that affect growth and business opportunities in emerging markets. First module helps to understand the process of economic growth and development, and in so doing develop the ability to analyse an emerging market at the level of the country. Second module concerns institutional context of investment decisions in emerging markets. In third module, we will examine companies working in emerging markets and how they must manage investment risks as well as develop strategies to overcome the institutional weaknesses of the environment.

Objective and Expected Outcome:

Students will augment their understanding and knowledge of the emerging markets that help future managers/economists make better investment decisions in emerging markets. On successful completion of this module, students should be able to develop personal synthesis and approaches to identifying and solving the key problems that you may face as business managers.

The course is aimed at all future managers, who will handle general management responsibilities or will work in a specialist position. Due to increasing complexity and specialization, it is important that specialists acquire the capability to perceive the company as a whole, to understand its mission, and to work effectively within the company or within the company's business partners. You need to know the general purposes that you serve as a investor in order to manage well. To this end, the course will briefly review key concepts and frameworks introduced during the core strategy course and extend them to emerging market contexts.

In order to capture the pragmatic, action-oriented nature of strategic management, this course is taught through the case method, supplemented with readings, lectures, and discussions. The objective is for you to develop your personal synthesis and approaches to identifying and solving the key problems that you may face as business managers. Finally, in the fourth module you will study about the critical look of the arguments for investing in the emerging markets and the future of the emerging markets.

Course Content:

UNIT-I

Introduction to Emerging Markets: Introduction to emerging markets. Classification of emerging markets. Countries vs. Asset Class.

UNIT-II

Emerging Markets, the International Monetary and Financial System and Global Governance: Key supranational institutions and their role: IMF, World Bank, EBRD, IADB, IFC and ADB. Emerging markets and global governance. The Group of 20 (G20). The emergence of Sovereign Wealth Funds.

UNIT-III

Determinants and Impact of Capital Flows to Emerging Economies: Balance of Payment and capital flows. Factors that determine size and composition of capital flows to emerging markets.

UNIT-IV

Emerging Markets: Future Prospects of an evolving asset class: A critical look at the arguments for investing in the emerging markets, including demographics, growth, gains from the adoption of best practices, and the growth of local institutional investors.

REFERENCE BOOKS:
1. Hale, David, "The Importance of Emerging Markets", CFA Institute Conference Proceedings Quarterly
2. Gosh, Atish, and Qureshi, Mahvash S., "What drives surges in capital flows?," Vox, 26 January 2012
3. Reinhart, Carmen H., Calvo, Guillermo and Leiderman, Leonardo, "The capital inflows problem: Concepts and issues," Contemporary Economic Policy 3.12 (1994)
4. Truman, Edwin, "Sovereign Wealth Funds: Threat or Salvation?" (PIIE, 2010), Chapter 1, Sovereign Wealth Funds and the Global Economy

SMMC905A	**ENTREPRENEURIAL FINANCE**	**C**
		3

Overview:

Entrepreneurial Finance gives a detailed insight to the student about the various intricacies related to financial management and valuation of new ventures and young firms throughout business lifecycle. It addresses key questions which bothers all <u>entrepreneurs</u>: how much money can be raised; should be raised; when should it be raised and who is going to foot the bill; what is a reasonable <u>valuation</u> of the start up; and how should funding contracts and exit decisions be structured.

Objective and Expected Outcome:

Entrepreneurial Finance is primarily designed for students who plan to get involved with a new venture at some point in their career -- as a founder, early employee, advisor or investor. However, the course is also appropriate for students interested in gaining a broader view of the financing landscape for young firms, going beyond the basics of venture capital and angel financing to look at venture debt, bank finance, corporate venture capital and receivables financing. The goal of Entrepreneurial Finance is to prepare students make better investment and financing decisions in entrepreneurial settings both as entrepreneurs and as investors.

The course begins with taking an idea from its inception to a business plan and bringing it into reality with various financing options such as venture capital, angel investors and venture debt etc. The strategic financial decisions, evaluation of projects, risk assessment and forecasting within the venture will be analysed. Valuation of firms, exit strategies and harvesting will be covered.

After completing the course, students will be able to weigh the various financial decisions related to real-world business phenomenon and provide a sound feasible solution at every stage of business life.

Course Content:

UNIT I

Business Evaluation and Valuation: Tools to evaluate early stage business opportunity, review the standard tools of valuation applied to start-up situations, venture capital method, the real options approach to valuation.

UNIT II
Financing: Ways to finance entrepreneurs , analyze the role of financial contracts in addressing information and incentive problems in uncertain environments.

UNIT III

Venture Capital Funds: structure of venture capital funds and their fund raising process, issues of corporate venture capital and private equity funds in emerging market economies.

Exit: how founders should exit. Should they sell to another company, take it public, or continue independently as a private company

UNIT IV
Employment Strategies for attracting and compensating employees in start-ups.

TEXT BOOKS:

Levin, Jack S. *Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions*. Aspen Publishers, 2009. ISBN: 9780735581609.

REFERENCE BOOKS:

1. Metrick, Andrew, and Ayako Yasuda. *Venture Capital and the Finance of Innovation*. Wiley, 2010. ISBN: 9780470454701.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.

SMMC859A	**GLOBAL BUSINESS ENVIRONMENT**	**C**
		3

Overview:

Managers and executives who work in international trade and foreign direct investment are acutely aware of the importance of the government, intergovernmental and systemic factors that regulate, facilitate and/or complicate the conduct of international business(IB). But most managers and executives have limited or no experience in these factors, which referred to collectively as IB environment.

Also, because the IB environment is a socio-political-economic construct that is governed by non-business disciplines (which include international relations, international law, sociology and cultural anthropology), it can be difficult for managers and executives to access usable information on the elements of the IB environment.

The exciting and insightful course-The International Business Environment addresses both these conditions by providing potential managers and potential executives with concise and incisive information on each of the elements of the IB environment. The elements covered in the course include tariff and non-tariff barriers, anti-dumping duties, subsidies and countervailing duties, entry and post-entry barriers to foreign direct investment, political risk, the General Agreement on Tariffs and Trade and other global instruments, the World Trade Organization and other global mechanisms, regional trade blocks (which include free trade areas and custom unions), bilateral trade and investment agreements, the conflict of laws, dispute settlement mechanisms, and systemic and cultural differences.

The instructor has spent most of his career in strategy and international business in the private sector and in academia.

Objectives and Expected Outcomes:

On completion of this insightful IB Environment course, potential and current managers and executives should be able to:
- Define international business and describe how it differs from domestic business with respect to laws, regulations and taxation..
- Identify and describe factors and forces that affect firm's decisions to internationalize its business. Also describe and compare strategies for internationalization.
- appreciate foreign exchange lexicon and systems and calculations.
- discuss the role of corporate social responsibility (CSR) in international business practice.

- International institutions and regional economic integration.

UNIT I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

UNIT II

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

UNIT III

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

UNIT IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

UNIT V

Strategic Functions of International HRM, Staffing Policy: Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

TEXT BOOKS:
1. Agarwal Raj - International Trade, Excel

suggested Readings:
1. Albaum Duerr - International Marketing and Export Management, Pearson
2. Cherunilam F - International Trade and Export Management, Himalaya
3. Hill C.W. - International Business, TMH
4. Daniels - International Business, Pearson

SMMC 868A	DECISION MAKING FOR GLOBAL MARKET	C
		3

Overview:

Innovative strategies for competitiveness and sustainability in global business environment is the need of the hour. This course aims at examining innovation, competitiveness and shifts in business strategies with a regional and global perspective. The discussions focus on the impact of globalization on innovation, competition, and business environment and sustainability activities.

Keeping the above-stated dynamic macros in mind, selected case studies of globally competitive Indian Companies would be taken into account, too. And how strategic frameworks could lead to profitable and sustainable decisions.

This course will help students understand why companies and organizations in general, facing global markets and audiences look and act the way they do.

Objectives and Expected Outcomes:

On completion of this insightful course, students will be able to:
- define , explain and illustrate the international strategic a management processes and framework for assessing competitiveness.
- appreciate and identify role of quality and productivity in achieving world class competitiveness and appreciating industrial clusters and business development.
- appreciate foreign exchange lexicon and systems and calculations.
- understand internationalization of Indian business with special focus on global competitiveness of Indian Industry

- appreciate, illustrate and apply value creation through strategic alliances.

UNIT I
Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.

UNIT II
Developing Competitiveness: Government Policy and Competitiveness, Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management; Science, Technology and Innovation Policy, Human

Capital and Competitiveness, Role of Information Systems in Building Competitiveness, Industrial Clusters and Business Development, Strategic Management of Technology and Innovation.

UNIT III
Global Competitiveness of Indian Industry :   Status; Cause of Un Competitiveness; Strategic Options for Building Competitiveness, Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies.

UNIT IV
Strategic Alliances: Value Creation in Alliances Strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context.

TEXT BOOK :
1. Momaya Kiran, International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).

REFERENCES BOOKS:
1. Marcela, Vivian Walsh, International Competitiveness and Technological Change, Oxford Press.
2. Hamel G. and Prahlad C.K, Competing for the future. Harvard Business Press.
3. IMD, World Competitiveness Year Book, Latest issue.
4. World Economic Forum, Global Competitiveness Report, Latest report.
5. Fidelis Ezeela Harrison, Theory and Policy of International Competitiveness, Greenwood Publishing Group

SMMC835A	**MANAGING CROSS BORDER TRADE**	**C**
		3

Overview:

This course in international trade operations aim to explain patterns of world production and trade and ask if international trade is beneficial. This will be done with the help of models from international trade theory that are important components of the toolkit of contemporary trade economists.

The course will also explore the phenomena of outsourcing and international mobility of labour (immigration) and capital (Foreign Direct Investment (FDI)). The course will analyze and compare instruments of trade policy and evaluate their impact on domestic and international welfare.

Finally, the course will study the world trading system, including the World Trade Organization (WTO) and international trade agreements.

Objectives and Expected Outcomes:

On completion of this insightful course, students will be able to:
- analyse the linkages between trade, labour and capital movements, international fragmentation of production, economic well-being and the income distribution.
- identify and critically examine policy implications of the linkages between trade, labour and capital movements and the international fragmentation of production
- apply equilibrium models to analyse the economic effects of policy interventions including tariffs, quotas, export subsidies, antidumping duties, countervailing duties and the creation of preferential trading agreements
- critically analyse these policy interventions in terms of their costs and benefits, including their implications for economic wellbeing, performance and competitiveness.
- understand major recent developments in the world trading system and comment critically on their effects on individual economies and on the wider international community.

UNIT I

Foundation: Meaning, nature, advantages and disadvantages of international trade, terms of trade; Difference between internal and international trade; balances of trade and Balance of Payment: Concept, causes of disequilibria and measures for correction; Global trade and its growth, India's relative position in the world trade over a period time; role of WTO in international trade**.**

UNIT II

    a. **Theories of international trade:** Classical or Country-Based Trade Theories - Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Model , Gravity Model AND Model of Specific Factors; Modern firm based Trade Theories - Country Similarity Theory, Product Life Cycle Theory, Global Strategic Rivalry Theory, Porter's National Competitive Advantage Theory.

UNIT III

International trade policy: International trade policy and its impacts on trading subjects; barriers to international trade, promotion of exports; importance and position of international trade institutions; bilateral and multilateral tools of international trade.

UNIT IV

Aspects of foreign-trade operations: Introduction to the international private and public law; international trade law; contractual relations in international trade; financial, insurance and logistic operations in international trade; customs operation and common commercial policy of the EC

TEXT BOOKS:

1. Swami, K.D. : International Trade.
2. Griffin, R W. & Pustay, M W.(1998).*International business : A Managerial Perspective Reading.* Addison Wesley.

REFERENCE BOOKS:

1. Trade Singhai : International Trade
2. Krugman, P R. & Obstfeld, M.(2009).*International economics : theory and policy.* Boston: Pearson Addison-Wesley
3. Kenneth D. Weiss,(2008).*Building an import/export business(4th ed.).* Wiley.
4. Annual Report (Recent Years) Ministry of Commerce, Government of India
5. India Balance of Payments, RBI Bombay
6. Economic Survey Ministry of Finance Government of India.
7. Carl Nelson.(2009).*Import export: how to take your business across borders*(4th ed.).McGraw-Hill.
8. Oliva, M. & Rívera Batiz, L.(2004).*International trade.* Oxford OUP.
9. Branch, A.(1997).*Export practice and management.* London: Thomson.

		C
SMMC846A	**SUPPLY CHAIN FOR GLOBAL OPERATIONS**	**3**

Overview:

The understanding and application of this dry-looking course could lead to the coolest profession in TNCs and MNCs, as we are surely getting into faster and cheaper supply-driven economies as simply demand-driven rhetoric would not suffice. So optimization of the value chain and cost leadership models is truly oxygen for today's global online and brick-and-mortar firms. Here Apple and automotive sectors are the two extreme cases in point to highlight the supply chain management insights. Here, in particular, US and China, of late added lots of insights as their response time is simply unimaginable.

Moreover, The Supply Chain Management employs a strategic framework that identifies and illustrates facilities, inventory, transportation, information, sourcing and pricing as the key drivers of supply chain performance in order to help students understand what creates a competitive advantage.

Objectives and Expected Outcomes:

On completion of this insightful course, students will be able to:
- appreciate concepts and issues in supply chain management in the global and retailing context.
- appreciate the detailed logistics framework.
- understand logistics network design for global operations.
- develop and understand performance measurement and evaluation in global logistics.

UNIT I
Supply Chain Management : Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion, Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, The Architecture of Physical distribution network in a Global Operation Approach, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation.

UNIT II
Logistics Framework: Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics.

UNIT III
Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with

each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: The Global LIS/LITS: Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.

UNIT IV

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration; Organizational Structure for Global Logistics Excellence; The Organizational Implications of Sectoral Logistics Cooperation, The International Factor in Global Organizations.

TEXT BOOKS :
1. Rushton, A., Croucher, P. and Peter Baker, Handbook of Logistics and Distribution Management, Kogan Page Pub.

REFERENCE BOOKS:
1. Chopra Sunil and Peter Meindl, Supply Chain Management, 4th Edition, Pearson Education.
2. Ballou, R. H. , Business Logistic Management, Prentice Hall, New Delhi.
3. Bowersox, D. J., David, J & Cooper, Supply Chain Logistics Management, McGraw Hill.
4. Alan Harrison, Remko Van Hook, Logistics Management & Strategy-Competing Through the Supply Chain, Pearson Education.
5. Christopher Martin, Logistics & Supply Chain Management Creating Value-adding Networks, Pearson Education.

SMMC888A	MANAGING DIVERSE CONSUMER GROUPS IN GLOBAL MARKETS	C
		3

Overview

Consumer behavior is a discipline that looks at why people buy the things they do. This marketing discipline applies knowledge from areas such as psychology, sociology, anthropology, and economics to describe and understand how consumers are likely to behave. Consumer behavior attempts to understand the consumption activities of individuals as opposed to markets. So consumer is not only a King but also a rational decision maker to make his wisdom remarkable by leaving his consumption pattern in different scenarios. Knowledge of consumer behavior principles allows marketers and other managers to become more effective at making good decisions. They can better predict consumer actions, determine the needs of target markets, and understand how consumers perceive and understand marketing information. An understanding of consumer behavior may also assist individuals in understanding their own buying decisions.

*** When you think of the blur of all the brands that are out there, the ones you believe in and the ones you remember, like Chanel and Armani, are the ones that stand for something. Fashion is about establishing an image that consumers can adapt to their own individuality. And it's an image that can change, that can evolve. It doesn't reinvent itself every two years." - Ralph Lauren*

Objectives and Expected Outcomes:

Course Objectives:

- To understand the impact of purchase involvement on consumer decision making.
- To understand the several of kinds of decision models used by consumers
- To understand the role of demographics in influencing consumer behavior.
- To understand consumption decisions made by consumers
- To understand the nature of personality, motivation and emotion and the role they play in the consumption process.

Learning Outcomes

Upon successful completion of this course, students should:

- Be familiar with key theories, concepts and issues in consumer behavior
- Understand the important role of psychology, sociology and anthropology in the study of marketing.
- Understand the influence of culture on perception and the consequences on consumer behavior.
- Understand why and how marketing should adapt to its environment.
- Acquire effective critical thinking skills and be able to apply them to complex international issues.
- Be able to dissect, analyze and apply theories and concepts to various issues in Consumer Behavior.
- Develop culturally sensitive awareness of marketing issues.
- Be able to facilitate meaningful group discussions on marketing and other related topics.

Course Content:

UNIT I

Introduction: Introduction to consumer behavior; personnel consumer vs. organizational consumers; consumer behavior and marketing strategy.
Consumer Motivation: Meaning, needs, goals and significance; Maslow's hierarchy of human needs and *Herzberg's* two factor theory; motivational research.
Consumer involvement: Concept; learning theories; cognitive learning theories; brand loyalty; concept and significance of perception, dynamics of perception; consumer attitudes and attitude change; attitudes formation.

UNIT II

Consumer group dynamics and psychographics: Meaning, significance and applications; types of group - consumer relevant groups, reference groups; concept of psychographics and

life styles; applications of psychographic analysis in market segmentation and promotional campaigns.

UNIT III

Consumer's personality and consumer decision making: Meaning and nature of personality; theories of personality; concept of decision making and its process; levels of consumer decision making; four views of consumer decision making; model of consumer decision making.

UNIT IV

Industrial and cross-cultural buying behavior: Concept organizational buying behavior vs. consumer buying behavior, model of organizational buying behavior; cross-cultural buyer behavior in international perspectives and cross-cultural consumer analysis; comparison of consumer behavior in India and a few selected foreign countries; consumer behavior audit.

TEXT BOOKS:

1. Jagdish N. Seth, Banwari Mittal & Bruce I. Newman: Customer Behavior – Consumer Behavior & Beyond.
2. Leon G. Schiffman & Daslic Lazar Kanuk : Consumer Behavior.

REFERENCE BOOKS:

1. Thomas S. Robertson, John Zielinski & Scott Ward : Consumer Behavior.
2. James F. Engle, David T. Kollat & Roger D.B. Blackwell : Cases in Consumer Behavior.
3. Peter D. Bannett and Harold H. Kassarjar : Consumer Behavior.
4. J. Paul Peter & Jerry C.Olson : Consumer Behavior : Marketing Strategy Behavior.
5. D.R. Sainy : Marketing - A Behavioral Approach.
6. John C. Mowen : Consumer Behavior

| SMMC889A | **BANKING AND BUSINESS LAWS FOR OVERSEAS OPERATIONS** | **C** |
| | | **3** |

Overview:

This is a distinctive course that provides a comprehensive postgraduate study in the area of banking and finance law.

