



K.R. MANGALAM UNIVERSITY

**SCHOOL OF MANAGEMENT AND COMMERCE
(SOMC)**

MASTER OF BUSINESS ADMINISTRATION

(MBA)

(2022-24)

Programme Code- 57

(Approved in the 29th Meeting of Academic Council held on 9th of August 2022)




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



K.R. MANGALAM UNIVERSITY

**SCHOOL OF MANAGEMENT AND COMMERCE
(SOMC)**

MASTER OF BUSINESS ADMINISTRATION

(MBA)

(2022-24)

**(Approved in the 29th Meeting of Academic Council held on 9th of
August 2022)**

PREFACE

The objective of any programme at Higher Education Institute is to prepare their students for the society at large. The K. R. Mangalam University visualizes all its programmes in the best interest of their students and in this endeavour; it offers a new vision to all its post-graduate courses. It imbibes a Learning Outcome-based Curriculum Framework (LOCF) for all its post Graduate programmes. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the postgraduate level with an agenda to structure the teaching-learning experiences in a more student-centric manner. The LOCF approach has been adopted to strengthen students' experiences as they engage themselves in the programme of their choice. The post-graduate Programmes will prepare the students for both, academia and employability. The programmes also state the attributes that it offers to inculcate at the postgraduation level. The graduate attributes encompass values related to emotional stability, well-being, critical thinking and also skills for employability.

The new curriculum of MBA offer courses in the areas of human resources, international business, marketing, finance, Business Analytics and Gandhian Studies. All the courses are having defined objectives and Learning Outcomes, which will help prospective students in choosing the elective courses to broaden their skills in the field of management and interdisciplinary areas. The courses will train students with sound theoretical and experimental knowledge that suits the need of academics and industry. The course also offers ample skills to pursue research as career in the field of management. The K. R. Mangalam University hopes the LOCF approach of the programme MBA will help students in making an informed decision regarding the goals that they wish to pursue in further education and life, at large.

ACKNOWLEDGEMENT

The development of an outcome-based Model Curriculum for Undergraduate degree courses in the Department of Commerce is a result of thoughtful deliberations at various stages of dedicated and specialized experts. This model curriculum has been framed to meet the expectations of an academically challenging environment, develop problem-solving skills by students, and aligns with current standards and to enrich the students to make them self-enablers and/or match job requirements on successful completion of their degrees. I wish to acknowledge all our experts who have been involved in the process of developing this outcome-based curriculum for Master of Business Administration (MBA).

We are thankful to Dr. Rashmi Jain and Dr. Richa Nangia with their team of Academic and Industry experts who were devotedly committed towards framing this curriculum. Special thanks and gratitude to Prof. C S Dubey, Vice Chancellor, K.R. Mangalam University and Prof. Pushplata Tripathi, Pro-Vice Chancellor and Registrar, K.R. Mangalam University who have been instrumental and encouraging throughout the process of developing this curriculum.

CONTENT

S. No.	Content	Page No.
1.	Introduction	1
2.	About School	1-2
3	Programmes offered by School	3-4
3.1	MBA with IBM	4
4.	Program Duration	5
5.	Class Timings	5
6.	Syllabi	6-366

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 center for transfer of technology to the industry.
- v. To provide job oriented professional education to the students.

2. ABOUT THE SCHOOL

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 in 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 in collaboration with IBM to meet industry requirements – leading to desirable jobs and giving wings to the student's entrepreneurial mindset.

MBA PROGRAMME

PROGRAM EDUCATIONAL OBJECTIVES (PEO)

PEO 1: Possess in-depth subject knowledge and proficiency in managerial skills for employment and future career development and long life learning.

PEO 2: Develop level of competence along with a holistic approach for designing and implementing innovative solutions to deal with complexities of the modern business world.

PEO 3: Adapt to rapidly changing environment by nurturing the spirit of creativity and entrepreneurship while giving a sense of direction to future business.

PEO 4: Develop skills required for professional management practice while being socially responsible and value-driven citizen committed to sustainable development.

PEO 5: Evaluate and integrate ethical consideration coupled with value-based leadership to create productive leader in the business world.

PROGRAMME OUTCOMES (POs)

PO1: Multi-disciplinary knowledge: The Management programme is designed to develop the conceptual and practical skills of the students to select their professional career from a number of options available in the market. It delivers professional in Management- both Profit and Non-Profit Organization, industry openings in the stream of Marketing, Finance, IB, HR, IT, Operations, Business Analytics, Quality Management, Entrepreneurship, PSUs and Civil Services etc.

PO2: Conceptual and practical skills: The programme enables the students to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.

PO3: Employability: The Management programme aims to develop students' intellectual pursuit of knowledge of various management methods and processes in every area of activity. So, the students can equip with knowledge, skills and attitude to become more employable for the present and emerging job market.

PO4: Complex Global Business Environment: The Management Programme aims to develop students into leaders ready to tackle the challenges of today's complex global business environment.

PO5: Integrative Experience and Experimental Learning: The programme provides integrative experience and experimental learning through the application of multi-disciplinary knowledge and analyzing the impact of decisions and actions on various stake holders.

PO6: Innovative thinking for Effective Decision Making: The Programme prepares students to demonstrate awareness about the economic, ecological, political, legal and regulatory aspects of global business practices. The students acquire strategic and innovative thinking skills to enable effective decision making and problem solving in complex and uncertain condition.

PO7: Analytical Thinking: The Programme aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and practical education. It seeks to develop students as analytical and rigorous thinkers so that they are able to apply the concepts learnt to all pertinent issues that affect an organization's performance and effectiveness.