The program will enable us to develop knowledge and skills in relation to the legal rules regulating the financial and capital markets in the India, as well as at a global level. It also provides an opportunity to learn about the international regulatory frameworks in which banks and other financial institutions operate, as well as commercial financial issues such as the legal framework for international syndicated loans, bond issues, secured credit and insolvency.

It also helps to investigate and apply the complex rules of banking and finance law to novel problems and real-world and hypothetical scenarios.

Objective and Expected Outcome:

This course aims to introduce those students interested in commercial law, international law, and wider development studies to the operation of the international banking system.

It aims to give the opportunity to explore the development and purpose of banking regulations, and to discuss their operation in context. While a key aim is to give you the opportunity to acquire an in-depth knowledge of the law in this area, it also intends to enable you to evaluate the competing pressures on the banking market today, and the innovative sustainable finance. It also imparts students interested in pursuing a career in the area of commercial law. It provides key principles and practices of international banking law also.

On completion of this insightful course, learners, as future managers/ C&F Agents and leaders of MNCs or their own businesses, will be able to:
- Appreciate and understand international banking and assets liability management
- Appreciate General principles of lending with special reference to MNCs
- Appreciate exchange risk management by banks.
- Appreciate the contract for the international sale of goods
- Understand the role of commercial arbitration for settlement of international disputes.

Course Contents:

UNIT I

International Banking: Meaning, purpose and functions; universal banking; TQM in banking; relationship banking; role of commercial banks in international banking; forms of international banking; operation of foreign branches of Indian banks.

Asset liability management: Whole sale and retail banking; international financial centers; risks in international banking. exposure management. Foreign exchange risk management by banks.

UNIT II

Borrowing function: General principles of lending with special reference to MNCs; lending process; assessment of risks (particularly credit risk), syndicated loans; project loans; concept of asset classification and management of NPAs in Indian Context; purpose of security in international banking, Negative Pledge, General Lien. Law regulator in international banking and jurisdiction of courts.

UNIT III

International business law: Meaning; public law and private law; sovereignty; introduction to countervailing duty; antidumping law and anti-trust law. representation abroad: forms; legal aspects; essential clauses in agency agreements.

The contract for the international sale of goods: Concept; formation of the contract-offer, acceptance form of sales agreement; obligations of seller, obligations of the buyer; seller's remedies for breach of contract; rejection of the goods; non-performance by the seller.

UNIT IV

Commercial arbitration for settlement of international disputes: concept and role; arbitration vs. litigation; arbitration vs. conciliation and mediation; salient features of UNICITRAL - model law, jurisdiction, choice of applicable law/proper law of contract; appointment of arbitrators; courts, assistance and control over arbitration proceedings; venue of arbitration; enforcement of arbitral awards.

TEXT BOOKS:

1. Indian Institute of Bankers : International Banking – Legal and Regulation Aspects
2. Wood P. : Law & Practices of International Finance

REFERENCES:

1. Indian Institute of Bankers: International Banking Operations.
2. Indian Institute of Bankers: International Corporate Finance.
3. Srivastava, R.M.: Management of Financial Institutions.
4. Maurice D. Levi: International Finance.
5. Alan C. Shapiro: Foundations of Multinational Financial Mgmt.
6. Faud A. Abdullah: Financial Mgmt. for the Multinational Firms.
7. Dennis J.D. Connor & Alberto T. Buero: International Dimensions of Financial Management.

SMMC890A	OPERATIONS STRATEGY OF MNCs	C
		3

Overview:

This unique and exciting course in 'Comparing operations strategy of MNCs' would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths.

This course deals with the differences in management and organization between nations and their effects on MNCs. The use of comparisons to explain, analyze and understand social and economic phenomena is recognized as a valuable social science tool.

Course in 'Comparing operations strategy of MNCs' covers themes such as natural cultures, diversity and globalization. Students are guided through the key business disciplines, providing a broad introduction to the field and including truly global coverage.

Objective and Expected Outcome:
The course seeks to analyze and compare the diverse styles of management and gives an insight into the working of multinational corporations.

On completion of this exciting course, potential leaders will be able to:
- Appreciate the comparative study of the management practices in U.S.A., Japan and European countries.
- Understand the international business operations and cultural environment and its impact.
- Understand global corporate strategy and basic organizational design of international enterprises.
- Appreciate organizational structures of multi-national corporations with special reference to USA, Japan and European countries.
- Understand the philosophy of international staffing and designing an effective international control system.
- Understand the philosophy of international staffing and designing an effective international control system.

Course Content:

UNIT I

Foundation: Concept and importance of International management; environmental factors affecting international management; Comparative study of the management practices in

U.S.A., Japan and European countries; Models of comparative management - Richman-Farmer model & Koontz model.

UNIT II

International business operations: concept, types and evolution of international business operations.
Cultural environment: meaning of cultural differences and values critical to international management effectiveness; impact of cultural differences in international business.

UNIT III

Planning & organizing: planning in global settings; environment of global planning and steps involved in developing global corporate strategy; basic organizational design of international enterprises; organizational structures of multi-national corporations with special reference to USA, Japan and European countries.

UNIT IV

Staffing & controlling: philosophy of international staffing, sources of recruitment & selection of managers for foreign assignment, preparing managers for foreign assignment; managerial control process, problems of control in international business, designing an effective international control system.

TEXT BOOKS:

1. A.V.Pathak : International Dimensions of Management
2. A.R.Negandhi : International Management

REFERENCE BOOKS:

1. A.V.Pathak : International Dimensions of Management
2. A.R.Negandhi : International Management
3. Belty Jane-Punnalt, Knootz : Experiencing International Management

SMMC891A	**MARKETING RESEACH FOR OVERSEAS MARKET**	**C**
		3

Overview:

This unique and exciting course in 'CONDUCTING MARKETING RESEACH FOR OVERSEAS MARKET' would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths, too.

Marketing is the organization's most important source of knowledge about markets, while also being the face of the organization that most customers and stakeholders see.
The overall marketing management approach in the course is very analytical and stresses the marketing skills required to influence the level, timing and composition of demand for a product, place, person, idea, or some form of information. The degree is tailored to the needs of managers operating in highly turbulent international and local environment.

Course in 'Comparing operations strategy of MNCs' covers themes such as natural cultures, diversity and globalization. Students are guided through the key business disciplines, providing a broad introduction to the field and including truly global coverage.

Objective and Expected Outcome:

The purpose of the paper is to educate market-oriented leaders who through cutting-edge research-based training will work for the best world companies.

Also this course is intended to equipped future management graduates with capabilities to analyze tastes and preferences of consumers in global market and accordingly satisfying them by delivering the premium value through gaining competitive edge over the competitors in the strategically growing and decisively developing international marketing environment

On completion of this exciting course, learners, as leading managers of MNCs and TNCs or their own businesses, will be able to:
- Appreciate marketing research process and research design.
- Understand hypothesis testing and data analysis.
- Understand the cluster analysis (market segmentation etc.) and discriminant function analysis (brand & product line decisions etc.).
- Appreciate multidimensional scaling, MDS (strategy formulation).
- Understand the preparation of marketing research project report.

Course Contents:

UNIT I

Foundation: Concept and scope of marketing research; role of marketing research in the designing and implementation of marketing programs; the marketing research process; marketing research designs, introduction to SPSS in marketing research.

Sources of Data: Observational methods; attitude measurement techniques; motivational research techniques; use of questionnaire & schedules, data processing.

UNIT II

Research hypothesis testing: Meaning, procedure of hypothesis testing; power of a hypothesis test.

Data analysis: Review of basic descriptive statistics; Regression Analysis (advertising budget decisions etc.) – violation of assumptions in regression analysis, types of regression analysis; Factor Analysis (questionnaire development & advertising theme decisions etc.) – fundamental theorem & central concept, factor extraction methods & criteria, factor rotation & scores.

UNIT III

Cluster Analysis (market segmentation etc.): concepts and process, hierarchical vs. non-hierarchical cluster algorithms, determination of cluster number.

Discriminant Function Analysis (brand & product line decisions etc.): Meaning, significance tests and Wilks Lambda, standardized Canonical discriminant function coefficients, structure matrix, interpreting discriminant functions and classification.

UNIT IV

Multidimensional Scaling, MDS (strategy formulation): Concept, basic principles and applications in marketing field, data collection methods, determining proximity, number of dimensions and their interpretation, assessing reliability and validity.

Preparation of marketing research project report: Meaning and significance of Interpretation; Research project report - Purpose and significance of report; type, layout mechanics and precautions in writing report.

TEXT BOOKS:

1. Malhotra N.K. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi.
2. Beri G.C : Marketing Research, Tata McGraw Hill,

REFERENCE BOOKS:

1. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
2. Tull & Hawkins: Marketing Research, Prentice Hall of India, Delhi
3. Karlinger, Fred N.: Foundations of Behavioral Research.
4. Aaker, Kumar, and Day : Marketing Research, John Willey

5. Churchill and Iaccubucci: Marketing Research: Methodological Foundations, Cengage Learning

6. Coakes, Sheridan and Clara Ong : SPSS Version 18.0 for Windows: Analysis without Anguish, John Wiley & Sons,

SMMC862A	**LEVERAGING FOREX MARKET FOR FINANCIAL LEADERSHIP**	**C**
		3

Overview:

This unique and exciting course in 'Leveraging Forex Market for Financial Leadership' would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today,-as SBI is one of them- it could be in IT, print & media, FMCGs and the like. Also, then they need to be abreast of exciting world of forex management and international finance with global finance jargons & frameworks to conceptualize finance strategies.

Leveraging Forex Market for Financial Leadership can be defined as the exchange of currencies into other currency. This is a very broad and strategically important topic which encompasses everything for example conversion of currencies by a traveler at the airport kiosk, billion-dollar payments made by corporations and etc.

Course in foreign exchange management focuses on imparting in-depth knowledge of various activities involved in this field so that students become able to understand the complexities of this field and could take appropriate decisions.

There are various functions in the foreign exchange management such as transfer function which includes the conversion of one currency to another, credit function which includes providing short-term credits to the importers for the smooth flow of goods and services from one country to another, hedging and etc. Foreign exchange management focuses on creating foreign exchange reserve at the optimum level, controlling the risk of foreign exchange, maximizing the consolidated earning of international business and etc. The other aspects of this field are the following:

The individuals of this field are responsible for providing information to the clients or customers about financial products, the financial markets, insurances and etc.

The individuals need to administer various activities of this field efficiently such as activities related to foreign exchange, taking care of deposits and making voucher payments.

The job opportunities are ample not only in India but also abroad in various international banks, MNCs and other institutions.

Objective and Expected Outcome:

The purpose of the paper is to skill the students in the instruments, techniques and applications of foreign exchange management. It exposes the students to the functional and operational aspects of foreign exchange market and the intricacies of the risks involved.

On completion of this exciting course, learners, as forex-dealers/ managers and leaders of MNCs or their own businesses, will be able to:

- Appreciate forex markets and theoretical models.
- Understand the fluctuations in exchange rates, and general factors creating fluctuations viz-a-viz central banks.
- Understand the key participants in forex markets and operational forex jargon and its calculations.
- Understand hedging tools, forex risks and exposures.
- Understand currency derivatives and how foreign exchange governed in India.
- Understand currency futures, options and determination of their market value, over-the-counter option, currency and interest rate swaps.
- Understand euro currency market and its instruments.
- Understand foreign exchange risk and exposure and basic techniques of exposure management.

Course Content:

UNIT I
Nature of foreign exchange, sources of demand for and supply of foreign exchange-the balance of payments (BoP) framework; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems.

UNIT II
General factors of exchange rate fluctuations; the Dornbusch Sticky -price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.

UNIT III
Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid -ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.

UNIT IV
Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps, Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.

TEXT BOOK:
1. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi

REFERENCE BOOKS:
1. Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London

2. Apte P.G., International Financial Management, Tata McGraw Hill, New Delhi
3. D. Levi Maurice, International Finance, Prentice Hall of Indi a, New Delhi
4. Buckley, Multinational Finance, Prentice Hall of India, New Delhi

SMMC886A	MANGING QUALITY FOR COMPETITIVE ADVANTAGE	C
		3

Overview:

This unique and exciting course in 'managing quality for competitive advantage' would sensitize learners about quality of a product which can be measured in terms of performance, reliability and durability. Quality is a crucial parameter which differentiates an organization from its competitors. Quality management tools ensure changes in the systems and processes which eventually result in superior quality products and services. Quality management methods such as Total Quality management or Six Sigma have a common goal - to deliver a high quality product. Quality management is essential to create superior quality products which not only meets but also exceed customer satisfaction and consumers need to be satisfied and identified with the brand. Business marketers are successful only when they emphasize on quality rather than quantity. Quality products ensure that you survive the cut throat competition.

Also, our business students need to have an edge in our highly competitive and quality conscious times and as chaos and disruption is order of the day, the managers/quality professionals need to be abreast of new performance tools & techniques in the global context. They need to be aware of quality engineering.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CXOs & CEOs and it will highlight their new roles in ever-growing and changing quality ecosystem in this digital world.

Objective and Expected Outcome:

This course intends to acquaint the learners to the concept of Total Quality Management and how it can be used as a strategy to gain competitive advantage. Learners would appreciate elements TQM, TQM tools & Charts.

On completion of this TQM course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:
- Understanding quality and appreciate quality function deployment-QFD
- Appreciate Quality models.
- Understand performance measurement framework
- Appreciate benchmarking as a strategic & operational tool.
- Appreciate business process re-engineering.
- Understand quality management system and continuous improvement system.
- Appreciate strategic alignment of HRM policies.

Course Content:

UNIT I

Understanding quality: Quality & competitiveness, managing quality, quality chains; quality award models, the four Ps and three Cs of TQM- A new models for TQM; integrating TQM into the policy and strategy, the development of policies and strategies; quality design, innovation and improvement; TQM and the management of change, planning the implementation of tqm, sustained improvement.

Quality Function Deployment, QFD: The House of Quality, Specifications and Standards, Design in the Service sector; Failure Mode, Effect and Criticality Analysis (FMECA), the links between good design and Managing the Business.

UNIT II

Performance measurement framework: Performance measurement and improvement cycle, cost of quality, the process model for quality costing, implementation of performance measurement systems.

Benchmarking: Concept & purpose and need of benchmarking; role of benchmarking in change, Communicating, Managing stakeholders and lowering Barriers.

UNIT III

Process management: Process management design & process; Classification framework and process modeling; leadership, people and implementation aspect of process management.

Business process re-engineering, BPR: Concept, need, purpose and process of BPR; re-engineering the organization; BPR- the people and the leaders.

UNIT IV

Quality Management System: Meaning, need & significance of QMS; Improvements made to Quality Management Systems.

Continuous Improvement: As a systematic approach, some basic tools and techniques, statistical process control, significant techniques for process design and improvement, Taguchi methods for process improvement, six sigma, The DRIVE Framework for continuous improvement.

Human Resource Management, HRM: Strategic alignment of HRM policies, employee empowerment and involvement; teams and teamwork; communicating the quality strategy & quality message.

TEXT BOOKS:

1. Feigenbaum, A.V. : Total Quality Control, McGraw Hill, New York.

SMMC887A	DOCUMENTATION FOR GLOBAL BUSINESS	C
		3

Overview:

Export credit has become an important tool of export promotion in countries like India. Even developed countries like the US, Germany and Japan are building comprehensive systems and institutions for providing finance to their exporters. The development of a suitable financing mechanism provides not only adequate and timely credit but also credit at cheaper rates, and it is the sine qua non for export promotion.

The financing mechanism is more necessary for a country like India where foreign trade constitutes a high percentage of its GNP. The high volume of transactions in our export/import requires finance through the banks without which it is not possible to maintain and augment it for increased development of our economy. Moreover, since 1991, we have moved from command economy to market driven economy and the repeal draconian FERA & leading to open and convertibility of rupee to a large extent with robust banking system.

In international trade, payment for goods can be made by adopting advance payment, open account, documentary collections, document against payment, document against acceptance and documentary credit (letter of credit).

The contract to buy and sell goods is the starting point of international trade. Around the sales contact revolves a series of connected but distinct relationships, including the transport arrangement and cargo insurance. In an international trade transaction, rules and practices concerning such contract may vary considerably from one situation to another, depending not only on the legal system involved but also on the types of agreement developments at the international level to harmonize rules on international trade contracts.

As of April 2019, our current PM has made 41 foreign trips on six continents, visiting 59 countries including the visits to USA to attend UN general assembly, to Asian countries.

So global connect and trade procedure for our future managers/ business leaders need to understand nitty-gritties of this exciting international documentation for internationally business-inclined learners of global trade.

As such, Trade Procedures and Documentation play a vital and critical role in carrying out the international operations.

Objective and Expected Outcome:

This course will enable students to outline, relate and classify the impact of EXIM policy on International trade. The student will be better positioned to discover and demonstrate different concepts of International Business, especially for export and import.

Moreover, they will appreciate new legislations in international trade and how the right documentation can facilitate trade smoothly and making it globally competitive.

On completion of this insightful course, learners, as future managers/ C&F Agents and leaders of MNCs or their own businesses, will be able to:
- Appreciate and understand International Trade Operations & export-import contract
- Appreciate Export documentation framework & INCO TERMS
- Evaluate and justify the various documents for processing export and import orders
- Develop the ability to critically examine the EXIM policy framework
- Understand the implications of foreign trade policy
- Understand the role of govt. and semi-govt. organizations.
- Appreciate the framework of international trade documentation and logistics for both regulatory and commercial aspects.

Course Content:

Unit I

Introduction: International Trade Operations Getting Started in International Trade Export/Import Contracts – Major Laws and Practices

Export documentation framework; EDI Initiatives at Customs, Incoterms 2000 and terms of payment in international trade. Pre and post shipment finance; Foreign exchange risk management.

Unit II

Trade Procedures: Export Payment Terms, Excise Clearance of Exports, Customs Clearance of Exports at ICD and Gateway Port, Export documentation and role of clearing and forwarding agents, Overview of FEMA

Unit III

Marketing Logistics System: Concept and its relevance in international marketing; trends and structure of world shipping; ports and overseas marketing logistics, overview of e-initiatives

Unit IV

Developments in international Transport System: Various modes of transport, their comparison and technological developments; Trade Financing, Export Credit Risk Management, Doing Business with ASEAN, Nigeria, Australia, Middle East Countries, China, Japan &New Zealand

TEXT BOOKS:

1. Phillip R. Cateore & John M. Hess: International Marketing Management.

2. Van Buytenen P.M.: Business Logistics.
3. Ram Singh, International Trade Operations, Excel Books

REFERENCES:

1. Gorden E. Miracle & Gerald S. Albaum, International Marketing Management
2. Felix R.J. Wentworth : Physical Distribution Management
3. Damodar Pande, Cargo Handling in Major Ports in India
4. H.B.R. Reprint Series on "Manufacturing Management - Logistics, Materials Inventory" Reprint No. 859391 (No. 18081)
5. John F. Magee, The Logistics of Distribution (HBR July- August, 1960)
6. Mc Garh R.E. Logistics for International Manufacturing (HBR Vol. 44 No. 2, March - April, 1966)
7. P.K. Khurana, Export Management, Galgotia Publising Co.
8. ICC Publications Nos. UCPDC 600 and ICC Incoterms
9. Uniform Rules for Documentary Collection,
10. ICC Pub. No. 522FEMA 1999 and Rules and Regulations The Marine Insurance Act 1963.

		C
SMMC885A	**GLOBAL LEADERSHIP INNOVATIONS**	**3**

Overview

This course examines the technical and managerial challenges presented by emerging and evolving technologies. Particular consideration is given to the forces affecting the nature and rate of technological innovation and the managerial options available to both established and entrepreneurial organizations. In doing so, we explore both internal and external sources of innovation as well as the appropriate strategies and processes for capitalizing on them. The course has an integrated approach to tackling the complex concepts in and knowledge about technological innovation in relation to technological development. The course covers areas such as the importance of innovation, leadership in research and development, management of innovation and technology, partnerships, networks and alliances, product and process development, commercialisation of research as well as entrepreneurship and business creation.
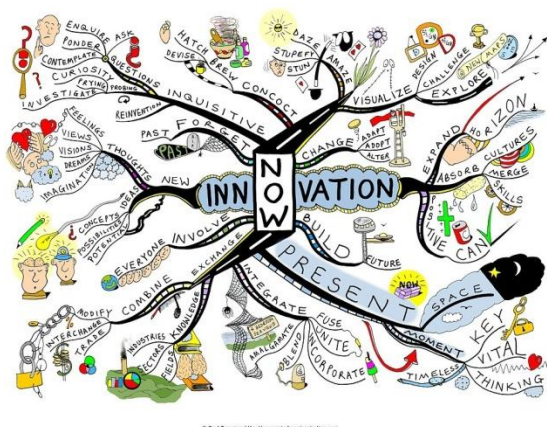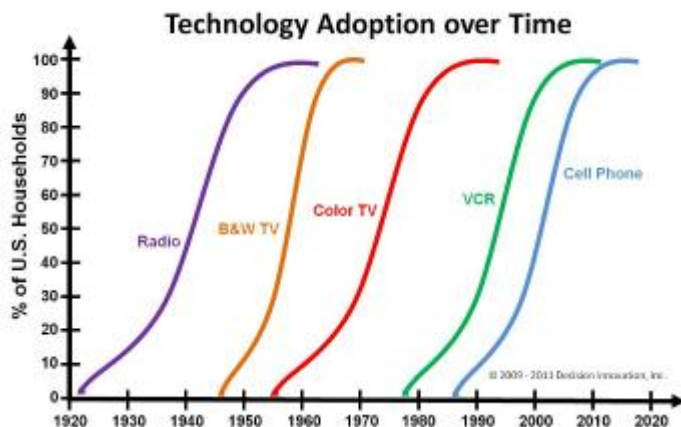
*Over the period of time how various electronic home appliance have been innovated for US household can be seen from 1920(radio) to 2020(cell phone) at various stages.

"Every once in a while, a new technology, an old problem, and a big idea turn into an innovation"

by Dean Kamen

Objectives and Expected Outcomes:

Objectives

1) Understand the role of innovation and technical change in enterprise and national level economic performance

2) Understand the technological, human, economic, organizational, social and other dimensions of innovation

3) Explore and better manage the effects of new technology on people and work systems

4) Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology

5) Recognize opportunities for the commercialization of innovation in leadership.

Outcomes

After Going through the syllabus, students will able to understand

1. The complexities of changing world and how to be survival of the fittest is no more exist if you are not updated one.
2. They will be able to manage new technologies with ease and with more better innovative ways.
3. They will be able to understand the international dimension in business related problems and also well versed to handle these problems in an effective way.
4. The interrelatedness of the different functional fields of business and understands the impact of this on decision-making of leadership.

Course Content:

Unit I
Understanding Technological Innovation- The Nature Of Technological Innovation, The Strategic Impact Of Technological Change, Innovation Patterns And Emerging Vs. Established Technologies, Technological Innovation And Strategic Management, Window On Technological Innovation, Perspectives On Emerging Technology

Unit II

Managing Technological Innovation And New Product Development- Technology And Competitive Advantage(Art Of War), Global Technology And Innovation, Managing Technology Strategies And The Innovation Process(Silicon Valley Research), Lessons From Innovative Firms-3m Innovation Crisisa,Ibm Factory And Apple Innovation , Technological

Innovation, Entrepreneurship, And Organization, Technology Policy And Regulation – Fb,Twitter, Whatsapp

Unit III

Leveraging External Sources Of Innovation: Strategic Partnerships- Deciding Between Innovation Strategies, Managing Strategic Alliances, Managing Strategic Alliances, Engaging In Corporate Venturing(Case Study-Intel Capital Management), Engaging In Strategic Outsourcing

Unit IV

Leveraging External Sources Of Innovation: Mergers And Acquisitions- Growing Through Acquisitions, Determining Integration Strategies, Insights From Executives On M&A And Alliances(Robert Iger On Acquisition Decision-Making (Disney), Carlos Ghosn On Alliance Decision-Making And Implementation (Renault-Nissan)), Global M&A By Emerging-Market Multinationals

TEXT BOOKS:

1. Strategic Management of Technological Innovation, Fifth Edition, Melissa A. Schilling, McGraw-Hill Education, © 2017.
2. TIDD, Joe & BESSANT, John (2015), Managing innovation (5th edition). Wiley: Chichester, United Kingdom. ISBN: 978-1-118-36063-7 See: http://eu.wiley.com/WileyCDA/WileyTitle/productCd-EHEP003053.html.

REFERENCE BOOKS:

1. Assigned Articles and Cases on Study.Net
2. http://guides.library.upenn.edu/mgmt237 (General Resources)
3. http://gethelp.library.upenn.edu/PORT/ (Research Guidelines)
4. Zahra SA, George G. 2002. Absorptive capacity: A review, reconceptualization, and extension. Academy of Management Review, 27(2): 185-203.

SMMC911A	**UNDERSTANDING GANDHIAN THOUGHTS AND PRINCIPLES**	**C**
		3

Overview:

In recent history, Mahatma Gandhi is argusly the best leader that the world has had till date. He dedicated his entire life for serving the nation as a whole and society /mankind in particular. He has worked genuinely and wholeheartedly for the independence and willed for a better, happy and sound society. His work and thoughts maintain an enormous amount of importance till date. It is very essential to recognize and practice the principles that he adapted for himself.

Mahatma Gandhi, the father of the nation created records as he secured India's freedom from British imperialism. He saved our nation not only from British government however also from the socially created evils like discrimination on caste, creed and other things. Because of his effective thoughts, ideas, experiences and knowledge of peace and conflict resolution we have won the war of untouchability with love, truth and non-violence. According to Him the body needs to be managed with the aid of the thoughts and the mind need to be regulated through the soul. This paper will make the students acknowledge Gandhi's idea of Satyagraha, and the concept of Trusteeship.

Objective and Learning Outcomes:

After studying this course students will be motivation and shall understand the initiatives taken up by Mahatma Gandhi. Students will be highly driven after studying Gandhian message for society, His thoughts and principle; they will develop new skill of self-introspection. Students shall also understand the relevance of Gandhian principles in contemporary world. The course will help the students to understand the life, work, philosophy and the methodology of Mahatma Gandhi. Theory of Truth and Trusteeship will help the students to understand and value the way any system works.

Course Content:

UNIT I

Satyagraha – Understanding the meaning, nature and theory of Satyagraha; Satyagraha in action; thoughts and principals of Satyagraha; relevance of Satyagraha in contemporary world.

UNIT II

Peasant Satyagraha: Concept and definition of Peasant Satyagraha; meaning of Kheda and the Idea of Trusteeship; concept of truth and trusteeship; theory of truth and Trusteeship.

UNIT III

Removing Social Evil: Definition, meaning, nature of Cast system in Indian society; understanding Gandhian notion of social evil;Temple Entry and Critique of Caste; concept of untouchability & Casteism.

UNIT IV
Gandhigiri: Significance and need of **Gandhigiri** ; perceptions in popular culture; Gandhi and mass mobilisation; non-Cooperation Movement; civil disobedience movement, practical implementation of Mahatma Gandhi's ideas in empirical world.

Suggested Readings:

1. B. Parekh, (1997) 'Satyagrah', in Gandhi: A Brief Insight, Delhi: Sterling Publishing Company, pp. 51-63.
2. D. Dalton, (2000) 'Gandhi's originality', in A. Parel (ed) Gandhi, Freedom and Self-Rule, New Delhi: Lexington Books, pp.63-86.
3. D. Hardiman, (1981) 'The Kheda Satyagraha', in Peasant Nationalists of Gujarat: Kheda District, 1917-1934, Delhi: Oxford University Press, pp. 86-113.
4. J. Brown, (2000) 'Gandhi and Human Rights: In search of True humanity', in A. Parel (ed) Gandhi, Freedom and Self-Rule, New Delhi: Lexington Books, pp. 93-100.
5. R. Iyer, (2000) 'Chapter 10 and 11', in The Moral and Political Thought of Mahatma Gandhi, New Delhi: Oxford University Press, pp. 251-344
6. S. Bandopadhyay, (2004) From Plassey to Partition: A History of Modern India. New Delhi: Orient Longman, pp. 279-311.
7. S. Sarkar, (1983) Modern India (1885-1947), New Delhi: Macmillan,
8. P. Chatterjee, (1993) 'The Nation and its Pasts', in P. Chatterjee, The Nation and its Fragments: Colonial and Postcolonial Histories. New Delhi: Oxford University Press, pp. 76-115.

| SMMC912A | **GANDHIAN PRINCIPLES OF MANAGEMENT** | **C** |
| | | **3** |

Overview:

Gandhian Management is constructed on Gandhian philosophy of Truth, love, and nonviolence or ahimsa. His philosophy is integrated together with his mind and actions that insert new element in the subject of management. It is necessary to recognize his developments, abilities and effectiveness of management technique that is relevant in present times. It's for the betterment of the society in particular and in society as a whole. If the Gandhian principles are practiced in companies then numerous unethical actions/ situations and conditions shall be prevented and peaceful working environment will exist.

Students are the future of our nation they must apprehend the significance of Gandhian management and must learn how to control themselves in order to be a good employee and even employer (Leader) in future. Principles of Gandhi in management is trendy, it is a matter of remarkable relevance which must be practiced very critically. We know that, through effective understanding untouchability was removed through love, Truth and non-violence. This means even today in any organization with love, truth and non-violence we can overcome any problematic situation. As we realize that Gandhi is a great role model for a true leader and his teachings will help everyone in some way or the other both professionally and personally. It's time for us to analyze his concepts and qualities and understand his management style and practice it in our systems.

Objective and Learning Outcomes:

The main objective of this course is to understand the social orientation at present and how with Gandhian teachings and principles of management we can resolve our modern organizational problems, because even today in any organization with love, truth and non-violence we can overcome any problematic situation. Students will understand the most important feature of Gandhi's leadership style that is not mind or rationality but rather the heart and the soul. Students will start valuing not only the intelligence but also the behavior of others. Students are the future of our nation they must apprehend the significance of Gandhian management and must learn how to control themselves in order to be a good employee and even employer in future. They will learn the power of tolerance and management, and importance of group work through Collectivism in Management. Along with all this the doctrine of non-violent and passive resistance ie; Satyagraha will make them a better individual.

Course Content:

UNIT I

Social Orientation-Collectivism in Management Orientation: Collectivism in management; understand the role played by Mahatma Gandhi as a leader; Principles of Gandhi in management; understanding the role he played as a manager for social orientation.

UNIT II

Power- Power tolerant and Management: meaning and concept of power & tolerance; power and management; study various techniques used by Mahatma Gandhi which had high impact during freedom struggle with tolerance; Mahatma Gandhi's decentralization of power; co-relating Gandhi's techniques with recent management principles.

UNIT III
Uncertainty - positive response to change in management: understanding uncertainty in management; positive response to change in management; Gandhi's idea of modernization.

UNIT IV
Goal – passive behavior in management: Gandhian values in participatory management; time management; Management of Mahatma Gandhi ; importance of faith & trust in management.

Suggested Readings:
1. Vadilal Lallabhai Metha, Equality Through Trusteeship (New Delhi: Bharatiya Vidyabhavan, 1978) 21ff.
2. M.K. Gandhi, An Autobiography or the Story of My Experiments with Truth (Ahmedabad: Navajivan Publishing House, 1948) 538.
3. Sashi Prabaha Sharma, Gandhian Holistic Economics (New Delhi: Concept Publishing Company, 1992) 10. 6. V.P. Varma, The Political Philosophy of Mahatma Gandhi (Ahemadabad: Navajeevan Publishing House, 1972) 32.
4. Mahatma – D.G. Tendulkar Vol. I to VIII.
5. Mahatma Gandhi – The Last Phase Vol. I and II.
6. The Mind of Mahatma Gandhi – R.K. Prabhu & UR Rao.
7. All Men are Brothers – Ed. BY S Radhakrishnan.
8. Non – Violence in Peace and war, Vol. I and III.

	GANDHIAN UNDERSTANDING OF PEACE AND	C
SMMC913A	TECHNIQUES OF CONFLICT RESOLUTION	3

Overview:

Mahatma Gandhi is known as the Father of our nation. He made history as he secured India's freedom from Britisher. He got it done by his unique weapon of nonviolent satyagraha. Gandhi has been called the prophet of the 21st century. Mahatma Gandhi was a genius morally and spiritually. Gandhian concept of conflict resolution is primarily based on non-violence and Satyagraha Gandhian idea of conflict resolution is extra relevant than some other technique in any other form and they are useful everywhere both professionally and personally. Social movement, satyagraha is beneficial to resolve various kinds of social conflicts: struggle between people, struggle among an individual and a group, conflicts amongst two different organizations or among two different classes, conflict between one country with another. Gandhi's technique of conflict resolution is based on his philosophy that love and non-violence. With the knowledge of history we will get to know how and by what means we have won various battles. Gandhian idea of conflict resolution which emphasizes on Truth, rather than victory helps everyone to think twice and avoid any kind of conflict. After understanding Gandhian peace and conflict resolution victory becomes a narrow thing and more importance is given on Truth, individual, peace building, non-violence and love.

Objective and Learning Outcomes:
After completing this course students will be able to:

1 Understanding the basic principles of peace, conflict management as a discipline diverged from power-based conflict theory, conflict resolution etc.

2 It will give them a dynamic, interdisciplinary field of knowledge; it will also evolve as a response/ solution to problems in international relations (IR) and public relations (PR).

3 Conflict resolution will also enable students to be calm and contented they shall know how to control their anger and remain in peace.

4 It will create a transformation within students and they will value both the 'means' and 'ends' for any given situation.

Course Content:

UNIT I

Gandhian Political Philosophy- Ahimsa & Truth: fundamentals of Gandhi's social and political thought; features of Ahimsa with special reference to Gandhi – Negative sense of Ahimsa; Positive sense of Ahimsa; Absolute Ahimsa and relative Ahimsa; Structural Ahimsa – Economic equality; social justice; exploitation free society; casteless society Gandhi's

views on Truth and Non-violence and their relevance and significance in today's management and our day to day life.

UNIT II

Gandhian Understanding of Peace: Introduction to Peace and Conflict Studies; understanding violence; Indian thinking on Peace and Conflict; Gandhian Perspectives on Non-Violence; conflict response mechanisms and techniques; Security Discourses: traditional and non-traditional approaches; gender and peace building; Development, Peace and Security in management.

UNIT III

Gandhian Activists and Peace Building-Anna Hazare: addressing conflict resolution; western and eastern perspective of conflict resolution; negotiation, diplomacy, coercive methods and conflict resolution in management; modes of conflict resolution; competing, accommodating, avoiding, collaborating, and compromising; creative Peace Building; Social Activists and Peace Building: Medha Patkar, Baba Ampte; Gandhian Activists & Peace Building: Sundarlal Bahuguna & Anna Hazare.

UNIT IV

Gandhian Methods for Peace His philosophy, strategy and principles: Gandhian Ethics – Concept of Morality, Eleven Vows, Varnashrama Dharma, Fasting, Prayer, Religion and Morality, Sarva Dharma Sama Bhava, Vegetarianism; metaphysical Foundation of Gandhian thought ; Gandhian concept of God and Reality; Gandhian theory about individual and society; world and man; humanism; relevance of Gandhian Philosophy in contemporary times.

Suggested Readings:

1. Narasimhan, C. D., Gandhi and the West, Ramachandran Mansangotry university Mysore.
2. Gandhi, M. K., The Moral Basis of Vegetarianism, Navajivan, Ahmedabad.
3. Gandhi, M.K., My God, Navajivan, Ahmedabad.
4. Varma, S., Metaphysical Foundation of Mahatma Gandhi's Thought, Orient Longman, New Delhi.
5. Bharathi, K.S., Thoughts of Mahatma, Vol. I, Dattson, Nagpur.
6. Chacko, K.C., Metaphysical Implications of Gandhian Thought, Mittal Publications, New Delhi.
7. Bharthi, K.S., Socio Religious Thoughts of Mahatma Gandhi, Dattson, Nagpur.
8. Bharathi, K.S., Mahatma Gandhi The Man of the Millenmium, S. Chand & Company, New Delhi.
9. Bharathi, K.S., Encyclopaedia of Gandhian Thought, Vol. I to VI, Anmol, New Delhi.