PO8: Industry Exposure: The Programme exposes students to the diverse area of application of knowledge in business firms and industrial organizations and enables them to gain the practical knowledge in order to be globally competent.

PO9: Team Building: The programme prepared students to work effectively in a team based environment, persuade and influence others to work collectively for a common goal.

PO10: Blended Learning: : Throughout the management programme, students gain valuable insight and skills from class room, lectures, case studies, conferences, industrial visits and guest lectures delivered by industry professionals and leading academicians from across the world through various teaching methods and platforms.

3.1 MBA

MBA is one of the most popular post-graduate programs amongst students across the globe. With the plethora of universities offering MBA degrees, why not choose the MBA course designed by the world's largest I.T. Company, IBM. IBM career education program helps learners gain skills in the latest emerging technologies by collaborating at multiple levels. Students pursuing an MBA will receive four certificates from IBM and a globally accepted certificate on Artificial Intelligence Analyst. These certificates from IBM make students attractive to multinational companies worldwide. This curriculum is based on choice based credit system (CBCS) and learning outcome based framework (LOCF).

Eligibility Criteria: Pass at graduation level (Bachelor's Degree) or equivalent with at least 50% marks in aggregate.

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

Course Outline: The course covers: Management Marketing operations/Business Communication/Customer Relationship management/ Cyber Law and Governance/ Financial Management Using Visualization and Excel/ Consumer Behavior/ Digital Marketing/ Legal Aspects of Business/ Information Systems in Business/ Financial Accounting/ Managerial Economics/ Quantitative Techniques/ Human Resource Management/ International Business Environment/ Intellectual Property Rights/ International Marketing/ Business Analytics/ Business Intelligence.../...

Career Options: Management-both profit and Non-profit Organizations, Industry openings in the field of Marketing, IB, HR, IT, Finance, PSUs, Civil Services, Education

PROGRAMME SPECIFIC OUTCOMES (PSOS)

An MBA trains students to excel in activities relating to several fields and supports in personal and professional growth. It helps:

- **PSO1: Effective Leadership:** To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- **PSO2: Proactive Thinking:** To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- **PSO3: Entrepreneurial Development:** To develop competent entrepreneurial and management professionals with strong ethical values, capable of performing a pivotal role in various sectors, aligned with the national as well as international priorities.

4. PROGRAMME DURATION: 2 Years (4 Semesters)

5. CLASS TIMINGS

The classes will be held from Monday to Friday from 09:10 am to 04:00 pm.

6. SYLLABI

The syllabi of all courses for first year and second year offered by MBA at 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 and syllabus

For each course, the first line contains; Course Code, Course Title and Credits of the course.

This is followed by the course objectives, course outcome and the syllabus (Unit I to IV), Text book and reference books.

Semester	1	2	3	4	Total
Courses	11	11	12	9	43
Credit	28	31	34	30	122

Scheme of Studies as per Choice-Based Credit System and Learning Outcome-Based Curriculum Framework

SEMESTER I

Year	S.N.	Course Code	Course Title	L	T	P	C
FIRST	1	SMMC953A	Cyber Law and Governance	3	-	-	3
	2	SMCS790A	Information Technology in Business	3	-	-	3
	3	SMMC981A	Business Communication Skills - I	2	-	-	2
	4	SMMA737A	Statistical Approach to Business Problems	4	-	-	4
	5	SMMC709A	Economic Analysis for Business	3	-	-	3
	6	SMMC725A	Accounting for Management	3	1	-	4
	7	SMMCMO52A	Introduction to Tally	-	-	2	1
	8	SMMC731A	People's Behaviour in An Organisation	3	-	-	3
	9	SMMC733A	Managing Marketing Operations (project based)	3	-	-	3
	10	SMHA151A	French I (Foreign Language)	2	-	-	2
	11		Value Added (VAC)	2	-	-	0
TOTAL				28	1	2	28

SEMESTER II

S.N.	Course Code	Course Title	L	T	P	C
1	SMMC954A	Financial Management Using Visualization and Excel	3	1	-	4
2	SMMC805A	Creating An Entrepreneurial Mindset	3	-	-	3
3	SMMC728A	Research Methodology for Modern Business	3	1	-	4
4	SMMC736A	Creating and Retaining Motivated Work force	3	-	-	3
5	SMMC743A	Enhancing Productivity through Operations Management	3	-	-	3
6	SMMA878A	Decision Science Applications in Business	3	1	-	4
7	SMMC742A	Global Business Operations	3	-	-	3
8	SMHA152A	Foreign Language	2	-	-	2
9	SMMC729A	Challenges of Business Environment	3	-	-	3
10	SMMC982A	Business Communication Skills - II	2	-	-	2
11		Value Added (VAC)	2	-	-	0
TOTAL			30	3	0	31

SEMESTER III

Year	S.N.	Course Code	Course Title	L	T	P	C
SECOND	1	SMMC925A	Summer Internship Project Report	–	–	–	6
	2	SMMC803A	Ethical Delima and Profitability	3	–	–	3
	3		Specialisation I Elective I	3	–	–	3
	4		Specialisation I Elective II	3	–	–	3
	5		Specialisation I Elective III	3	–	–	3
	6		Specialisation I Elective IV	3	–	–	3
	7		Specialisation II Elective I	3	–	–	3
	8		Specialisation II Elective II	3	–	–	3
	9		Specialisation II Elective III	3	–	–	3
	10		Value Added (VAC)	2	–	–	0
	11		MOOC	0	–	–	2
	12	SMMC983A	Business Communication Skills – III	2	–	–	2
TOTAL				28	0		34