10. Tahtinen, Unto, The Core of Gandhiji's Philosophy, Abhinav Pulbications, New Delhi..

11. All Men are Brothers – Ed. BY S Radhakrishnan.

12. Non – Violence in Peace and war, Vol. I and III.

SMMC914A	GANDHI AND ENVIRONMENTAL SUSTAINABILITY	C
		3

Overview:

Truth and non-violence are the basic facts of his ideology. Gandhi evolved as a unique personality with his magical principles and experiences. He believed that Satyagraha is an infallible means for resolving all social, political, and economic evils. Along with all this Gandhi is also best known for his cleanliness (*idea of Swachta*) and environmental sustainability.It is because of the technological development the environment is being so badly affected. And one common mistake which all of us are doing is that everyone is finding solutions of the environmental problems from science and technology only, we are not questioning our own self for this natural national problem. Self- introspection is a must along with other gigantic efforts.

Gandhian principles regarding environment is best till date and because of which the current trend of *Swach Bharat* is at boom. Gandhi's notion of environmental sustainability has great magnitude and importance because the quality of solutions is remarkable and unbeatable not only in present area but also in coming future. For satisfactory solution one must do a self introspection and understand the Truth of reality along with controlling degradation and environmental pollution.

Objective and Learning Outcomes:

After completing this course students will be able to:

1. While studying this course the students shall be developing a sensitive approach towards the environment.
2. They shall understand the environmental concern observed in Gandhian philosophy through literature and about Gandhian activities and thoughts.
3. They shall also develop the contemporary understanding of environmental sustainability and environment management.
4. Students shall learn about the feasibility of Gandhian way of life for a greener and cleaner environment, awareness about the steps that shall be taken so that in the present situation individual can maintain a clean and green environment.

Course Content:

UNIT I

Changing Perspectives on Ecology and Development: Introduction to ecology, environment and development; aims and objectives; natural resources; ecology and development; the recent debate ecological Impact of Industrial Development.

UNIT II

Interface between environment, meaning, concept of conflict and development: preservation of ecology and environment; understanding the causes of degradation of environment; present threat to Peace; <u>the environmental crisis and relevance of Gandhi</u>

UNIT III

Environmental Conflict and Environmental Security: theories of <u>Gandhian environmentalism - an Unfinished Task</u> ; understanding <u>nature and man; Gandhian concept of deep ecology</u>; <u>Mahatma Gandhi and Environment Protection</u>; <u>Gandhi and Ecological Marxists: A Study of Silent Valley Movement</u>; <u>Development and Environment Issues with Special Reference to Gandhian Perspective</u>

UNIT IV

Environmental peace keeping, Cooperation and Resolution: cases of Narmada River Dispute, Ganga Action Plan, Amazonian Deforestation and Nile River Management; the Eco-Gandhi and Ecological Movements; the Ecology of terrorism; Gandhi And Deep Ecology; understanding Mahatma Gandhi as environmentalist with a difference.

Suggested Readings:

1. See Gandhi Marg (New Delhi), October 1988,pp.34-35
2. Collected Works of Mahatma Gandhi, Vol.88,p.37<
3. E. F. Schumacher, Roots of Economic Growth (Varanasi, 1997), p. 7
4. Adams, W.M. (2002). 'Sustainable Development?'. In Johnston, R.J., Taylor, P.J., and Watts, M. Geographies of Global Change: remapping the world. 2nd edition, pp. 412-426.
5. Atkinson, G., Dietz, S., and Neumayer, E. (eds.) (2007). Handbook of Sustainable Development. Cheltenham: Edward Elgar. Baker, S. (2006). Sustainable Development. London: Routledge. Beder, Sharon (2003).
6. The Nature of Sustainable Development. Newham, Australia: Scribe Publications.
7. Elliott, J.A. (2006). An Introduction to Sustainable Development. 3rd edition. London: Routledge.
8. Kates, R.W., Parris, T. and Leiserowitz, A.A. (2005). 'What is sustainable development? Goals, indicators, values and practice.' Environment: Science and Policy for Sustainable Development 47(3): 8-21.
9. McManus, P. (2000). 'Sustainable development.' In Johnston, R.J., Gregory, D, Pratt, G. and Watts, M. (eds.). The Dictionary of Human Geography. 4th edition. Oxford: Blackwell. McManus, P. (2000). 'Sustainable development.' In Johnston, R.J., Gregory, D, Pratt, G. and Watts, M. (eds.). The Dictionary of Human Geography. 4th edition. Oxford: Blackwell.
10. Purvis, M. and Grainger, A. (eds.) (2004). Exploring Sustainable Development: Geographical Perspectives. London: Earthscan.
11. World Commission on Environment and Development (1987). Our Common Future. Oxford: Oxford University Press. [Brundtland Report]

SMMC915A	GANDHIAN ECONOMIC THOUGHTS	C
		3

Overview:

Gandhian economic thought is visible in His entire philosophy. His holistic approach aims at the socio-economic restoration of nation and society in general. Gandhi was not an economist! But still His understanding of economics and nation building is unmatchable. Gandhi has given the concept of constructive work, view on distribution of wealth-equality, trusteeship etc.The relevance of Gandhian economics in modern times also reflects that no doubt our society has evolved but there are still certain grounds wherein we still need to work really hard, through Gandhian principles we can make our society a better place not only socially but also economically.

Gandhi has worked on these concept like unity among all communities, lack of untouch-ability, prohibition (of liquor), khadiand village industries, health and hygiene and many more but along with his unique practical understanding of society and individuals Gandhi has come up as an economic reformer. Gandhian economics is thus based on the establishment of spirituality with ethics and morality as its foundational pillars. In Gandhi's view, human life is an undivided whole and human society cannot be divided into various compartments based on economic, political and religious difference.

Objective and Learning Outcomes:

This course will give the students a background of Gandhian economic thought. They will be able to use and understand the fundamentals of Gandhian economics and ethics in their life. Students shall understand what decentralization means and how its economic power can bring a change in today's time. Students shall get insight about the distribution of wealth-equality and trusteeship. Through this course students shall also get to know the relevance of Gandhian Economics which is based on the idea-that lastly economic benefits is not the ultimate goal in life as life is beyond monitory benefits.

Course Content:

UNIT I

The background of Gandhian Economic Thoughts: fundamental principles of Gandhi's economic thought and their relevance in the days of globalization; Gandhi's Views on Sarvodaya and their Significance; Gandhi's views on machinery: Myth or Reality; industrial civilization; technology and their contemporary relevance.

UNIT II

Fundamentals of Gandhian Economics Order- Economics and Ethics: non-violence and purity of means; plain life and high thinking- Bread Labour; Swadeshi; understanding the concept of classless-casteless and self - reliant Society

UNIT III

Gandhi's View on Distribution of wealth-Equality and Trusteeship: Gandhi's approach to eradicating poverty; inequality; unemployment and views on constructive program and sustainable development..

UNIT IV

Relevance of Gandhian Economic thought in modern times: comparative study of the economic ideas of Karl Marx and Gandhi; globalization; liberalisation and privatisation; contribution of Vinoba Bhave to Sarvodaya Movements; Is Indian Economy moving on Gandhian lines.

Suggested Readings:

1. Gandhian Economic Thought-J.C Kumarappa
2. The Gandhian Plan to Economic Development- Sriman Narayan
3. Relevance of Gandhian Economics- Sriman Narayan
4. Gandhian Economic Philosophy- Bifin Behart
5. Gandhi, M. K., Cent Percent Swadeshi, Navajivan, Ahmedabad.
6. Gandhi, M.K., Khadi, Why and How? Navajivan, Ahmedabad.
7. Gandhi, M. K., Sarvodaya- Its Principles and Programmes, Navajivan, Ahmedabad.
8. Gandhi, M. K., The Ideology of Charkha, Sarva Seva Sangh Prakashan, Varanasi.
9. Jha, S.N., A Critical study of Ganddhian Economic Thought, Laxmi Narain Agrawal, Agra
10. Bharathi, K. S., Thoughts of Mahatma, Vol. III, Dattson, Nagpur.
11. Bharathi, K.S., The Philosophy of Sarvodaya, Indus Prublishing House, New Delhi.
12. Kumarappa, B., Capitalism, Socialism or Villagism,S. Ganesan & Co, Madras.
13. Kumarappa, J.C., Economy of Permanence, Sarva Seva Sangh, Varanasi.
14. Mashruvala, K.G., Gandhi and Marx, Navajivan, Ahmedabad.
15. Dantwala, M.L., Gandhism Reconsidered, Padma Publication, Bombay.

SMMC916A	**GANDHIAN SOCIAL AND POLITICAL THOUGHT FOR DEVELOPMENT**	**C**
		3

Overview:

Gandhi was a well-known figure in the territory of peace and humanism. He played a notable role in the movement of peace and freedom. Gandhi bestowed a lot of ideas concerning to socio-political dimension. Gandhi's ideas are essentially philosophical in nature and many philosophers are inspired by it. For social change Gandhi is always looked up to as He has established a welfare state with the help of non-violence and Truth. Non-violence and truth purify our soul according to Gandhi and Gandhi always tried to convey that social change is possible through peaceful means and a lot of power is in the hands of individuals who use power of truthfulness, love and affection.

Gandhian social and political philosophy was revolutionary which is applicable and valid till today. Gandhi and his social and political doctrine was not only directed against the state, it had also social and economic relevance to the whole mankind. Gandhi's philosophy was extremely novel and innovative devoid of impurities of social evils such as discrimination; it works for both social change and political growth.

Objective and Learning Outcomes:

Students after studying this course shall start observing the social and political scenario they are surrounded with, they shall also get to know the do's and do not's of it and learn the right way to act on situations both personally and professionally. Students shall also get to know about the social evils that exist till date and they shall also learn to work on the eradication of such evils from society. Students will get to realize their own freedom and rights along with all the social obligations that binds them to be a civil citizen.

Course Content:

UNIT I

Basic Features of Gandhian Social Thought: Fundamentals of Gandhi's Social and Political Thought; their Relevance in today's politics and our day-to-day life; satyagraha as an art and a science; satyagraha and passive resistance; Gandhi's perception of religion in politics; spiritualization of politics.

UNIT II

Social Evils: Their eradication and Reconstruction of Society: Gandhi's views on Ideal Society; state and democracy; human rights & duties; Gandhi on grass-root democracy (Panchayat Raj) in India; Gandhi's approach for the better of children & women; his opposition to dowry system; child marriage and Pardah System; Gandhi's views on untouchability; caste and varna system and their relevance.

UNIT III

Basic features of Gandhian political philosophy: concept of sarvodaya; antyodaya;decentralization of administration; Spritualization of politics; fundamental principles of Gandhi's political thought and their relevance in the days of globalization; Gandhi's views on Sarvodaya; meaning and definition of Sarvodaya with its importance in present scenario.

UNIT IV

Satyagraha for social and global changes: Gandhi's views on the relationship between Religion and Politics; Gandhi's views on Equality, Liberty, Rights and Duties; nationalism and internationalism, sovereignty, justice; understanding of political ideals like Democracy, Communism, Socialism, Anarchism, Swaraj, Gramswaraj, Ramrajya; Gandhi's views on Ideal Society and Democracy and the concept of 'one world'.

Suggested Readings:

1. Bhattacharya, B., Evloution of the Political Philosophy of Gandhi, Calcutta Book House, Calcutta
2. Dhawan, G., The Political Philosophy of Mahatma Gandhi, Navajivan, Ahmedabad
3. Varma, V.P. Political Philosophy of Mahatma Gandhi and Sarvodaya, Laxmi Narain Agarwal, Agra
4. Diwakar, R.R., Saga of Satyagraha, Navajivan, Ahmedabad
5. Bharathi ,K.S., Satyagraha of Mahatma Gandhi, Indus Publishing House, New Delhi.
6. Dutta, D. K., Sacial, Moral and Religious Philosophy of Mahatma Gandhi – A Critical Analysis, Inteellectual Book Corner, New Delhi.
7. Iyer, R.N., The Moral and Political Thought of Mahatma Gandhi, Oxford University Press, New York.
8. Bharathi, K.S., Thoughts of Mahatma, Vol.II, Dattsons, Nagpur.
9. Bharathi, K.S., The Political Thought of Mahatma Gandhi, Concept Publishing House, New Delhi.
10. Sharma, J.N., Gandhi's View of Political Power, Deep & Deep Publications, New Delhi.

SMMC917A	HUMAN RESOURCE MANAGEMENT- A GANDHIAN PERSPECTIVE	C
		3

Overview:

According to Gandhi- Next to God, is **Man who** is the Supreme Being. He upholds and respected the value and purity of human life at first choice to other creatures. This is the foundation stone of Gandhian philosophy of man (Human Resource). Highest good of human life must be achieved by every man and women in his/her journey of life with the help of Truth, Non-violence and Love. Therefore Gandhi asserts that the main purpose of man's life is self-realization. The sad part is that in today's world man has become an **object** rather than the **subject of respect and love**. Today machinery helps mostly everybody but it has certain limitations and flaws. No machine can replace human creativity and innovations. Believing in the notion of Gandhi that the supreme-being after God is man employees in any organization shall develop a new perspective for their human resources. Therefore, this course will give a new understanding to the system as a whole and individuals in particular.

According to Gandhiji, machine shall not weaken the limbs of man machine is like the body, useful if until and unless it serves for the growth of the soul.Work as Yajna – Gandhian understanding of human resource is closely associated with the Gita's ideal of yajna - sacrifice. The dignity of labour becomes very clear where Gandhian approach is applied, it equates work with yajna - sacrifice. Every kind of work is like a pure worship. The only thing is the willingness to use the hands and feet that God has given us. There is nothing to be embarrassed in any kind of labour.

Objective and Learning Outcomes:

After completing this course students will be able to:

1. Respect all kinds of work immaterial of its benefits and parks. And to introduce the Gandhian way of management through his organizations.
2. Students shall get to know the Gandhian notion of human resources development, the aim of human resource management, which is person-centered and society oriented.
3. Students shall also get to know about Gandhiji's master plan for the organization and Rejecting favoritism. And to provide knowledge on corporate social responsibility CSR. To teach the students the concept and advantages of Trusteeship.
4. Students shall also value and respect the individual immaterial of their position and power. They shall also get to know that everyone has the power and ability to be into decision making.
5. To make the students understand the meaning, definition, and concept of morden and Gandhian management. And to make an indepth study on the objectives of planning and the Gandhian concept of micro level planning.

Course Content:

UNIT I

Meaning and Definition of Management: concept of modern management; Gandhian concept of management; different facets of Gandhiji as a leader; organizer and administrator ; Oceanic Circle vs. Pyramidal Model.

UNIT II

Objectives of Planning Gandhi as a Planner: micro-level planning decentralization of power and position; strength and Beauty of Nano, Micro and Local Planning; Corporate Social Responsibility; importance of building human relations.

UNIT III

Gandhian Way of Management : management of his Ashrams in Indian management; All India Spinners' Association - Examples of Trusteeship Management; experiments of Sarvodaya Sanghs, Sarva Seva Sangh, ASSEFA and other Gandhjian/Sarvodaya Organizations.

UNIT IV

Concept of Trusteeship-;salient features of trusteeship management; personnel management in trusteeship; advantages of Trusteeship over Corporate Ownership; Gandhian concept of development and conflict management.

Suggested Readings:
1. Arunachalam, K., (1985), Khadi Economics: A few Aspects, Gandhi Literature Society, Madurai.
2. Arunachalam, K., (1985), Gandhian Economics, Sarvodaya Ilakkiya Pannai, Madurai. Bose, Nirmal Kumar, (1948), Gandhiji's Concept of Trusteeship, Bhangiya Pradeshik Chatra Samshid, Calcutta.
3. Chandra Bose, D., Principles of Management & Administration Gandhi, M.K.,(1946), Trusteeship, Navajivan Publishing House, Ahmedabad.
4. Gandhi, M.K., (1936), Khadi – Why and How?, Navajivan Publishing House, Ahmedabad Kumarappa, J.C., (1962), Gandhian Economic Thought, Sarva Seva Sangh Prakashan, Varanasi.
5. Kumarappa, J.C., (1984), Economy of Permanence: A Quest for a Social Order Based on Nonviolence, Sarva Seva Sangh Prakashan, Varanasi.
6. Ramachandran & George S.K., (1952), Economics of Peace: The Cause and the Man, Sarva Seva Sangh Prakashan, Varanasi.
7. Upadhyaya R.P., (1976), Social Responsibility of Business and the Trusteeship Theory of Mahatma Gandhi. Sterling Publishers, New Delhi.
8. Sethi, J.D., (1986),Trusteeship: The Gandhian Alternative, Gandhi Peace Foundation, New Delhi. Thomson, Mark. (1993), Gandhi and his Ashrams, Popular Prakashan, New Delhi.

SMMC918A	FUNDAMENTAL CONCEPTS IN GANDHIAN THOUGHT - DOCTRINE OF SATYA , AHIMSA AND SWADESHI	C
		3

Overview:

Gandhian studies immensely help all to understand the reality and power of Truth and non-violence. He offers amazing importance to the concept of reality and Non-Violence. Ahimsa or Non-Violance is the bottom of Gandhi's philosophy. Ahimsa is the biggest love the best charity. 'Satya' means 'Sat' 'to exist'. Ahimsa is the 'means' and Truth is the 'end' and Gandhi identifies truth with God and for many philosophers God is the utmost truth. He said that reality stands for 'Truth' and Truth is the most crucial vow among all other vows. Gandhi's doctrine of Ahimsa (Non Violence), Truth and love is foundation for so many domains it has become part of everyone's life. For Gandhi **satya , ahimsa** is equivalent to the love of God. As He so strongly believed in Truth (Satya) that for him satya is God and understanding this belief will change so many lives.Therefore, after learning and understanding about these fundamental concepts of Gandhian thoughts of Ahimsa, Satya and swadeshi students shall develop a different vision towards life both professionally and personally.

Objectives and Learning Outcomes:

After completing this course students will be able to:

1. Know about the fundamental concepts of Gandhian doctrine of Truth and Non-violence and Swadeshi. They shall also get to know the relation between Truth and Non-Violence.

2. Students shall also try to focus how Gandhi was influenced by the doctrine of swadeshi.

3. Students shall understand the importance of Truth and Non-violence and get to know about the relationship between Truth and God.

4. They shall also learn about the power of Truth and nonviolence, fearlessness, love and justice, relentless service for nation and society and sacrifice for fellow human beings.

Course Content:
UNIT I
Features of Ahimsa with special reference to Gandhi: negative sense of Ahimsa; positive sense of Ahimsa; absolute Ahimsa and relative Ahimsa; structural Ahimsa; economic equality; social justice; exploitation free society; Casteless society.

UNIT II

Common connecting factors or Harmony in Indian Philosophical schools (Samanvaya):
law of Karma; moksha, rebirth; moral order; basic concepts underlying Gandhian thought;
Truth, Non-Violence, Purity of Ends and Means.

UNIT III

Satyagraha: meaning of Satyagraha; birth of Satyagraha; evolution of the concept; basic
precepts of Satyagraha; Satyagraha and passive resistance; Satyagraha and Duragraha;
discipline of a Satyagrahi; Satyagraha and Marxist method.

UNIT IV

Method of Social Change: concept of Social Change; Social Change and Social
Reconstruction;:; comparison and contrast; working and techniques of Satyagraha; various
forms of Satyagraha (Non Co-operation, Civil disobedience, Picketing, Fasting, Strike,
Boycott, Hizrat, Dharna);Satyagraha and Democracy; Satyagraha as a Moral Equivalent of
War; some recent experiments of Satyagraha in India.

Suggested Readings:
1. Gandhi, M.K., Satyagraha, Navajivan, Ahmedabad
2. Gandhi, M.K., Satyagraha in South Africa, Navajivan, Ahmedabad
3. Diwakar, R.R., Saga of Satyagraha, Gandhi Peace Foundation, New Delhi.
4. Bose, N.K., Studies in Gandhism, Navajivan, Ahmedabad.
5. Bharathi,K.S., Satyagraha of Mahatma Gandhi, Indus Publishing Company, New Delhi.
6. Gandhi, M.K., Satyagraha : Non – Violent Resistance, Navajivan, Ahmedabad
7. Gandhi, M.K., Science of Satyagraha, Bharatiya Vidya Bhavan, Bombay.
8. Dharampal, Civil Disobedience in Indian Tradition, Sarva Seva Sangh, Varanasi.
9. Bharathi, K.S., A Hand Book of Gandhian Thought, S. Chand & Company Ltd, New Delhi.
10. Sridharani, K., War Without Violence, Bharatiya Vidya Bhavan, Bombay.

SMMC919A	GANDHIAN APPROACH TO MORALITY, ETHICS AND CORPORATE RESPONSIBILITY	C
		3

Overview:
Mahatma Gandhi is acknowledged across the world as a commendable model of ethical and moral life, with a rare amalgamation of personal and public life, the principles and practices that he had followed is solely based on morality and ethics. He considers life to be as an incorporated whole, growing from truth to truth every day in moral and spiritual status. For Gandhi the original dharma is Truth and non-violence. He fruitfully led nonviolent struggles against racial discrimination, colonial rule, economic and social exploitation and moral degradation. Ethical leadership is leadership that is bound for respect for ethical beliefs and values and for dignity and rights of others. Ethical leadership is management of values and for dignity and rights of others.

Ethics and moral thinking is an important part of everyone's live and hence this course on ethics aims to make the student learn the value and importance of morality and ethical behavior. They will learn about the power of Truth and nonviolence, fearlessness, love and justice, relentless service for nation and society and sacrifice for fellow human beings. According to Gandhi we the humans have choice and we can choose what we want and what we wish to do. Therefore the aim of this course is to be ethical and moral for both professional and personal well-being.

Objective and Learning Outcomes:
After completing this course students will be able to:

1. To inculcate the ethical values and norms in the minds of students. To enable them to understand the importance of social and corporate responsibility. To improve ethical standards of students in managing human resources and business dealings.
2. To analyze and understand the fundamental aspects of Gandhi's ethics and morality.
3. To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.
4. Build leadership skill and traits among students that highlights Ethical Leadership.
5. They shall also learn about the power of Truth and nonviolence, fearlessness, love and justice, relentless service for nation and society and sacrifice for fellow human beings.

Course Content:
UNIT I
Introduction- Definition of ethics : Improvement of ethical performance in business ; Values ; Managerial values; Classification of values ; Transactional ethics – Participatory ethics ; Recognitional ethics ;Code of ethics.
UNIT II

Ethical theories: Introduction; Cognitive and Non-cognitivism ; consequentialism versus Non-consequentialism ; Utilitarianism versus Non-Utilitarianism; Basic human rights ; moral evaluation; ten commandments – Business and Religion.

UNIT III

Ethics and Social responsibility: Introduction to changing expectations of social responsibility; managerial ethics; the four faces of social responsibility; societal responsibility issues.

UNIT IV

Ethics and the organization : Introduction to traditional model of the organization; the rational organization; conflicts of interest; firms duties to the employee; ethics in human resource management and organizational culture.

Suggested Readings:

1. Murthy, C.S.V, (2001) Business Ethics, A P H Publishing Corporation, New Delhi.
2. Manuel G, Velasquez, (2006) Business ethics, Concepts and Cases, Prentice Hall of India, Pvt. Ltd, New Delhi.
3. Fowler, Martin Clay, (2008) The Ethical Practices of Critical Thinking, Carolina Academic Press, U.S.A.
4. Hamilton, Daniel's., (Ed), (2007), Which Values for Our Time, Center for Trans Atlantic Relaions, U.S.A.
5. Kidder, Rashwarth. M,(2005) Moral Courage, Morrow, New York. Agullar,F.J.(1994) Manaing Coprorate Ethics, Oxford University Press, London.
6. Boxi, C.V & Prasad.A,(2005) Corporate Social Responsibility, Concepts and Cases, Excel, New Delhi.
7. A.N.Tripathi (2003) Human Values, New Age International Publishers, New Delhi. Sandeep Sareen (2001) Ethics Management, Sarup&Sons Publishers, New Delhi.
8. Amartya Sen (1998) On Ethics and Economics, Oxford Universtiy Press, New Delhi. Shiva Ramu.
9. S (2000) Corporate Crisis Management, Response Books Publishers, New Delhi.
10. Milton Yinger.J (1997) Ethinicity, Rawat Publications New Delhi.
11. Carl Ficarrotta.J (2008) Ethics, Intergrity & Responsibility, The leaders Imperative, Jaico Publishing hourse, Mumbai.

SMMC920A	GANDHIAN THEORY AND ACTION IN THE CONTEMPORARY WORLD	C
		3

Overview:
Looking at the existing situation in India, Gandhi is rightly referred to as the father of our nation because he single handedly stood up in opposition to the Britishers. But, nowadays, Gandhi is in most cases forgotten and his relevance wondered even with the aid of his ardent devotees. Today Gandhi is remembered in India only on his birthday which is well known as a country wide holiday alternatively as a ritual. India is not following any of Gandhi's teachings which can be of use more often than any other teachings. Considering the fact that during independence, all of us have witnessed many violent communal riots in this multi communal society. But Gandhi's message of 'swabalambi', non-violence and self-sufficiency plays a vital role in building sound and peaceful society. Therefore, this course is vital for all of us to rethink on the situations and problems we have had in past and what were the Gandhian ways through which our society has evolved. This course will help the students to study in-depth the life and message of Gandhi, to understand the Gandhian way of Management, to practice the Gandhian model of conflict reduction, to lead a humane life on Gandhian lines and lastly help students to become a Gandhian constructive worker.

Objective and Learning Outcomes:
After completing this course students will be able to:

1. Students will be able to learn about the Gandhi in a global frame and Gandhian thought and principles in contemporary world. To understand and appreciate the principles and practices of Gandhi and their relevance in the contemporary times.
2. Students shall be introduced with the key instances of Gandhi's continuing influence right up to the contemporary period and enable them to critically evaluate his legacy.
3. Students will understand Gandhi as a role model of Modern Civilization.
4. Awareness regarding Gandhian Thought: Theory and Action, Theory of Satyagraha. Satyagraha in Action, Peasant Satyagraha: Temple Entry and Critique of Caste. Social Harmony: Communal Unity and much more.
5. Students will understand the importance of tolerance and Women's Movements along with the modern day Gandhigiri- to develop noble character and attitude to enable the students to cope up with the challenges of daily life.

Course Content:

UNIT I
Understanding Gandhi: Child hood days, Student days, influence of Books and Individuals, Religion, Family, and Social factors. Gandhi as rebel, acquaintance with vegetarianism, as lawyer, encountering and transforming humiliation: in India, in south Africa- train incident, Coach incident, on path way, at court, attack by protesters.

UNIT II

Management: Gandhi's experiments in managing family- Eleven vows, nonpossession and sacrifice begin at home – Managing Ashram - community living, service and financial ethics – Managing Social movements- Transvaal March and Salt Satyagraha and nonattachment to position (Nishkama Seva). **Constructive programmes and contemporary issues:** Concept of Sarvodaya, poverty, terrorism, environmental degradation, problems in sharing common 22 resources, health systems and education, science and technology and centralization of power and governance.

UNIT III
Conflict Reduction: Pursuance of truth and nonviolence ends and means, openness, transparence, love and kindness in handling relationship, nonviolent communication, practicing nonviolence in social and political issues (Satyagraha), conflict resolution practices, art of forgiveness and reconciliation and shanti sena.

UNIT IV
Humanism: Trust in goodness of human nature, respect for individual and pluralistic nature of society, dignity of differences, equal regard for all religions (Sarvadharma Samabhava), castes, races, colours, languages etc., simple and ethical life, swadeshi and unity of humankind.

Suggested Readings:
1. M.K. Gandhi, (2012) An Autobiography or The Story of My Experiments with Truth, Navajivan Publishing House, Ahmedabad.
2. (2003) Satyagraha in South Africa, Navajivan Publishing House, Ahmedabad.
3. (1945) Constructive Programme: Its Meaning and Place, Navajivan Publishing House, Ahmedabad.
4. (2003) Key to Health, Navajivan Publishing House, Ahmedabad
5. (1949) Diet and Diet Reform, Navajivan Publishing House, Ahmedabad.
6. Basic Education, Navajivan Publishing House, Ahmedabad.
7. (2004) Village Industries, Navajivan Publishing House, Ahmedabad.
8. (1997) Hind Swaraj, Navajivan Publishing House, Ahmedabad.
9. (2004) Trusteeship, Navajivan Publishing House, Ahmedabad.
10. (2001) India of my Dreams, Navajivan Publishing House, Ahmedabad. K.S.Bharathi (1995)Thought of Gandhi and Vinoba, Shanti Sena, Sarva Seva Sangh Prakashan, Varanasi.
11. V.P.Varma, (1999)Political Philosophy of Mahatma Gandhi and Sarvodaya,Lakshmi Narain Agarwal, Agra. Louis Fisher (2010) Gandhi: His Life and Message.
12. B.R. Nanda. (2011)Mahatma Gandhi: A Biography, Allied Publishers Private Ltd., New Delhi.
13. N.K. Bose. (2008) Studies in Gandhism, Navajivan Publishing House, Ahmedabad.
14. Gopinath Dhawan, (2006)The Political Philosophy of Mahatma Gandhi, Navajivan Publishing House, Ahmedabad. N. Radhakrishnan, (2006) Gandhi's Constructive

Programmes: An Antidote to Globalized Economic Planning?, Gandhigram Rural Institute, 2006

SMMC834A	FINANCIAL ANALYTICS	C
		3

Overview:

The course is highly interactive, comprising of a mix of theory, group discussions, instructor-led demonstrations and Excel-based exercises for Students to undertake. Students are provided with a comprehensive slide pack, an illustrations booklet covering key Excel formulae, instructions to modeling exercises and exercise solution files. These will be used during the course and will serve as valuable reference material following the course should Students wish to refresh their skills at a later date. Additional homework exercises can also be provided upon request.

The course also gives ample opportunities to experience hand-on practices on numerical analyses, graphical illustrations, and customized formatting that arise out of application on forecasting financial statement, estimating costs of capital, constructing efficient portfolio, computing covariance matrix, measuring value at risk, pricing financial & real options, and fixed-income analytics

Objective and Expected Outcome:

Financial Modeling is intended to give students the opportunity to widen and deepen their knowledge of financial theory and practice by explaining how financial models and techniques may be implemented. Students are expected to use Excel to model a number of common applications including the construction of portfolios, tests of market efficiency, estimation of risk measures, performance measurement, and the valuation of options.

Financial Modeling helps reach at optimal business solutions by analyzing various parameters such as operations, investment, financing and valuation. Financial modeling usually relates with corporate and quantitative finance applications. In financial modeling, you will learn various aspects of business for

- Understanding and creating financial model template
- Learning excel skills – shortcuts, formulas, array function and pivot tables
- Understanding of the business model and operating model
- Performing Valuation using DCF and Comparable analysis
- Working Capital & Term Loan Modeling – Debt Infusion
- Estimating value of a Merger Transaction
- Calculating Enterprise value and Implied Market capitalization
- Building flexible Charts in Excel
- Understanding VBA – Sub & Functions
- Understanding Monte Carlo Simulation
- Breaking Circular Loops using Macro
- Building Primary & Secondary Axis in a Chart
- Making of different charts: Radar Charts,Waterfall Charts,Football field,Gantt chart etc.

This course will typically use to anatomize and analyze a company's performance and make predictions about the company's future. By having knowledge in building a financial model, students will open up to a wide variety of career choices in Investment Banking, Equity Research, Fixed Income Research, Credit Rating and Risk Management.

Course Content:

Unit-I
Introduction to Excel, Introduction to Modeling, Advanced Features of Excel, Database Functions in Excel, Creating Charts, using Forms and Control Toolbox, Finance Functions, Dynamic Models

Unit-II

Sensitivity Analysis using Excel, Scenario Manager and Sensitivity Analysis Features, Simulation using Excel, Use of Statistical Distributions used in Simulation, Random Numbers, and Building Models

Unit-III

Excel in Project Appraisal, Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal, Excel in Valuation, Value Drivers, DCF Valuation, Risk Analysis in Valuation

Unit-IV

Excel in Portfolio Theory, Efficient Portfolio, Dynamic Portfolios, Portfolio Insurance, Fixed Income Portfolio Management, Excel in Derivatives, Black and Scholes Model in Excel, Greeks in Excel Real Options Valuation

TEXT BOOKS:

Chandan Sengupta. Financial Analysis and Modelling using Exel and VBA. Wiley

REFERENCE BOOKS:

1. Wayne l. Winston. Microsoft Excel 2013: Data Analysis and Business Modeling ,PHI

2. Humphrey K.K. Tung and Donny C.F. Lai.Professional Financial Computing Using Excel and VBA (WILEY Finance)

SMMC901A	HUMAN RESOURCE ANALYTICS	C
		3

Overview:

This course will provide assistance as an introduction to Human Resource Analytics. The course provides information about the use of analytics within the Human Resource discipline. With automation of many HR functions and widely dispersed business units, it has become mandatory on the part of organizations to create rich data source. Not only the creation but also effective utilization of HR data will help organizations in proper HR value creation. HR analytics is about measuring the ROI on human capital investment and measuring its impact on performance, production, and profitability of the organization. Analytics of workforce (one of the most important asset) of organization will help human resource practices to get aligned with the business strategy of the organization, thereby making human resource as a strategic Business partner. This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management, and will prepare reports to present findings and recommendations. This course will survey critical HR topics with an analytical perspective. The Student will develop a basic working knowledge of selection, compensation, performance evaluation, job coaching, diversity, legal issues, and current topics impacting human resources in the organization. This course end up with a basic tool kit of the most critical HR analytic skills you should have to be an effective professional.

People analytics is a data-driven approach to managing people at work. For the first time in history, business leaders can make decisions about their people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance. In this brand new course, three of Wharton's top professors, all pioneers in the field of people analytics, will explore the state-of-the-art techniques used to recruit and retain great people, and demonstrate how these techniques are used at cutting-edge companies. The subject provides insight of how data and sophisticated analysis is brought to bear on people-related issues, such as recruiting, performance evaluation, leadership, hiring and promotion, job design, compensation, and collaboration.

Objectives and Expected Outcome:

The objective of this course is to:

- provide an understanding of the different analytical approaches used by HR Professionals to solve real business problems

- acquire the relevant knowledge to coordinate and communicate with stakeholders such as data analysts, IT and other specialists
- examine actual business cases and apply problem solving and critical thinking skills through various pedagogies
- provide insights of an HR analytics team or develop an analytics function

After completing this course students will be able to:

- Use appropriate software to record, maintain, retrieve and analyze information related to human resources.
- Apply quantitative and qualitative analysis to understand trends and indicators in human resource data.
- Assessment of human resource management activities such as forecasting requirements, availability of numbers, types of skill sets needed, analyze the performance appraisal process, the methods used, and the problems encountered.
- Analyzing efforts in safety and health programs, employee assistance programs, health promotion programs and other efforts directed toward improving employee health and well-being
- Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

Course Content:

UNIT-I INTRODUCTION TO HR ANALYTICS: Understand the characteristics of HR analytics ‑ Explain the strategic focus for HR analytics ‑ Describe several problems facing HR analytics, Challenges within HR Analytics ‑ Understand whether HR Analytics is big data ‑ Describe common pitfalls of HR Analytics project ‑ Explain how to solve problems with HR Analytics , Skillsets ‑ Describe the 5 most important skills required ‑ Understand the skills needed in a HR analytics team ‑ Explain the skillsets needed in different stages of the HR analytics process

UNIT II CONSULTING THE BUSINESS: Challenges ‑ Describe the major challenges facing HR analytics ‑ Understand the future of HR analytics ‑ Explain how HR analytics will solve these challenges. Maturity ‑ Understand the HR analytics maturity model ‑ Explain employee life cycles and employee experiences ‑ Describe performance- and succession management. Agile HR Analytics ‑ Explain the people analytics cycle ‑ Understand the agile framework ‑ Connect agile principles with HR challenges

UNIT III BUILDING THE BUSINESS CASEL: Variables ‑ Explain the effects between (in)dependent variables and control variables ‑ Describe the impact of a moderator variable ‑ Understand how a mediator can affect the outcome Proving Analytics' Value by using the HR Value Chain ‑ Understand how the HR Value Chain works ‑ Describe how the HR Value

Chain can be used to achieve business outcomes from .Explain how HR processes work in conjunction with HR outcomes and organizational outcomes .Applying the HR Value Chain in Real Life ‑ Describe how you should start with a relevant business challenge ‑ Understand what the first steps are after defining the business problem ‑ Explain how you can create measurable and impactful metrics to measure HR effectiveness. Examples of Analytics Cases ‑ Describe factors that drive employee turnover ‑ explain the link between engagement and performance ‑ Understand the principles that drive absenteeism

UNIT IV HR DATA: Implementation ‑ Understand how to manage data and automate it ‑ Describe the importance of a pilot analysis ‑ Explain capability & compliance building of HR analytics HR Data I ‑ Describe what HRIS is not ‑ Explain the different tools HR analytics can use ‑ Understand the advantages of data warehousing. HR Data II ‑ Describe what HR reporting is useful for ‑ Explain the different tools HR analytics can use ‑ Understand data cubes and late arriving data.