SEMESTER IV

S.N.	Course Code	Course Title	L	T	P	C
1	SMMC884A	Dissertation	–	–	–	6
2	SMMC955A	Strategic Management issues in contemporary business environment	3	–	–	3
3		Specialisation I Elective V	3	–	–	3
4		Specialisation I Elective VI	3	–	–	3
5		Specialisation I Elective VII	3	–	–	3
6		Specialisation II Elective IV	3	–	–	3
7		Specialisation II Elective V	3	–	–	3
8		Specialisation II Elective VI	3	–	–	3
9		Specialisation II Elective VII	3	–	–	3
TOTAL			24	–		30

SEMESTER I

SMMC953A	CYBER LAW AND GOVERNANCE	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure	-				
Co-requisites	--				

Course Objectives

1. The main objective of this course is to make students familiar with the developments that are being taking place in cyber sphere with the help of Computer and Information Technology.
2. The students will acquire knowledge in the Fundamentals of Cyber Law. The abuse of computers has also given birth to a gamut of new age crimes that are addressed by the Information Technology Act, 2000.

Course Outcome

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

CO1. Understand and explain the rudiments of cyber space.

CO2. Learn the scope and function of legal and technological regulations of the internet.

CO3. Explore the legal and policy developments in India to regulate Cyberspace.

CO4. Develop the understanding of relationship between commerce and Cyberspace.

Course Content

UNIT-1

8 lectures

Fundamentals of Cyber Space and Cyber Law

Computers and its impact in society - Computer and web technology

History of Internet - Cyber Security Definition - Meaning, definition, Genesis of cyber law - Growth and development of cyber law in India - Significance and objectives of cyber law

The difference between Real Space and Cyber Space - Conceptual and theoretical perspective of Cyber Law - Cyber sovereignty - Various components of cyber law - Data and privacy - Cybercrimes - Intellectual property - Electronic and digital signatures

Categories of cybercrimes - Cybercrimes against Individual - Cybercrimes against Property - Cybercrimes against Government

UNIT-2

7 lectures

Information Technology Act, 2000 - Aim, objects and Overview of the Act - Jurisdiction - Electronic Governance 2 **Electronic Evidence** - Digital Signature and Electronic signature - Subscribers, Certifying Authorities, Internet Service providers - Penalties, Compensation and Adjudication - The Cyber Appellate Tribunal – Offences. **The national cyber Security Policy, 2013** - Prevention of Money Laundering Act, 2002. **The Indian Evidence Act, 1872** - The Banker's Book Evidence Act, 1891- Indian Penal Code 1860 - Reserve Bank of India Act, 1934

UNIT-3**8 lectures**

Meaning and definition of E-Commerce - Evolution of E-Commerce - Types of E-Commerce - UNCITRAL Model on E-Commerce and its implementation. Legal aspects of E-Commerce relating to -Digital Signatures - Technical and Legal issues of E-Commerce. Trends and Prospects of E-Commerce - E-taxation -E-banking, Payment mechanism in cyberspace - Online publishing - Online payment - E- Contracts. Legal aspects relating to Payment mechanism in cyberspace

UNIT-4**7 lectures**

E-Consumers, E-Consumers support and services

Caveat Emptor: Consumers Beware - Private policy - Terms of service

Legal remedies - Consumer Protection Act, 2019 - The Specific Relief Act, 1963 - The sale of Goods Act, 1930

Concept of Privacy, Principles of Privacy Law, Threats to Privacy in New Technological Regime, Digital and Internet Privacy Challenges - Constitutional perspective of Right to Privacy - Tortious Liability for Protection of Privacy

Regulatory perspective of Privacy under - Information Technology Act, 2000

Right to Information Act, 2005 - Easements Act, 1882 - Indian Penal Code, 1860 - Indecent Representation of Women (Prohibition) Act, 1987

Intellectual Property Rights - Specific Relief Act, 1983

TEXT BOOK:

1. Harish Chander, Cyber Law and IT Protection, PHI Learning Private Limited, Delhi (2015)

Reference Books:

1. N.S Nappinai – Technology Laws, 1st Ed LexisNexis (2017)
2. Apar Gupta, Commentary on Information Technology Act (2016).
3. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing, UP, 2016.
4. Farouq Ahmed, Cyber Law in India, Allahabad Law Agency, 2015
5. Karnika Seth, Computers, Internet and New Technology Laws-A Comprehensive Reference Work With Special Focus On Developments In India, LexisNexis, Nagpur, 2016.
6. Kamath Nandan: Law relating to Computer, Internet and E-Commerce, Universal Law Publishing, UP, 2007.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	2	1	1	2	3	1	2
CO2	3	3	2	2	1	1	2	3	1	2
CO3	3	3	2	2	1	1	2	3	1	2
CO4	3	3	2	2	1	1	2	3	1	2

RELEVANCE OF THE SYLLABUS TO VARIOUS INDICATORS

Unit I	Fundamentals of Cyber Space And Cyber Law
Local	-
Regional	-
National	Growth and development of cyber law in India
Global	Computers and its impact in society
Employability	To familiarise students with accounting principles and procedures.
Entrepreneurship	-
Skill Development	The difference between Real Space and Cyber Space
Professional Ethics	-
Gender	-
Human Values	Categories of cybercrimes
Environment & Sustainability	-
Unit II	Legislations Relating to Cyber Laws In India
Local	-
Regional	The national cyber Security Policy, 2013
National	Information Technology Act, 2000, Electronic Governance, The Indian Evidence Act, 1872
Global	-
Employability	Helping to enhance employability Routine checking, vouching, verification & valuation of assets & liabilities
Entrepreneurship	-
Skill Development	Comprehend the knowledge about appointment, powers, duties and liabilities of accountant.
Professional Ethics	Internet Service providers
Gender	-
Human Values	Digital Signature and Electronic signature
Environment & Sustainability	-
Unit III	E-Commerce
Local	-
Regional	-
National	UNCITRAL Model on E-Commerce and its implementation
Global	Evolution of E-Commerce
Employability	-
Entrepreneurship	-
Skill Development	Legal aspects of E-Commerce relating to -Digital Signatures
Professional Ethics	To analyze how to maintain accounts of Public company.
Gender	-
Human Values	Trends and Prospects of E-Commerce -