Text Books:

   2. The Basic Principles of People Analytics**-**Learn to drive better outcomes for your business and employees by Erik van Vulpen and David Green

Reference Books:

1. The New HR Analytics by Jac FITZ-ENZ Publisher: AMACOM *Release Date: May 2010* ISBN: 9780814416433.*

SMCS325A	DIGITAL MARKETING	C
		3

Overview:

It's a paradigm shift in the corporate culture with IT revolution. Again the evolution of the social media like Twitter, Facebook, Instagram etc. has created new warfare among the firms to get strategic advantage in the industry. With the up gradation of the technology, and recently the key campaign launched by the Government of India - Digital India and the decision of Demonetization has acted like catalyst in boosting the Digital Marketing as Paytm went from 125 million wallet customers before demonetization to 185 million three months later, and kept on growing in continuity with hitting 280 million users by November 2017.

Objective and Expected Outcome:

The course aims to help students understand digital marketing methods, from a variety of perspectives—as analysts, consumers, and entrepreneurs. Any firm may go for digital marketing, if it aims at-

- brand positioning in efficient way
- Empowering the brand
- For increasing the sales
- To improve conversion rate
- To reduce bounce rate in business

The success of Mr Obama in USA elections and Shri Narendra Modi in General Elections 2014, has proved the success story of the Powerful Digital Marketing Strategy. This course will cover basic marketing and statistical concepts and provide an introduction to different online marketing tools like email marketing, SEO/SEM and social media analytics. Through the application of the digital marketing strategies a firm may get maximum sales. Strengthening the brand is another mile stone in the way of digital marketing application. The mass media coverage of the marketing communication is very much efficient and impactful.

Unit I
Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media
Industry - Reaching Audience through Digital Channels- Traditional and Digital Marketing -
Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships -
Business in Modern Economy - Integrating E-Business to an Existing Business Model -
Online
Marketing Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetization-
Careers
in Social Media Marketing, Online content development & key word optimization.

Unit II
Purchase Behavior of Consumers in Digital Marketing Format - Online Customer

Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models
in Search Engine Positioning – Overview of SEO Techniques, Display Advertising – Trends, Web Analytics.

Unit III
Product Attributes and Web Marketing Implications - Augmented Product Concept -
Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price
and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing -
Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods into Search Goods, Personalization through Mass Customization - Choice Assistance –Personalized Messaging - Selling through Online Intermediaries -Direct to Customer Interaction.

Unit IV
Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Role of Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.) Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.

Text Books:
1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
Reference Books:
1. Strauss Judy, E-Marketing, Prentice Hall, India
2. Easley D. Kleinberg J., "Networks, Crowds, and Markets – Reasoning about a
Highly Connected World", Cambridge University Press.
3. Matthew A. Russell, "Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites", O'Reilly Media
4. Gavin Bell (Author), "Building Social Web Applications: Establishing Community at the Heart of Your Site", O'Reilly Media

SMCS906A	MANAGING BIG DATA	**C**
		3

Overview:

Average Salary of Big Data Hadoop Developers is $135,000 (Indeed.com salary data) .
McKinsey predicts that by 2018 there will be a shortage of 1,500,000 data experts.
The Hadoop Big Data analytics market is projected to grow to USD 40.69 Billion by 2021 –
MarketsandMarkets.

it covers in-depth knowledge on Big Data and Hadoop Ecosystem tools such as HDFS,
YARN, MapReduce, Hive, Pig, HBase, Spark, Oozie, Flume and Sqoop. Throughout this
online instructor-led Hadoop Training, you will be working on real-life industry use cases in
Retail, Social Media, Aviation, Tourism and Finance domain using cloud lab, at times.

You will execute all your Big Data Hadoop Course Assignments/Case Studies on your Cloud
LAB environment whose access details will be available on your LMS. You will be accessing
your Cloud LAB environment from a browser. For any doubt, the 24*7 support team will
promptly assist you. To make this course student-friendly, the learning would be anecdotal &
project based.

Objective and Expected Outcome:

Hadoop is an Apache project (i.e. an open source software) to store & process Big Data.
Hadoop stores Big Data in a distributed & fault tolerant manner over commodity hardware.
Afterwards, Hadoop tools are used to perform parallel data processing over HDFS (Hadoop
Distributed File System).

As organisations have realized the benefits of Big Data Analytics, so there is a huge demand
for Big Data & Hadoop professionals. Companies are looking for Big data & Hadoop experts
with the knowledge of Hadoop Ecosystem and best practices about HDFS, MapReduce,
Spark, HBase, Hive, Pig, Oozie, Sqoop & Flume.

Prior knowledge of Core Java and SQL will be helpful but is not mandatory.

On completion of this exciting & disruptive course, learners will be able to: .
*   Understand what Big Data is, the limitations of the traditional solutions for Big Data
    problems, how Hadoop solves those Big Data problems, Hadoop Ecosystem, Hadoop
    Architecture, HDFS, Anatomy of File Read and Write & how MapReduce works.
*   Learn Hadoop Cluster Architecture, important configuration files of Hadoop Cluster,
    Data Loading Techniques using Sqoop & Flume, and how to setup Single Node and
    Multi-Node Hadoop Cluster.
*   Learn Advanced MapReduce concepts such as Counters, Distributed Cache, MRunit,
    Reduce Join, Custom Input Format, Sequence Input Format and XML parsing.

- Learn Apache Pig, types of use cases where we can use Pig, tight coupling between Pig and MapReduce, and Pig Latin scripting, Pig running modes, Pig UDF, Pig Streaming & Testing Pig Scripts. You will also be working on healthcare dataset**Topics:**
- Understand Hive concepts, Hive Data types, loading and querying data in Hive, running hive scripts and Hive UDF.
- Understand how multiple Hadoop ecosystem components work together to solve Big Data problems. This module will also cover Flume & Sqoop demo, Apache Oozie Workflow Scheduler for Hadoop Jobs, and Hadoop Talend integration.

Course Content:

UNIT I

A. Introduction to Big Data & Big Data Challenges, • Limitations & Solutions of Big Data Architecture • Hadoop & its Features • Hadoop Ecosystem • Hadoop 2.x Core Components • Hadoop Storage: HDFS (Hadoop Distributed File System) • Hadoop Processing: MapReduce Framework • Different Hadoop Distributions

B. Hadoop 2.x Cluster Architecture, • Federation and High Availability Architecture • Typical Production Hadoop Cluster • Hadoop Cluster Modes • Common Hadoop Shell Commands • Hadoop 2.x Configuration Files • Understand Hadoop MapReduce framework comprehensively, the working of MapReduce on data stored in HDFS. You will also learn the advanced MapReduce concepts like Input Splits, Combiner & Partitioner.

.**UNIT II**

Traditional way vs MapReduce way, • A. Why MapReduce • YARN Components • YARN Architecture • YARN MapReduce Application Execution Flow • YARN Workflow • Anatomy of MapReduce Program • Input Splits, Relation between Input Splits and HDFS Blocks • MapReduce: Combiner & Partitioner • Demo of Health Care Dataset • Demo of Weather Dataset

B. Counters, • Distributed Cache • MRunit • Reduce Join • Custom Input Format • Sequence Input Format • XML file Parsing using MapReduce

UNIT III

Introduction to Apache Pig , • MapReduce vs Pig • Pig Components & Pig Execution • Pig Data Types & Data Models in Pig • Pig Latin Programs • Shell and Utility Commands • Pig UDF & Pig Streaming • Testing Pig scripts with Punit • Aviation use-case in PIG • Pig Demo of Healthcare Dataset

Introduction to Apache Hive, • Hive vs Pig • Hive Architecture and Components • Hive Metastore • Limitations of Hive • Comparison with Traditional Database • Hive Data Types and Data Models • Hive Partition • Hive Bucketing • Hive Tables (Managed Tables and External Tables) • Importing Data • Querying Data & Managing Outputs • Hive Script & Hive UDF • • Retail use case in Hive

UNIT IV

A.Hive QL: Joining Tables, Dynamic Partitioning, • Custom MapReduce Scripts • Hive Indexes and views • Hive Query Optimizers • Hive Thrift Server • Hive UDF • Apache HBase: Introduction to NoSQL Databases and HBase • HBase v/s RDBMS • HBase Components • HBase Architecture • HBase Run Modes • HBase Configuration • HBase Cluster Deployment • B. Oozie • Oozie Components • Oozie Workflow • Scheduling Jobs with Oozie Scheduler • Demo of Oozie Workflow, • Oozie Coordinator • Oozie Commands • Oozie Web Console • Oozie for MapReduce • Combining flow of MapReduce Jobs • Hive in Oozie • Hadoop Project Demo • Hadoop Talend Integration

Text Book:
6. Jain,VK. Big Data and Hadoop (English, Paperback.) New Delhi: Khanna Publishing.

Reference Books:

1. Kumar, VK (2018) & Shindgikar, P. Modern Big Data Processing with Hadoop: Expert techniques for architecting end-to-end big data solutions to get valuable insights. Paperback
2. Projects.

SMCS903A	BLOCK-CHAIN AND CRYPTO-CURRENCY	C
		3

Overview:

According to the World Economic Forum, 18% of the world's GDP will be on Blockchain related technologies by 2025.Bill & Melinda Gates Foundation aims to use Blockchain technology to help the two billion people worldwide who lack bank accounts. Average yearly salary for "Blockchain Developer" ranges from $85k for Application Developer to $115k for Sr. Software Engineer as per indeed.com.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new technological tools & techniques in the global context as forewarned is forearmed. They need to be aware of technological engineering.

To make this course student-friendly, the learning would be anecdotal & project based and it will highlight skilled professionals' new roles in ever-growing and changing technological ecosystem in this digital world.

Objective and Expected Outcome:

Blockchain course will provide an overview of the structure and mechanism of Bitcoin, Ethereum, Hyperledger and Multichain Blockchain Blockchain platforms. You will learn the importance of consensus in transactions and how transactions are stored on Blockchain. You will learn to setup your own private Blockchain and deploy smart contracts on Ethereum.you will also learn to deploy the business network using Hyperledger Composer.

On completion of this exciting & disruptive course, learners will be able to: .

- Master the concepts of distributed ledger technology, types of ledgers and the purpose of different types of ledgers

- Understand the consensus algorithms and its types

- Learn some of the widely used cryptographic and hash algorithms which enhances the security of Blockchains

- Comprehend popular development platforms like Ethereum, Hyperledger, and Multichain

- Setup and integrate a private Blockchain environment using Blockchain frameworks like Ethereum (testrpc, geth, Web3, eth_lightwallet, etc.), Hyperledger fabric framework and Multichain

- Develop Smart Contracts and decentralized applications

- Discuss and asses compelling real-life use cases of Blockchain technologies

Course Content:

UNIT I

Transformation in trading units, Cryptography and Cryptocurrency, Anonymity and Pseudonymity in Cryptocurrencies, Anonymity and Pseudonymity in Cryptocurrencies Digital Signatures, Cryptocurrency Hash Codes, Distributed networks
.

UNIT II

Introduction to Blockchain, Why Blockchain is crucial, Key vocabulary while discussing Blockchain, Distinction between databases and blockchain, Explaining distributed ledger, Blockchain ecosystem, Blockchain structure, Working of Blockchain technology, Permissioned and permission-less Blockchain

UNIT III

Concept of Ethereum, Ether, Ethereum ecosystem, DApps and DAOs, Learning Solidity: Contract classes, functions, and conditionals, Inheritance & abstract contracts, Libraries, Types & optimization of Ether, Global variables, Debugging, Future of Ethereum

UNIT IV

Introduction to Hyperledger, Hyperledger Architecture, Consensus, Consensus & its interaction with architectural layers, Application programming interface, Application model, Network topology and Exploring Hyperledger frameworks

- A.Introduction to MultiChain, Privacy & permissions in MultiChain, Mining in MultiChain, Multiple configurable Blockchains using MultiChain, Setting up a private Blockchain, Creating a Blockchain, Connecting to a Blockchain, Some commands in interactive mode, Using native assets, Transaction metadata, Streams

- B.Setting up a development environment using Composer, Developing business networks

- Testing business networks, Introduction to Hyperledger Fabric, Hyperledger Fabric model, Various ways to create Hyperledger Fabric Blockchain network

Text Book:

2. Blockchain Technology Explained: The Ultimate Beginner's Guide About Blockchain Wallet, Mining, Bitcoin, Ethereum, Litecoin, Zcash, Monero, Ripple, Dash, IOTA and Smart Contracts Kindle Edition
   by Alan T. Norman

Reference Books:
1. Blockchain Basics: A Non-Technical Introduction in 25 Steps 1st ed.

2. Purusty,Narayan. Building Blockchain Projects: Building decentralized Blockchain applications with Ethereum and Solidity

3. Caro,Artimis. Blockchain: Bitcoin, Ethereum & Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency (The Future of Money Box Set) .

4. Inclusive FinTech:Blockchain, Cryptocurrency and ICO Kindle Edition , by David Kuo Chuen Lee, Linda Low

SMCS921A	**SUPPLY CHAIN ANALYTICS**	**C**
		3

Overview

Supply Chain Analytics aims to improve operational efficiency and effectiveness by enabling data-driven decisions at strategic, operational and tactical levels. It encompasses virtually the complete value chain: sourcing, manufacturing, distribution and logistics. Supply Chain Analytics brings data-driven intelligence to the business, reducing overall cost to serve and improving service levels. Supply Chain Analytics leads to growth in revenues, improve margins, manage working capital in a better way and enhance the control points across the supply chain.

Course Objective and Expected Outcomes

Course objective is to equip students with an understanding of the "importance and role of supply chain analytics" in the modern business enterprises and how business firms can take advantage with the help of supply chain analytics. Further, for students who wish to specialize in analytics, the course provides a strong foundation for the application of supply chain analytics with analytical platforms.

At the end of the course the student should be able to

1. Explain the importance of supply analytics and applications.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like R,SAS and MS excel efficiently in order to take managerial decisions more effectively

Course Content

Unit I

Introduction to Supply Chain Analytics: Definition, relevance and scope Supply Chain Analytics, recent trends in Supply Chain Analytics

Unit II

Overview of Supply Chain Models and Modelling Systems: Descriptive models, Optimization modes, Off-the shelf modelling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management

Unit III

Application of Supply Chain Models: A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement, and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models for Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management' Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship Management, Models for Collaborative Design and Manufacturing, Collaborative Planning, Forecasting, and Replenishment Models.

Unit IV

 A Look at Future State of Supply Chain Modelling: Recent developments in theory technology and practices. Future developments and expected improvement in efficiency levels and operational simplicity

SMCS922A	MARKETING ANALYTICS	C
		3

Overview

Firms operate in an increasingly challenging business environment, with greater competition, more informed customers and rapidly changing market trends. Simultaneously, they also have access to more information about their customers, the marketplace and their competitors than ever before.

There has been an exponential growth in data generated from internal and external databases, store scanners, customer transactions, web navigation, online search, and more recently, social media but most companies do not know how to best use this data. Thus, it is imperative that all marketing professionals understand the data available to them and how to most effectively make use of it. In this environment, knowing how to use this information to make optimal business decisions is a crucial competitive advantage and companies are, as a result, seeking trained professionals who have the skills to analyze the data to help managers make better marketing decisions.

Marketing Analytics tools and techniques are developed and applied to real-world business decisions. Major emphasis is placed on developing an understanding of the data available to marketers, its uses and limitations, and the tools and techniques for predicting and measuring the effectiveness of a company's marketing efforts. Analytical, critical thinking and technology skills will be enhanced throughout the course.

Objective and Expected Outcomes:

Specific outcomes include:

- Understand the decision making process and the role of Marketing Analytics as a decision support tool in an organization;
- Understand the relationship between Marketing Analytics, CRM and customer loyalty;
- Understand how Marketing Analytics are applied in various industries and functions;
- Gain knowledge of the strengths and weaknesses of the various Marketing Analytics models and statistical applications available in the market;
- Understand the different types of data being used in Marketing Analytics and their nuances;
- Understand the information technology considerations inherent in Marketing Analytics to include database development/manipulation, data warehousing, and database querying;
- Gain hands-on experience in applying Marketing Analytics procedures

to business problem solving;

- Understand why market segmentation is so important and identify segments using RFM and Cluster Analysis;
- Measure the value of segments using customer lifetime value modeling;
- Explore how to "slice and dice" the data to get different views of the information; how to aggregate and disaggregate the data to see the information with varying degrees of resolution; and how to do important types of analytics and related reports;
- Be able to create reports using various visual displays including pivot tables;
- Be able to evaluate marketing problems and determine suitable analytical methods;
- Understand the difficulties presented by massive, opportunistic data;
- Understand the basic principles of data mining; the different methods of data mining; and how they compare;
- Gain an understanding of the privacy, ethical, governmental, and legal issues in data mining and marketing analytics

Course content:

Unit 1

Marketing Analytics: Introduction, Google Analytics, Manipulation and analysing data in excel.

Unit II

Levels of Measurement; Introduction to SPSS; Data Manipulation, Exploring Data; Frequencies; Descriptive Statistics, Crosstabulations; Independent Samples t-Test; One-Way ANOVA, Market Segmentation & Cluster Analysis

Unit III

Scatterplots & Correlation Analysis, Linear Regression, Logistic Regression, Model Validation & Assessment

Unit IV

Data Visualization using Excel, Data Visualization using Tableau, Ethical Issues & Privacy Considerations in Analytics

SMMC 828	**SERVICES MARKETING IN VIRTUAL WORLD**	**C**
		3

E-marketing means using digital technologies such as websites, mobile devices and social networking to help reach the customers, create awareness about the brand and sell the goods or services. The basics of marketing remain the same - creating a strategy to deliver the right messages to the right people. It emphasizes on Return on Investment and is effective and efficient in building reputation, advanced advertisement, and proper result oriented marketing making it in line with the course. E-Marketing is a proven recession proof marketing strategy as compared to other traditional marketing tools. There are wide positions in the job market that one can fit into once trained. Current Scenario of this industry is such that due to diversification and emerging segment, openings for qualified professional is huge whereas, the supply for quality resources is less.