Environment & Sustainability	Payment mechanism in cyberspace
Unit IV	Consumer protection in cyber space
Local	A local joint stock company can issue shares to local investors to raise capital for its operations. The company's final accounts would reflect the financial activities and performance of the company within the local market.
Regional	A regional joint stock company may have a broader scope, operating in multiple local markets within a specific region. It can raise share capital from investors across the region. The company's final accounts would encompass the financial results and position of its regional operations.
National	A national joint stock company operates on a larger scale within a particular country. It can issue shares to investors nationwide, raising significant share capital. The company's final accounts would cover its financial performance and position at the national level.
Global	A global joint stock company operates in multiple countries worldwide. It can issue shares to investors globally, allowing for a diverse range of shareholders and substantial share capital. The company's final accounts would reflect its financial activities and performance across different countries and jurisdictions.
Employability	Employability refers to the skills, knowledge, and attributes that make individuals desirable for employment. Understanding the concepts of share capital, joint stock companies, and company final accounts can be valuable for individuals seeking employment in finance, accounting, auditing, or related fields.
Entrepreneurship	Knowledge about share capital, joint stock companies, and company final accounts is essential for aspiring entrepreneurs. It helps in understanding the legal and financial aspects of starting and running a company, including raising capital through shares and maintaining proper financial records.
Skill Development	Studying share capital, joint stock companies, and company final accounts contributes to the development of financial literacy, analytical skills, and critical thinking. These skills are valuable not only in the business world but also in personal finance management and decision-making.
Professional Ethics	Professionals in finance, accounting, and auditing are expected to adhere to ethical standards and principles. This includes maintaining
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 6
NEP 2020	Towards a More Holistic and Multidisciplinary Education (11.1- 11.13)
POE/4 th IR	Global Education Knowledge

SMCS 790A	INFORMATION TECHNOLOGY FOR BUSINESS	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure	Preliminary knowledge of computer, their operations and applications				
Co-requisites	--				

Course Objectives

The main objective is to introduce IT in a simple language to all postgraduate students, regardless of their specialization. It will help them to pursue specialized programs leading to technical and professional careers and certifications in the IT industry. The rationale for this course is to teach students the theoretical approach to information technology and management information systems within a business/computer science environment. Practical business computer applications will emphasize word processing, spreadsheets, databases, presentation software, and electronic commerce of the Internet.

Course Outcomes

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

- CO1. Have the basic concepts and technologies used in the field of information technology, computer software, operating systems and database management system.
- CO2. Compare the processes of developing and implementing information systems.
- CO3. Outline the need and role telecommunication networks and information technology infrastructure
- CO4. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.
- CO5. Outline the role of the ethical, social, and security issues of information systems

Catalog Description

This course acts as a roadmap and guide to the basics of Information technology and its contemporary changes. The course will help students to gain an overview of some of the many technologies and applications currently available, how to use some of them, and it will be up to you to decide which of these you find most useful, for what purposes, and which technologies wish or need to learn more about. Rather than trying to be exhaustive, the course seeks to introduce a wide range of programs applications, hardware, and techniques that are currently being used in business, academia and in society.

Course Content

UNIT I**8 lectures**

Computer Fundamentals and Number System: Block Structure of a Computer System, Characteristics of Computers, Computer Memory and Mass Storage Devices. Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output, Technologies.

Computer Software Application and System Software: Programming Languages and their Classification, Assemblers, Compilers and Interpreters.

UNIT II**7 lectures**

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 III**8 lectures**

Telecommunication and Networks: Basic elements of a communication system, Data transmission modes, Data transmission media, Network topologies, Network Architectures-The OSI Model. Network Types (LAN, WAN and MAN), Client and Servers, Intranet, Extranet.

Internet: Protocols, TCP/IP, HTTP, Internet addressing, Domain Names, DNS, URL, World Wide Web. Overview of various services on Internet: Webservers, E-mail, FTP, Telnet.

UNIT IV**7 lectures**

DSS: 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.

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

TEXT BOOK:

1. Laudon and Laudon, Management Information System, 11th edition, Pearson Education.
2. Sadagopan, S., Management Information Systems, Prentice Hall of India.
3. Turban, Rainer and Potter. Introduction to information technology. John Wiley & Sons.

REFERENCE BOOKS:

1. Goyal, D.P., Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.
2. James, A. O'Brien. Introduction to Information Systems. TMH
3. LM Prasad, Management Information System, Sultan Chand.
4. McLeod, Raymond, Management Information System, Pearson Education.
5. Norton, P. Introduction to computers. TMH

6. Rajaraman, V. Introduction to Information Technology. PHI.
7. Ram, B. Computer Fundamentals. New Age Publications
8. Sinha, P.K., Priti Sinha. Foundation of computing. BPB Publications.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
Course Outcomes (COs)		Mapped Program Outcomes
CO1	Have the basic concepts and technologies used in the field of information technology, computer software, operating systems and database management system.	PO1, PO2, PO4, PO10, PSO2
CO2	Compare the processes of developing and implementing information systems.	PO7, PO8
CO3	Outline the need and role telecommunication networks and information technology infrastructure	PO2, PO4, PSO3
CO4	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.	PO6, PO8, PSO3
CO5	Outline the role of the ethical, social, and security issues of information systems	PO1, PO4, PO6, PSO2, PSO3

	Multi-disciplinary	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
--	--------------------	--------------------------	---------------	-------------------------	----------------------------	-------------------------	---------------------	-------------------	---------------	------------------	----------------------	--------------------	-----------------------------

Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMCS 790A	Information Technology for Business	2	3		3		3	3	3		3		2	3

CO-PO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	1	2	-	-	-	-	-	-	-	-	-	-	1	-
CO 2	-	2	-	-	-	-	-	-	-	-	-	-	-	2
CO 3	-	-	-	3	-	-	-	-	-	-	-	-	1	-
CO 4	-	-	-	3	-	-	-	-	-	-	-	-	-	-
CO 5	-	-	2	-	-	-	-	-	3	-	-	-	1	-
CO 6	-	3	3	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE SYLLABUS TO VARIOUS INDICATORS

Unit I	Computer Fundamentals and Number System
Local	Implementing Password Management at a Local Level
Regional	Coordinating password management efforts across multiple organizations or institutions within a specific region
National	Developing national policies and regulations for password management
Global	Establishing international standards and frameworks for password security
Employability	Recognizing the importance of password management skills in the workplace
Entrepreneurship	Implementing password management solutions for startups and small businesses to safeguard sensitive data
Skill Development	Practicing password hygiene, including regularly updating passwords and avoiding password reuse
Professional Ethics	Understanding the ethical responsibilities of securely managing passwords and protecting sensitive information
Gender	Recognizing potential gender-related challenges and biases in password management practices
Human Values	Considering human values such as trust, honesty, and respect in password management practices
Environment & Sustainability	Exploring the environmental impact of password management, including energy consumption and electronic waste
Unit II	Foundation of information systems
Local	Implementing security measures for local databases to protect against unauthorized access and data breaches
Regional	Coordinating database security efforts across multiple organizations or institutions within a specific region
National	Establishing a national framework for secure database administration and access control
Global	Collaborating with global organizations to develop best practices and guidelines for secure database administration
Employability	Acquiring skills in database security measures such as encryption, access control, and user authentication
Entrepreneurship	Developing strategies to mitigate database security risks and protect sensitive information
Skill Development	Acquiring technical skills in configuring and implementing security controls in databases
Professional Ethics	Understanding the ethical responsibilities of database administrators in maintaining data security and privacy
Gender	Addressing specific concerns related to gender-based data breaches and privacy in database security practices
Human Values	Considering human values such as privacy, integrity, and trust in database security practices
Environment & Sustainability	Assessing the environmental impact of database security measures, such as energy consumption and carbon footprint

Unit III	Telecommunication and Networks
Local	Educating individuals and businesses about cyber fraud risks and prevention strategies in the local community
Regional	Developing regional security models and protocols to enhance cybersecurity and counter cyber fraud
National	Developing national-level security models and frameworks to combat cyber fraud effectively
Global	Addressing cyber fraud challenges on a global scale, considering international cooperation and coordination
Employability	Understanding various security models and frameworks to enhance cybersecurity and prevent cyber fraud
Entrepreneurship	Implementing security models and frameworks to safeguard customer data and financial transactions
Skill Development	Enhancing skills in risk assessment, threat detection, and incident response related to cyber fraud
Professional Ethics	Understanding the ethical responsibilities of organizations and individuals in preventing cyber fraud
Gender	Addressing specific concerns related to gender-based cyber fraud and ensuring equal protection for all individuals
Human Values	Considering human values such as trust, privacy, and integrity in cyber fraud prevention measures
Environment & Sustainability	Assessing the environmental impact of cyber fraud prevention measures, such as energy consumption and carbon footprint
Unit IV	DSS and Security and Ethical Challenges
Local	Ensuring compliance with local copyright laws in the use and dissemination of digital content
Regional	Establishing regional standards and guidelines for copyright protection and data privacy practices
National	Developing national copyright laws and regulations to protect intellectual property rights in the digital age
Global	Addressing copyright and data privacy challenges on a global scale, considering international cooperation and harmonization
Employability	Acquiring knowledge of copyright laws and data privacy regulations relevant to the specific industry or job role
Entrepreneurship	Incorporating copyright compliance and data privacy measures into business operations and digital content creation
Skill Development	Understanding the legal implications of using copyrighted materials in digital content creation
Professional Ethics	Adhering to ethical codes and guidelines related to data privacy, confidentiality, and informed consent
Gender	Recognizing potential gender-related biases and challenges in copyright and data privacy practices
Human Values	Considering human values such as privacy, transparency, and fairness in copyright and data privacy practices

Environment & Sustainability	Promoting sustainable practices in copyright and data privacy, such as minimizing digital waste and ensuring secure data storage and disposal
SDG	SDG 4
NEP 2020	-
POE/4 th IR	Implementing Password Management at a Local Level

Course Code	Course Title	L	T	P	S	C
SMMC981A	BUSINESS COMMUNICATION SKILLS 1	3	1	0	0	4
Version 1.0						
Pre-requisites/Exposure	Non Applicable					
Co-requisites	Not Applicable					

COURSE OBJECTIVES

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

PROGRAMME OUTCOMES (POs)/COURSE OUTCOMES (COs)

1. Customer and client handling
2. PR and rapport building
3. Leadership skills
4. Communication skills
5. Formal written communication
6. Grooming
7. Presentation skills
8. Group discussion & Interview handling skills