OBJECTIVES AND EXPECTED OUTCOMES

Almost all businesses today know that e-marketing is indispensable, but not all of them understand the outcomes that can be obtained through the strategies used in e-marketing concept. The main objective of e-marketing is it helps students to be SMART (Specific, Measurable, Attainable, Relevant and Timely). E-Marketing is one of the keystones of digital communication for any company and a requisite tool to achieve the targets set out in the e-marketing campaigns. This is an immediate tool that allows companies to target specific customers that they want and send them personalized offers. The field of E-Marketing thrives on interdisciplinary activity that calls for multiple skills to execute tasks. This instructs students in the genesis, history, structure and infrastructure of this revolutionary way of conducting trade. It adds a lot more science and analytics to marketing, which is why students can, undoubtedly, execute the methodology. E-Marketing helps students to give clear and detailed information on products and services by way of content marketing and updated marketing strategies. Learning E-Marketing is far more affordable and from a Business point of view too, not all E-Marketing tactics require significant budget. As example social media marketing & content marketing doesn't require budget just creativity and consistency. E-Marketing is cost effective as compared to other traditional marketing media tools. An E-Marketing campaign can be stopped at any given point of time unlike the traditional marketing styles.

Course Contents
Unit I

E-Marketing-An Overview – Introduction, Objectives, Definition, History and, Features of E-Marketing, Problems in E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing.

Components of E-Marketing – Types of buyers (customers) and sellers, Infrastructure: Building a Product System, Intermediaries, Other Business Partners, Support Services, Digital Products. Issues relating to E-Customers, types of E-Markets.

Unit II

E-Marketing Tools - Introduction, Objectives, E-Mail Marketing, Creating a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising

E-Marketing Plan – Introduction, Objectives, Definition of E-Marketing Plan, Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success, E-Marketing Strategy

Applications of E-Marketing - Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium.

Unit III

Strategic Advantages of E-Marketing –Creating New Sources of Competitive Advantage, Direct Distribution Model, Re-engineering the Supply Chain, Targeting Underserved Segments, Lower Price Barrier, Delivery Systems for Digital Products, Creating an Efficient Marketplace, Creating a Virtuous Cycle.

Methods and Techniques of E-Marketing - Advertising Techniques, Selling Methods, Sales Promotion, Public Relations, Sponsorship Techniques, Direct Marketing Techniques, Merchandising Techniques, Online Seminar Techniques, Word-of-Mouth Marketing Techniques.

Unit IV

E-Metrics - E-Metrics: An Overview, Monitoring E-Marketing Activities, User Surveys and Usability Testing, Tracking and Site Analysis Tools

E-Customer Relationship Management – Concept of E-CRM, Prerequisites for the Implementation of E-CRM, Transition from CRM to E-CRM, E-CRM and Community Building, E -CRM and Customer Lifecycle, E-CRM versus E-Loyalty, Conversion Optimization

Legal and Ethical Issues in E-Marketing –Need for E-Business Legal Protection, Privacy, Digital Property, Online Expression, Emerging Issues.

Text Books:
2. Strauss Judy, E-Marketing, Prentice Hall, India

Reference Books:

9. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth
10. Heinemann, USA
11. Easley D. Kleinberg J., "Networks, Crowds, and Markets – Reasoning about a
12. Highly Connected World", Cambridge University Press.
13. Matthew A. Russell, "Mining the Social Web: Analyzing Data from Facebook, Twitter,
14. LinkedIn and other social media sites", O'Reilly Media
15. Gavin Bell (Author), "Building Social Web Applications: Establishing Community at the
16. Heart of Your Site", O'Reilly Media

SMMC923A	**SPREADSHEETMODELLING AND ANALYTICS**	**C**
		3

Overview

This course provides students with knowledge and skills to apply electronic spreadsheets and databases to support decision-making and problem-solving in business and accounting. Extensive use of MS Excel. MS Access is done for working with large datasets. The course is built around various business and accounting decision problems. Emphasis is on the application of information technology rather than the detailed aspects of the decision problem.

Objective and Expected Outcome
• After completing this course, students will:
• Have extensive knowledge and skills to apply electronic spreadsheets in business decision-making and problem-solving;
• Understand and be able to apply in business and accounting selected intermediate and advanced features of electronic spreadsheets;
• Have the ability and skills to work with large data sets and integrate data from different tables and sources;
• Understand fundamental risks associated with using spreadsheets and be able to take basic precautions to address them;
• Understand the need for relational databases and use selected features of a relationship database to enhance the capabilities of your spreadsheet even more.

Unit I

Introduction to Spreadsheet Modeling : Deterministic, Stochastic and Optimization Models , Formulas/Formatting/Printing/Functions.

Unit II

Applications in Marketing, Sales and Supply Chain ,Techniques Covered: Relative/absolute cell references, Structural referencing (named ranges) , Advanced formulae, LookUp Tables ,Linking disparate workbooks, Dynamic linking ,Updating links ,Integrating and manipulating data from external sources

Research Insight using techniques: Importing ,Defining, computing & applying measures of central tendency/dispersion (mean, median, quartiles, mode) ,Basic measures of dispersion (standard deviation and range) ,Differences and uses of different forms of data (nominal, ordinal, interval, ratio) ,Populations vs. Samples ,Charting ,Filtering ,Sorting ,Subtotals, including frequency counts ,Pivot Tables

Unit III

Applications in Corporate Finance & Investments using techniques: Advanced formulae, Charting & Presentations ,Grouping data, Scenarios/What-if Analysis, Data Tables/Break Even Analysis , Goal Seek

Applications in Accounting using techniques What-if analysis ,Change tracking and collaboration ,Goal seek ,

Advanced Formulae ,Macro

Unit IV

Applications in HR Management using Advanced Formulae ,Working with large datasets ,Lookup Tables, Filtering ,Multiple worksheets linking ,Advanced formulas and macros ,Charting and presentations

Linking Multiple Spreadsheets & Datasets with Access Import, Link and Integrate Spreadsheets into Tables ,Techniques Covered The need for more powerful databases , Relational database concept ,Excel vs. a relational database ,Table creation & table field properties ,Importing spreadsheets Table relationships

Text Books

Exploring Microsoft Office Excel 2013 Comprehensive - With CD - 12 edition by Robert T. Grauer

SMMC924A	**PREDICTIVE ANALYTICS**	**C**
		3

Overview

Predictive analytics is the branch of advanced analytics which is used to make predictions about unknown future events predictive analytics uses many techniques from data mining statistics modelling machine learning and artificial intelligence to analyse current data to make predictions about future. The pattern found in historical and transactional data can be used to identify risk and opportunities for the future. Predictive analytics model captures relationship between many factors to assess risk with the particular set of conditions to assign a score or weight. By successfully applying predictive analytics, business can effectively interpret big data for their benefits.

Objectives and Expected Outcome

The course enables students to:
• To learn, how to develop models to predict categorical and continuous outcomes, using such techniques as neural networks, decision trees, logistic regression, support vector machines and Bayesian network models.
• To know the use of the binary classifier and numeric predictor nodes to automate model selection.
• To advice on when and how to use each model. Also learn how to combine two or more models to improve prediction
outcomes
The students will be able to:
• Understand the process of formulating business objectives, data selection/collection, preparation and process to successfully design, build, evaluate and implement predictive models for a various business application.
• Compare the underlying predictive modeling techniques.
• Select appropriate predictive modeling approaches to identify cases to progress with.
• Apply predictive modeling approaches using a suitable package such as SPSS Modeler

Course Content

Unit I
 Introduction to Data Mining Introduction, what is Data Mining? Concepts of Data mining, Technologies Used, Data Mining Process, KDD Process Model, CRISP – DM, Mining on various kinds of data, Applications of Data Mining, Challenges of Data Mining.
Unit II
 Data Understanding and Preparation Introduction, Reading data from various sources, Data visualization, Distributions and summary statistics, Relationships among variables, Extent of Missing Data. Segmentation, Outlier detection, Automated Data Preparation, Combining data

files, Aggregate Data, Duplicate Removal, Sampling DATA, Data Caching, Partitioning data, Missing Values.

Unit III

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

Unit IV

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

Text Book

1. Predictive & Advanced Analytics (IBM ICE Publication

SMCS825A	BUSINESS INTELLIGENCE & APPLICATIONS	C
		3

Overview:

This course provides an introduction to the concepts of business intelligence (BI) as components and functionality of information systems. It explores how business problems can be solved effectively by using operational data to create data warehouses, and then applying data mining tools and analytics to gain new insights into organizational operations. Detailed discussion of the analysis, design and implementation of systems for Business Intelligence, including: the differences between types of reporting and analytics, enterprise data warehousing, data management systems, decision support systems, knowledge management systems, big data and data/text mining.

Objectives & Expected Outcomes:

The course aims at examining Business Intelligence (BI) as a broad category of applications and technologies for gathering, storing, analyzing, sharing and providing access to data to help enterprise users make better managerial decisions. Students will learn the principles and best practices for how to use data in order to support fact-based decision making. Emphasis will be given to applications in marketing, where Business Intelligence helps in, e.g., analyzing campaign returns, promotional yields, or tracking social media marketing; in sales, where Business Intelligence helps performing for sales analysis; and in application domains such as Customer Relationship Management and e-Commerce. The student should be made to be exposed with the basic rudiments of business intelligence system, understand the modelling aspects behind Business Intelligence, understand of the business intelligence life cycle and the techniques used in it & are exposed with different data analysis tools and techniques. The potential benefits of business intelligence programs include- Accelerating and improving decision making, optimizing internal business processes, increasing operational efficiency, driving new revenues, gaining competitive advantages over business rivals, identifying market trends ,spotting business problems that need to be addressed etc.

To successfully compete in today's global business environment an organization must constantly monitor, recognize and understand every aspect and every issue of its operations, its industry and the overall business environment. This course focuses on business intelligence – an information technology approach to data collection and data analysis to support a wide variety of management tasks, from performance evaluation to trend spotting and policy making. Students learn analytical components and technologies used to create dashboards and scorecards, data/text/Web mining methods for trend and sentiment analysis, and artificial intelligence techniques used to develop intelligent systems for decision support.

Course Content:

UNIT I

Basic Concepts and Conceptual Database Design: Database administrator & Database Users, Characteristics of the Database, Concepts and Architecture, Schemes & Instances, DBMS Architecture & Data Independence, Database Languages & Interfaces, Database Models: Hierarchical, Network & Relational Data Model, Data Modelling Using The Entity-Relationship Model – Entities, Attributes and Relationships, Cardinality of Relationships, Strong and Weak Entity Sets, Generalization, Specialization, and Aggregation, Translating ER Model into Relational Model.

UNIT II
Data Warehousing: Introduction to Data warehouse, usage and trends, DBMS vs data warehouse, Data marts, Metadata, Multidimensional data model, Data cubes, Schemas for Multidimensional Database: stars, snowflakes and fact constellations.

Data warehouse process & architecture, OLTP vs OLAP, ROLAP vs MOLAP, types of OLAP, 3-Tier data warehouse architecture, distributed and virtual data warehouses, data warehouse manager. Applications of Data warehouse in business intelligence.

UNIT III
Data mining: Data Mining definition & task, KDD versus data mining, data mining techniques, tools and applications, DM in Business intelligence.

DM Application: Data Mining for Process Improvement, Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management, Relationship to Data Mining and Business Intelligence, integration and emerging trends.

UNIT IV
Advanced Mining Techniques:
Statistical techniques, Association rule learning, clustering analysis, classification analysis: regression, DSS, neural network, rough set, visualization.
DW and DM Applications :E-Business, Sciences, health care management, tax fraud detection, money laundering and other case studies.

TEXT BOOKS :
1. Fundamentals of Database Systems by R. Elmasri, S.B. Navathe, Pearson.

REFERENCE BOOKS:
1. Data warehousing by C.S.R. Prabhu, PHI.
2. Data Mining: Concepts & Techniques, 2nd edition by Jiawei Han and M. Kamber.
3. Data Mining with case studies, G. K. Gupta, PHI.
4. Data mining for Business intelligence, Galit Shmueli, Nitin R. Patel, Peter C. Bruce, Wiley.
5. Big Data, Mining and Analysis, Mohammed J. Zaki, Wagner Meira Jr.

SMMC905A	**ENTREPRENEURIAL FINANCE**	**C**
		3

Overview:

Entrepreneurial Finance gives a detailed insight to the student about the various intricacies related to financial management and valuation of new ventures and young firms throughout business lifecycle. It addresses key questions which bothers all <u>entrepreneurs</u>: how much money can be raised; should be raised; when should it be raised and who is going to foot the bill; what is a reasonable <u>valuation</u> of the start up; and how should funding contracts and exit decisions be structured.

Objective and Expected Outcome:

Entrepreneurial Finance is primarily designed for students who plan to get involved with a new venture at some point in their career -- as a founder, early employee, advisor or investor. However, the course is also appropriate for students interested in gaining a broader view of the financing landscape for young firms, going beyond the basics of venture capital and angel financing to look at venture debt, bank finance, corporate venture capital and receivables financing. The goal of Entrepreneurial Finance is to prepare students make better investment and financing decisions in entrepreneurial settings both as entrepreneurs and as investors.

The course begins with taking an idea from its inception to a business plan and bringing it into reality with various financing options such as venture capital, angel investors and venture debt etc. The strategic financial decisions, evaluation of projects, risk assessment and forecasting within the venture will be analysed. Valuation of firms, exit strategies and harvesting will be covered.

After completing the course, students will be able to weigh the various financial decisions related to real-world business phenomenon and provide a sound feasible solution at every stage of business life.

Course Content:

UNIT I

Business Evaluation and Valuation: Tools to evaluate early stage business opportunity, review the standard tools of valuation applied to start-up situations, venture capital method, the real options approach to valuation.

UNIT II

Financing: Ways to finance entrepreneurs , analyze the role of financial contracts in addressing information and incentive problems in uncertain environments.

UNIT III
Venture Capital Funds: structure of venture capital funds and their fund raising process, issues of corporate venture capital and private equity funds in emerging market economies.

Exit: how founders should exit. Should they sell to another company, take it public, or continue independently as a private company

UNIT IV
Employment Strategies for attracting and compensating employees in start-ups.

TEXT BOOKS:

Levin, Jack S. *Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions*. Aspen Publishers, 2009. ISBN: 9780735581609.

REFERENCE BOOKS:

5. Metrick, Andrew, and Ayako Yasuda. *Venture Capital and the Finance of Innovation*. Wiley, 2010. ISBN: 9780470454701.
6. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
7. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
8. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.

SMMC 837A	INNOVATION AND FINANCIAL SERVICES	C
		3

Overview:

India has a diversified financial sector undergoing rapid expansion, both in terms of strong growth of existing financial services firms and new entities entering the market. This course is intended for learners that have or wants to have a career in the financial sector. The course explores the evolving world of finance, focusing on the changing dynamics caused by the conversion of products and services into digital goods, new customer demands and changing regulation to govern the competitive landscape. Throughout the course, the students will be exposed to practices from leading financial services and companies.

Objective and Expected Outcome:

Keeping in view job prospects in financial sector the objective of the course is to give in-depth knowledge of financial sector to the students with practical inputs and prepare them for career in Financial Institutions. The course will provide participants with an opportunity to develop knowledge of basic concepts, insights into quality financial services and sharpen the decision making process. After the successful completion of the course student will be able to understand and appreciate

- Financial Services such as leasing, venture capital financing, merchant banking, issue management, Credit rating; factoring and forfeiting; housing finance; corporate actions, debt securitization
- Operational policies and practices of Development institutions - IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI
- segments/instruments of money market, Mechanism of security trading, NSE, OTCEI, Scripless trading, depository system and custodial services, SEBI – its objectives, functions and powers

Course Content:

UNIT I
Financial Services, salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

UNIT II
Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

UNIT III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market

UNIT IV

Mechanism of security trading, NSE, OTCEI, Scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Text Book:
2. Siddaiah, Thummuluri.(2011). Financial services, Noida: Pearson Education.

Suggested Readings:
6. Bhole, L. M., Financial institutions and markets , New Delhi: Tata McGraw Hills.
7. Pathak, Indian financial system, Noida: Pearson Education.
8. Khan, M.Y., Indian financial system, New Delhi: Tata McGraw Hill.
9. Machiraju, H.R., Indian financial system, Vikas Publishing House.
10. Machiraju, H.R., Working of stock exchange in India, New Age Publication.

SMMC830A	CREATING BRAND VALUE	C
		3

Overview:

The practice of increasing a products perceived value to the customer - known as brand management - has grown out of all proportion to its original foundations, leading some to use the term "obsessive branding disorder" in recent years. Most introductions to brand management concentrate on how marketing managers can "do" branding. To be of value to firms, branding must operate in the "real" world, not a theoretical one, unlocking latent commercial potential and delivering tangible business results. The imperative is to change as you go, making simple branding changes that deliver a commercial difference. Therefore, the goal of competitive strategy for a brand is to find a position in the industry where the brand can: 1) articulate a compelling value proposition, 2) defend itself against competitive forces and influence them in its favor and 3) leverage communication resources to sell the brand message and build brand equity

Author of Brand Management like "Blackston" extends his theory on consumer brand relationships introduced in the 90s. He introduces a new construct called "brands attitude", which complements the idea of brand image and introduces a typology of consumer relationships that is richer and more varied than the familiar concept of brand love. This construct describes more fully the two-way street that exists between consumers and brands and fills a crucial gap in traditional branding literature in explaining consumers' brand purchasing and usage behavior.

Objective and Expected Outcome:

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

Further, this course aims to empower students with knowledge and capacities to understand and analyze brand and branding management, from a corporate and consumer perspective. This objective will be achieved analyzing carefully they key concepts surrounding the subject: corporate perspective; the development of brand and brand architecture; the definition and role of marketing mix; the integrating marketing communication and brand management; the consumer perception in branding; etc. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic. Practical exercises (workshops) entail written exercises (storytelling) and oral presentations (case studies) and logo design.

Course Content:
UNIT–I
Basic understanding of brands – concepts and process – significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT–II
Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

UNIT–III
Branding impact on buyers – competitors, Brand loyalty – loyalty programmes –brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit.

UNIT–IV
Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.Designing and implementing branding strategies.

REFERENCE BOOKS:

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2003.
2. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore 2002.
3. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York, 1992.
4. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000.
5. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi, 2002.

SMMC831A	CUSTOMER RELATIONSHIP MANAGEMENT- THE BOND THAT LASTS	C
		3

Overview:

Building sustainable and efficacious relationships with a huge customer base is not the easiest thing to do and have a direct control on many core operational processes from product development to debt recovery. Customer Relationship Management is the strategy for managing an organization's relationships and interactions with customers and potential customers. Customer Relationship Management is rapidly becoming an important new initiative for most companies when trying to improve their relationship marketing programs. They realize the power of systematically building the customer's business as a means to adding value for end-customers, and lowering system-wide costs in the supply chain. These are done through a variety of relationship marketing programs, including customer partnering, supplier partnering, alliances and internal partnering. The purpose of this course is to deal with these changes in the corporation and the global market place -by exploring issues related to challenges of developing and managing relationship marketing strategies and programs. This course explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow. Strategic, organizational, informational, operational and financial perspectives are brought to bear on the issue of building successful business relationships. Thus, the focal issues of the course are explored in a multi-dimensional facet.