Mapping of Course Outcome (Cos) with Program Outcomes (POs) and Programme Specific Outcomes (PSOs)

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the basics of Grammar to improve written and oral communication skills.	PO1, PO3, P05
CO2	Understand the correct form of English with proficiency.	PO3, PO10
CO3	Improve students' personality and enhance their self-confidence. Enhance academic writing skills.	PO3, PSO4 PO7, PSO1
CO4	Improve professional communication.	PO3, PSO4

Modes of Evaluation: Quiz/Assignment/ Presentation/ Extempore/ Written Examination
Examination Scheme:

Evaluation Scheme:				
	Evaluation Component	Duration	Weightage (%)	Date, Time & Venue
1	Quiz/Assignment/ Presentation/ Extempore	120 Minutes	20	
2	Written Examination	120 Minutes	20	
3	Attendance		10	
4	End Term Examination	120 Minutes	50	
Total			100	

SYLLABUS

UNIT I

- Communication
- Introduction to Communication
- Types of communication
- Verbal & Nonverbal Communication
- Barriers to Communication
- Body language
- Listening Skills
- Activity
- Language
- Final-assessment

UNIT II

- Basic Grammar/Communicative Grammar
- Parts of speech
- Nouns
- Pronouns: Noun Pronoun Agreement, Types with special emphasis over relative pronouns
- Verbs: Introduction Principal verbs and auxiliary verbs, subject-verb agreement
- Adjectives: degrees of comparison
- Adverb: Types and its usage in sentences
- Conjunctions: Coordinating and Co-relative conjunctions
- Prepositions
- Articles: Definite and Indefinite articles
- Usage of Tenses
- Subject verb agreement
- Sentence Structure: Simple Complex and Compound sentences
- Clauses

UNIT III

- Word formation
- Theory and exercise
- Synonyms and antonyms
- One-word substitutes
- Idioms
- Phrasal verbs
- Pair of words
- Homonyms, hyponyms, hypernyms
- Linking words: sequencing of sentences (to form a coherent paragraph)
- Paragraph writing
- Supplying a suitable beginning/ending/middle sentence to make the paragraph coherent
- Idiomatic language (with emphasis on business communication),
- Punctuation depending on the meaning of the sentence, run on errors, sentence fragments, coma splices

UNIT IV

- General Essay writing, Writing Issues and Arguments (with emphasis on creativity and analysis of a topic)
- Story writing
- Business letter writing: Guidance in framing a 'Statement of purpose',
- Letters of Recommendation
- Email writing, email and business letter writing etiquette,
- Letters of complaints/responses to complaints.

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	-	-	-	-	-	-	-	-	2	-	-	-	-
CO 2	-	2	1	-	-	-	2	-	-	-	2	1	-	-
CO 3	3	-	1	-	-	-	-	-	-	-	-	2	-	-
CO 4	-	2	2	-	-	-	2	-	-	2	1	-	-	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1=lightly mapped 2=moderately mapped 3=strongly mapped														

RELEVANCE OF THE SYLLABUS TO VARIOUS INDICATORS

Unit I	Basics
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.
Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
Unit II	Vocabulary Building and General Speaking
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.

National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.
Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
Unit III	Word Formation
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.

Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.
Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
Unit IV	Essay
Local	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.
Regional	Examining communication patterns and practices within a particular region, considering regional dialects, communication styles, and cultural nuances that influence interactions.
National	Analyzing communication on a national level, including mass media, public discourse, and shared cultural narratives that shape communication patterns within a country.
Global	Understanding communication in a global context, exploring cross-cultural communication, intercultural competence, and the impact of globalization on communication dynamics.
Employability	Recognizing the importance of effective communication skills in the workplace, emphasizing the ability to convey ideas, collaborate with colleagues, and engage with customers or clients.
Entrepreneurship	Highlighting communication skills necessary for entrepreneurs, including pitching ideas, negotiating contracts, and networking to establish and grow businesses.
Skill Development	Fostering the development of various communication skills, such as listening, speaking, writing, nonverbal communication, and digital literacy, to enhance overall communication effectiveness.
Professional Ethics	Exploring ethical considerations in communication, including honesty, respect, and privacy, as well as addressing ethical dilemmas that arise in professional contexts.

Gender	Examining the role of gender in communication, including communication styles, power dynamics, and societal expectations, to promote understanding and effective communication between genders.
Human Values	Recognizing the importance of values such as empathy, compassion, and fairness in communication, and understanding how they influence interpersonal and intercultural interactions.
Environment & Sustainability	Addressing the role of communication in environmental and sustainability issues, including raising awareness, advocating for change, and promoting sustainable practices through effective communication.
SDG	SDG 4
NEP 2020	Professional Education
POE/4 th IR	Aligns with the concepts of employability skills/practical courses from industry and alumina
	Exploring communication within local communities, focusing on interpersonal interactions, cultural norms, and communication dynamics in a specific geographic area.

SMMA737A	STATISTICAL APPROACH TO BUSINESS PROBLEMS	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure	--				
Co-requisites	--				

Course Objectives

1. To impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
2. To focus on more practical than theoretical.
3. To do statistical analysis informs the judgment of the ultimate decision-maker—rather than replaces it—some key conceptual underpinnings of statistical analysis will be covered to insure the understandability of its proper usage.

Course Outcomes

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

CO1- Facilitate Objective Solutions in Business Decision Making.

CO2- Enhance Knowledge in Probability Theory.

CO3- Describe Normality and its Distribution Concepts. Apply Time Series Analysis in Market Prediction Rates.

CO4- Draw Conclusions over the Hypothetical Situations.

CO5- Measure the trend setting factors for projection of Sales and Demand Curves.

Catalog Description

In this course the students will learn the principles and methods of statistical analysis, but will also put them into practice using a range of real-world data sets. The objective is to provide a basic understanding of data analysis using statistics and to use computational tools on problems of applied nature. 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.

Course Content**UNIT I****10 hours**

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**12 hours**

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**10 hours**

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**8 hours**

Sampling and Hypothesis Testing: Sampling theory; Formulation of hypotheses; Application of Z-test, t-test and χ^2 (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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Facilitate Objective Solutions in Business Decision Making.	PO2, PO6
CO2	Enhance Knowledge in Probability Theory.	PO2, PO10
CO3	Describe Normality and its Distribution Concepts. Apply Time Series Analysis in Market Prediction Rates	PO2,PO5,PO7, PSO1
CO4	Draw Conclusions over the Hypothetical Situations.	PO2, PO3, PO5, PO7
CO5	Measure the trend setting factors for projection of Sales and Demand Curves.	PO3, PO4, PO7, PO8, PSO2, PSO3

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical skills	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3
SMMA 737A	Statistical Approach to Business Problems		3	3	2	3	2	3	1		2	3	3	3

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	2	2	-	2	-	1	-	-	-	-	-	-	-	-
CO 2	1	3	3	-	2	2	-	1	2	-	-	-	-	-
CO 3	2	-	3	3	2	-	-	1	2	-	-	-	-	-
CO 4	3	-	2	-	-	2	2	-	-	-	-	-	-	-
CO 5														

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Role of Statistics
Local	Contribute to informed decision-making, resource optimization, and the effective allocation of resources.
Regional	Facilitates the identification of regional disparities, promotes balanced development, and supports regional integration efforts.
National	Provide a basis for evidence-based policymaking and enable monitoring.
Global	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Employability	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Entrepreneurship	Enables entrepreneurs to conduct market research, analyze consumer behavior, and make data-driven decisions.
Skill Development	Fosters the ability to communicate findings effectively and make evidence-based decisions.
Professional Ethics	Providing reliable and trustworthy information to inform decision-making.
Gender	Enable evidence-based advocacy and policy formulation to promote gender equity.
Human Values	Evaluating the effectiveness of social programs, policies, and interventions aimed at addressing societal challenges.
Environment & Sustainability	Mitigate environmental risks, promote sustainable practices, and monitor progress towards sustainability goals.
Unit II	Correlation Analysis

Local	Understanding the impact of different factors on local development outcomes.
Regional	Enables policymakers to prioritize development sectors, allocate resources effectively, and design interventions.
National	Assess the impact of regional cooperation initiatives, identify areas for targeted interventions, and promote balanced regional development.
Global	Relevant to global development efforts by examining relationships between variables across countries and regions.
Employability	Enabling them to provide valuable insights to support decision-making processes
Entrepreneurship	Identify relationships between variables, enabling entrepreneurs to make data-driven decision.
Skill Development	Analytical and problem-solving capabilities
Professional Ethics	Leading to improved decision-making and risk management.
Gender	Helps maintain the credibility and trustworthiness of research findings
Human Values	Policymakers and organizations in designing interventions and policies to address gender inequalities and promote gender equity.
Environment & Sustainability	Providing insights into social dynamics, fairness, and justice and guide policymakers and organizations in developing strategies
Unit III	Probability
Local	Supports resource allocation, project prioritization.
Regional	Enables policymakers to make informed decisions regarding fiscal policies, investment strategies,
National	Prioritize development initiatives, allocate resources efficiently, and design effective strategies.
Global	Informs global financial markets, trade policies, and international cooperation initiatives.
Employability	Assess risks, anticipate outcomes, and develop strategies to mitigate uncertainties.
Entrepreneurship	Supports decision-making in areas such as product development, marketing strategies, and investment decisions
Skill Development	Contribute to overall analytical and problem-solving capabilities
Professional Ethics	Assessing the viability of business ideas, and making informed decisions on resource allocation and strategic planning.
Gender	Maintain the credibility and trustworthiness of research findings.
Human Values	Addressing gender-related issues by providing insights into gender disparities, biases, and inequalities.
Environment & Sustainability	Guide policymakers and organizations in making decisions that promote human values, fairness, and social justice.

Unit IV	Sampling and Hypothesis
Local	Enable local development projects to be data-driven and evidence-based, leading to more effective and targeted interventions.
Regional	Evaluate the impact of interventions, and make informed decisions based on statistical evidence.
National	Enable the evaluation of regional development programs and initiatives to ensure their effectiveness and address specific regional needs.
Global	Essential for monitoring progress towards global development goals, such as poverty reduction
Employability	Collect, analyze, and interpret data to inform decision-making
Entrepreneurship	Allows entrepreneurs to test assumptions, make evidence-based decisions, and assess the potential success of their business ventures.
Skill Development	Enhances critical thinking, analytical reasoning, and problem-solving abilities.
Professional Ethics	Enable individuals to collect relevant data, analyze it systematically, and draw meaningful conclusions
Gender	Ethical sampling practices contribute to the integrity, validity, and reliability
Human Values	Ensures that research outcomes provide insights into gender-related issues
Environment & Sustainability	Contributes to the trustworthiness and reliability of research outcomes,
SDG	SDG 4
NEP 2020	-
POE/4th IR	Aligns with the concepts of internet telephony, multimedia applications, and SEO

SMMC709A	ECONOMIC ANALYSIS FOR BUSINESS	L	T	P	C
Version 2.0		3	0	0	0
Total Contact Hours	45 Hours				
Pre-Requisites/Exposure	-				
Co-Requisites	-				

Course Objectives

1. To get an overview of economic tools, theories and principles, the exciting concepts of Marginal Decisions and Incremental Decisions.
2. To understand the factors influence Customers choice and how their decisions affect the goods markets by affecting the price, the supply and demand?
3. To understand the various types of elasticity as consumer shift from one market to another as this adds an insight about the fluctuations in commodity market
4. To understand profit maximization and cost minimization as the fundamental goals of any firm through the dynamics of Cost Analysis & Price Output Decisions
5. It helps to understand the concept of market and its various forms which are influenced by the demand and price forces.