Objectives and Expected Outcomes:

Customer Relationship Management (CRM) is one of the most important components for sustenance and growth of an organization. With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. The Emergence of CRM Practice CRM focuses on automating and improving the institutional processes associated with managing customer relationships in the areas of recruitment, marketing, communication management, service, and support. In the case of a student, this might be seen through the interaction with and between the admissions, registration, financial aid, student accounts, and housing offices. The purpose of this course is to prepare the student to understand the importance of customer relations and service in marketing. While many will argue that customer service is nothing more than basic common sense, it has become increasing clear that it is in fact vital to the success of any business. The harsh reality of the marketing and business world is that consumers hold in their grasp, the success or failure of a business. Prices will not cut it alone. The key is focusing on the total customer experience, no matter whether you are running a physical store or an e-commerce site. This course deals with why and how organizations must reach out and touch the customers and the benefits that can be derived from this course of action. It is about **satisfying the customers, increasing revenue and improving profitability.** The purpose of CRM and its Operational Goals is to improve marketing productivity and to enhance mutual value for the parties

involved in the relationship. This course helps enhance marketing effectiveness by carefully selecting customers for their various programs, by individualizing and personalizing their market offerings to anticipate and serve the emerging needs of individual customers.

Course Content:

UNIT I
Introduction: Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT II
Operational CRM: Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT III
Analytical CRM: Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT IV
CRM Implementation: Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

TEXT BOOK:
2. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi

SUGGESTED READINGS:
6. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
7. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
8. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
9. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
10. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill

SMCS325A	DIGITAL MARKETING	**C**
		3

Overview:

It's a paradigm shift in the corporate culture with IT revolution. Again the evolution of the social media like Twitter, Facebook, Instagram etc. has created new warfare among the firms to get strategic advantage in the industry. With the up gradation of the technology, and recently the key campaign launched by the Government of India - Digital India and the decision of Demonetization has acted like catalyst in boosting the Digital Marketing as Paytm went from 125 million wallet customers before demonetization to 185 million three months later, and kept on growing in continuity with hitting 280 million users by November 2017.

Objective and Expected Outcome:

The course aims to help students understand digital marketing methods, from a variety of perspectives—as analysts, consumers, and entrepreneurs. Any firm may go for digital marketing, if it aims at-

- brand positioning in efficient way
- Empowering the brand
- For increasing the sales
- To improve conversion rate
- To reduce bounce rate in business

The success of Mr Obama in USA elections and Shri Narendra Modi in General Elections 2014, has proved the success story of the Powerful Digital Marketing Strategy. This course will cover basic marketing and statistical concepts and provide an introduction to different online marketing tools like email marketing, SEO/SEM and social media analytics. Through the application of the digital marketing strategies a firm may get maximum sales. Strengthening the brand is another mile stone in the way of digital marketing application. The mass media coverage of the marketing communication is very much efficient and impactful.

Unit I

Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media
Industry - Reaching Audience through Digital Channels- Traditional and Digital Marketing -
Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships -
Business in Modern Economy - Integrating E-Business to an Existing Business Model -
Online
Marketing Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetization-
Careers
in Social Media Marketing, Online content development & key word optimization.

Unit II

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer
Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media

Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models
in Search Engine Positioning – Overview of SEO Techniques, Display Advertising – Trends, Web Analytics.

Unit III

Product Attributes and Web Marketing Implications - Augmented Product Concept -
Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price
and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing -
Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods
into Search Goods, Personalization through Mass Customization - Choice Assistance – Personalized Messaging - Selling through Online Intermediaries -Direct to Customer Interaction.

Unit IV

Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Role of Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.) Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.

Text Books:
1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
Reference Books:
1. Strauss Judy, E-Marketing, Prentice Hall, India
2. Easley D. Kleinberg J., "Networks, Crowds, and Markets – Reasoning about a
Highly Connected World", Cambridge University Press.
3. Matthew A. Russell, "Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites", O'Reilly Media
4. Gavin Bell (Author), "Building Social Web Applications: Establishing Community at the Heart of Your Site", O'Reilly Media

SMMC 848A	CROSS CULTURAL HUMAN RESOURCE DEVELOPMENT	C
		3

Overview:

Culture refers to the complex whole which includes knowledge, belief, art, morals, laws, customs and other capabilities and habits acquired by an individual as a member of a society. With the rapid increase in globalization of businesses, workforces are becoming increasingly diverse and multicultural because of this there are issues arising for HR managers. With the growing significance of the developing economies in global business environment, HRM is facing increased difficulty in managing cross-border cultural relationships. Increasing competition both nationally and internationally resulted in deeper focus upon effective human resource management. This course will enable them to eradicate the differences and unite them which in-turn leads to attain the organizational objectives smoothly.

Objectives and Expected Outcome:

This course aims at providing an understanding of the contextual knowledge, cross cultural skills and multiple perspectives required to manage and work across borders and cultures in a changing global business environment. This offers conceptual frameworks for systematically understanding the notion of culture, cultural synergies and differences, and the convergence and divergence in cultural norms and values. This incorporates topics that highlight the impact of culture in the international business environment, explores the multiple dimensions of culture and considers the implications for management. Specifically, topics include managing communication and interactions across cultures, negotiating across cultures, understanding cross cultural ethics and corporate social responsibility, working in global teams, comparative leadership styles, and HR requirements for performance as global managers. The course also draws attention to more recent developments in the global business environment, especially in relation to emerging economies and the developing world, and the implications for international business and management. This course enables students to develop the knowledge, skills and capabilities required to work and manage across cultures and encourage students to reflect on their own cultural competence and areas for improved performance in the workplace. This helps to understand a range of international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.

Course Content:

UNIT I
Human Resource management in global organizations: Meaning and concept of Culture, dimensions, Characteristics and elements; Human and cultural variables of organization; Culture diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.

UNIT II

Global HR issues: Cross-national differences; Differences in communication, work settings, negotiations, leadership, motivational context, standardization and adoption of work practice; Training and development of international staff.

UNIT III

Managing global staff: Recruitment, Selection criteria and issues; Retaining and motivating International staff; bargaining behavior and negotiation strategies; Culture caricatures, team development and cooperation.

UNIT IV

Compensation: Objectives, determinants and key components; Standards of performance management in global perspective; Issues and challenges in global perspective; Expatriate and repatriate issues in global context.

TEXT BOOKS:

2. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi

SUGGESTED READINGS:

6. Peter J. Dolling, Danice E. Welch, International Human Resource Management, Thomson Learning- Excel books
7. Cullen, Multinational Management, Thomson Learning, Bombay
8. Larry E. Sen and John R. Childress, The Secret of a Winning Culture (Building High Performance Teams) PHI (Pvt.) Ltd., New Delhi
9. Francesco, International Organizational Behavior ,Pearson Education, New Delhi
10. Deresky, International Management, Managing Across Borders and Cultures, Pearson Education, New Delhi.

| SMMC860A | **PRACTICING SMART LEADERSHIP** | **C** |
| | | **3** |

Overview:

This course focuses on the development of leadership potential to meet the challenges and opportunities of today's dynamic work environment. Students learn about values alignment, knowledge and skills that foster positive relationships and promote organizational commitment. During the course we will look at the theory regarding topics such as management, leadership, power and influence, and trust as well as discussing how the theories actually play out in today's work place.

Objectives and Expected Outcome:

- Describe key leadership theories and models
- Discuss individual attributes of leadership
- Discuss the situational factors that influence leadership
- Describe emerging trends in leadership
- Examine current leadership models that guide and inform practice
- Describe the Extended Full Range model of leadership
- Explain Transformational, Instrumental, and Transactional leadership
- Discuss Ethical leadership and the dark side of leadership
- Discuss leadership in the context of change
- Examine the practice of leadership in today's context (in business, in society, and in a technology-driven, globally distributed, diverse workforce.

The methodology followed by this course will be one of knowledge acquisition, practice, and reflection. The learning objectives are designed to give you insights into leadership theory and how it applies in real world contexts. Specifically, you will improve and address your skills in key areas of leadership, including change and innovation, reflection, collaboration, communication, conflict, and multi-cultural awareness.

Course Content:

Unit I

Leadership: Introduction to Leaders, Leadership, characteristics of leaders, planning for leadership, functions of leaders. Basics of Leadership development, Theories of Leadership, delegating successfully, Leadership in a team, Managing relationships

Unit II

Social Network perspective to Leadership development, Women Leadership, Measuring Leadership –Tools and Techniques, The Moral Challenges of Leadership – Ethical

Leadership, Leadership across cultures, leading across generations, Leadership and decision making.

Unit III

Develop a conceptual framework for understanding power and influence: Define power and influence, importance of power and influence, practice diagnostic skills to understand perspectives and power bases, and learn to predict and influence their actions. Power and Influence: Interpersonal Relationship relations in organization and society

Unit IV

Assess power bases and influence style and consider strategies for expanding them. Begin to build a repertoire of influence tactics that will enable you to be effective in a variety of contexts and situations. Understand strategies for building and exercising power and influence ethically and responsibly. Influence: Persuasion and Negotiation, speaking credibly, negotiation in more depth, interests vs. positions, stages of negotiation. Interest, rights and power, applying the IRP Model.

Text Books

3. Pfeffer, Jeffrey (1992). Managing with Power. Cambridge, MA: Harvard University Press.
4. Kellerman, B. (2010), Leadership: Essential Selections of Power, Authority and Influence. McGraw-Hill

Reference Books

5. George, B. with Sims, P. True North: Discover Your Authentic Leadership
6. George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide
7. Kotter, J. P. (1985). Power and Influence; Beyond Formal Authority. Free Press, New York, NY.
8. Cialdini, Harnessing the Science of Persuasion

SMMC841A	**TAXATION AND FINANCIAL PLANNING**	**C**
		3

Overview:

The whole content meant to understand how an individual to corporate can plan their financials in such a way which maximize the net wealth and minimize the tax incidence in a planned manner.
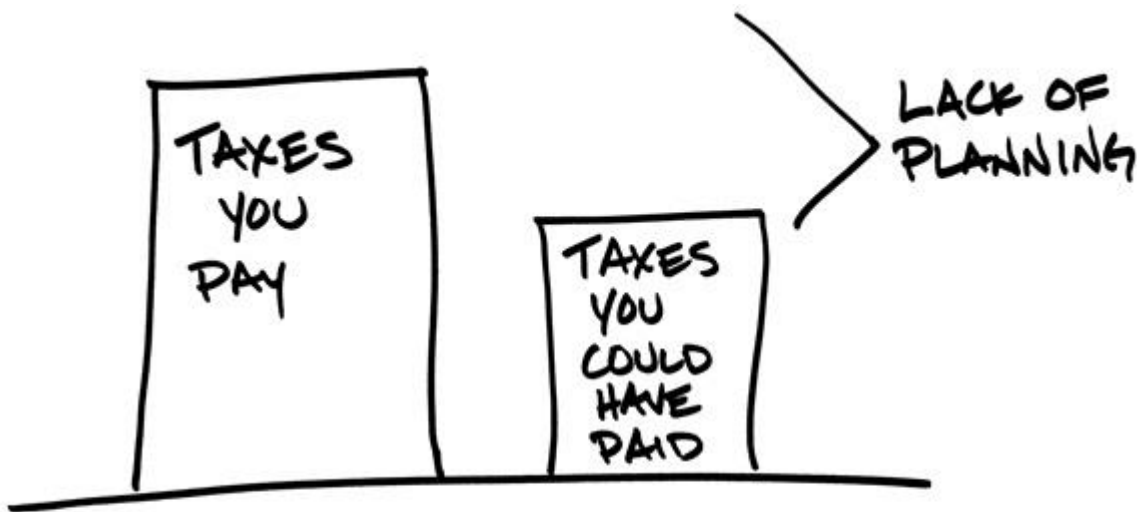
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Objectives & Expected Outcomes:

- This course is designed to make the students aware of the corporate tax laws of India.
- Understanding the corporate tax laws and uses it for tax planning is the basic objective of the course.
- The course is designed so that the students are aware of what business income is and when it gets taxed.
- The course also provides students with knowledge the difference between tax avoidance and tax planning.
- This course will be a step above Personal Financial Planning where they will learn tax laws for personal income.
- The main objective of the course is to give an understanding of income tax laws in India and be able to do tax planning.

Learning Outcomes:

- Students who complete this course will be able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws.
- Students of the course will able to state the use of deductions of expenses to reduce the taxable income.

Course Content

UNIT I

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property

UNIT II

Profits and gains of business and profession including depreciation; capital gains; income from other sources

UNIT III

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability

UNIT IV

Tax planning/avoidance/evasion; tax planning with reference to managerial decisions – own or lease, make or buy, export or local, close or continue etc; tax planning in reference to employees' remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers

TEXT BOOKS:

Singhania, V.K. and Singhania, Kapil, Direct Taxes Law and Practice, Taxman Publications

REFERENCE BOOKS:

7. Mahrotra & Goyal, Income Tax Law & Practice, Sahitya Bhawan Publications, Agra
8. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications

9. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications

10. Lal, B.B., Direct Taxes, Pearson Education

11. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications

12. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications

SMCS823A	ENTERPRISE RESOURCE MANAGEMENT	C
		3

Overview:

ERM (Enterprise resource management) describes software that lets an enterprise manage user access to its network resources efficiently. ERM software generally lets a user sign on to different enterprise systems and applications using the same password. ERM software makes it easy for the enterprise to control and keep track of which systems and resources each user has access to, and provides consistent standards for creating and changing passwords. One system administrator can usually manage user access to all platforms - UNIX, mainframe, Windows NT, and so forth - and to the applications on these platforms that require controlled access.

ERM (enterprise resource management) also describes software that manages all of a company's assets and resources, including such basic applications as general ledger, accounts payable and receivable, as well as manufacturing, inventory, and human resources. Topics Include: Customer data, Customer analytics, Data Customer privacy Customer experience management (CX), Customer engagement CX best practices ,Journey mapping Customer retention, Customer success ,Social media customer experience, voice of the customer (VoC), Customer relationship management (CRM),strategy, Microsoft, Oracle CRM, Sales force, Customer service Customer service AI ,Contact Centre , Contact Centre apps ,Self-service tech, Omni channel customer service, Digital experience (DX), E-Commerce, E-Commerce platforms ,Social E - commerce ,Marketing AI,Marketing Automation,PersonalizationCRM for sales ,Sales AI, Sales enablement.

Objective and Expected Outcome:

•   Understand the concept, significance and changing dimensions of Enterprise resource management
•   Identify and understanding software that manages all of a company's assets and resources.
•   Gain insights on role of Customer engagement , Social media customer experience, Contact Centre apps .

- Appreciate the importance and impact of changing dimensions of business firm in the new era   of   Artificial   Intelligence   in   marketing   and role of automation   in   sales   and   social   E   –   Commerce.

Course Content:
UNIT I
 Customer data, Customer analytics, Data integration, Customer privacy

UNIT II

Customer experience management: Customer engagement, CX best Practices, Journey mapping, Customer retention ,Customer success, Social media customer experience, VoC

UNIT III

 Customer relationship management (CRM) CRM careers,CRM strategy, Microsoft Dynamics CRM, Oracle CRM, Sales force.

UNIT IV
Customer service Customer service AI, Contact Center, Contact Center apps, Self-service tech, Digital experience .

Reference Books:

1. D.J. Shyam ., (2009) Enterprise Resource Management: ANE Books ISBN-10: 9788180521423ISBN-13: 978-8180521423 ASIN: 8180521427.

| SMMC961A | **SOCIAL ENTREPRENEURSHIP** | **C** |
| | | **3** |

Overview:

The course offers support and knowledge to become a Social Entrepreneur. The course helps in identifying aims and values, what great leaders know and do and what it takes to get started in thinking strategically. The course puts forth opportunities for Social Entrepreneur and successful social entrepreneurship initiatives taken internationally as well as in India

Becoming a Social Entrepreneur is mostly a value based decision. Social Entrepreneur is the one who provides a service or product that achieves social good, improves communities and supports the most vulnerable in Society. The course will challenge and provoke the learner to look out for new opportunities, commercial business idea that could be used to generate income to improve the world. This course focuses on learning about how to create societal impact through Social Entrepreneurship.

Objective and Expected Outcome:

- To provide knowledge about the Social Entrepreneurship
- To Help students to develop "a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India.
- To provide an opportunity to the students to understand entrepreneurial opportunities - culture, models and approaches of social entrepreneurship
- To understand Scope for social Entrepreneurship in India and enterprise creation

Learning Outcomes:

- Students will be able to develop "a Social entrepreneurial imagination.
- Student will be able to identify opportunities and prepare outline of an idea and conclude with a business plan.

Course Content:

UNIT-I

Social Entrepreneur, Social Entrepreneurship, Social Enterprises Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises; Characteristics of Social Entrepreneurship - Explicitly formulated mission to create and sustain social value and to benefit the communities, high degree of economic risk and autonomy in activities related to producing goods and/or selling services, pursuit of new opportunities and exploration of hidden resources to serve that missions, quest for sustainable models, based on well elaborated feasibility study, on-going engagement in innovation, adaption and learning,

decision- making power not based on capital ownership, participatory and collaborative nature involving various stake holders, limited distribution of profit and minimum amount of paid, change opportunities lying in the hands of every individual.

Characteristics of Social Entrepreneur, Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneur ship. Social Entrepreneurship in developing countries and in India.

UNIT-II

The Social Entrepreneurship Process The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity)frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship - Public Sector, Private Sector, Voluntary Sector.

Qualities and Skills of Social Entrepreneur - Entrepreneurial, innovative, transformatory, leadership, storytelling, people, visionary opportunities, alliance building, questions and doubts, accountability, missing skills, succession, scale.

UNIT-III

Opportunities for Social Entrepreneurs and Successful Social Entrepreneurship Initiatives Methods of sensing opportunities and fields of opportunities, Assessing and prioritising opportunities, Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP,

Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj

UNIT-IV

Ethical entrepreneurship and Challenges in Social Entrepreneurship Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government.

Challenges in Social Entrepreneurship; Boundaries of Social Entrepreneurship – Social service provision, Social activism.

Text Book

Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011

Reference Book

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union

2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications

3. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delh, Routledge taylor& Francis Group.

4. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.

5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.