Course Outcomes

- CO1. Microeconomics as a discipline develops skills in the students to understand functioning of entire economy on the basis of individual.
- CO2. Students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course.
- CO3. Microeconomics enables studying the causes, effects and solutions of general redundancy.
- CO4. Structural market framework gives immense understanding about the market at a large level.

Catalogue Description

The fundamental and unique course of Micro Economics would encourage the action - leaning and value adding potential business learners who are enthusiastic and passionate with the thought of working in International behemoths and soon-to-be-Indian behemoths of today. Also, then they need to apprehend about Business Economics jargons which are basically related to various disciplines like Management, Accounting, Economics, Basic Finance, Engineering and the like. As Micro economics gives practical inside to solve business dilemmas by using its tools for other disciplines.

Course Content

UNIT – I**8 lecture Hours**

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**8 Lecture Hours**

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**6 Lecture Hours**

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**8 Lecture Hours**

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 [TB]:

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

Reference book(s) [RB]:

1. Geetika, Ghosh, P., & Choudhury, P.R. (2nded). 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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Microeconomics as a discipline develops skills in the students to understand functioning of entire economy on the basis of individual.	PO1
CO2	Students would be exposed to economic dilemmas as per the course boundaries which will be updated with new thinking and gears while delivering the course	PO2
CO3	Microeconomics enables studying the causes, effects and solutions of general redundancy.	PO7
CO4	Structural economic framework gives immense understanding about the market at a large level	PO5, PO6

		Multi-disciplinary knowledge	Conceptual and practical skills	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for Effective Decision Making	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3
SMMC 709A	Economic Analysis For Business	1	3			3	2	3				3	3	2

Programme and Course Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	-	-	-	-	-	-	-	-	-	-	-
CO2	-	3	-	-	-	-	-	-	-	-	3	-
CO3	-	-	-	-	-	-	3	-	-	3	-	-
CO4	-	-	-	-	3	3	-	-	-	-	-	3
CO5	-	-	-	-	-	-	-	-	-	-	-	-
1=lightly mapped 2=moderately mapped 3=strongly mapped												

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	Contribute to informed decision-making, resource optimization, and the effective allocation of resources.
Regional	Facilitates the identification of regional disparities, promotes balanced development, and supports regional integration efforts.
National	Provide a basis for evidence-based policymaking and enable monitoring.
Global	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Employability	Providing accurate and reliable data, statistics contribute to evidence-based decision-making
Entrepreneurship	Enables entrepreneurs to conduct market research, analyze consumer behavior, and make data-driven decisions.
Skill Development	Fosters the ability to communicate findings effectively and make evidence-based decisions.
Professional Ethics	Providing reliable and trustworthy information to inform decision-making.
Gender	Enable evidence-based advocacy and policy formulation to promote gender equity.
Human Values	Evaluating the effectiveness of social programs, policies, and interventions aimed at addressing societal challenges.
Environment & Sustainability	Mitigate environmental risks, promote sustainable practices, and monitor progress towards sustainability goals.
Unit II	Consumer Behavior and Demand Analysis
Local	Local businesses can also identify untapped market segments and explore opportunities for growth based on consumer demand analysis.
Regional	promotes regional economic development, stimulates entrepreneurship, and encourages regional trade and cooperation.

National	Understanding the Consumer Behavior and Demand Analysis
Global	To assess the factors Affecting Elasticity of Demand
Employability	apprehend Business Economics jargons which are basically related to various disciplines like Management, Accounting, Economics, Basic Finance, Engineering
Entrepreneurship	-
Skill Development	Contributes to the Demand Forecasting
Professional Ethics	Consumer Behavior and Demand Analysis
Gender	-
Human Values	Factors Affecting Elasticity of Demand
Environment & Sustainability	-
Unit III	Theory of Production and Cost
Local	-
Regional	-
National	Factors of Production
Global	-
Employability	Use of ISOQUANTS
Entrepreneurship	-
Skill Development	-
Professional Ethics	Factors of Production
Gender	-
Human Values	-

Environment & Sustainability	-
Unit IV	Theory and Behavior of Firm
Local	
Regional	-
National	Private and Social Cost. Pricing Under Perfect Competition, Monopoly, Monopolistic market
Global	-
Employability	Cost Analysis & Price Output Decisions
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Private and Social Cost. Pricing Under Perfect Competition, Monopoly, Monopolistic market
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education
POE/4 th IR	Aligns with the concepts Project Management & the risks of Globalization
	Introduction

SMMC725A	ACCOUNTING MANAGEMENT	FOR	L	T	P	C
Version 2.0			3	1	0	4
Pre-requisites/Exposure	Basics of accounts					
Co-requisites	--					

Course Objectives

1. To be able to compute the efficiency of algorithms in terms of time and space complexities.
2. To understand concepts of searching and sorting algorithms.
3. Using various data structures viz. stacks, queues, linked list, trees and graphs to develop efficient algorithms through efficient representation of data and operations that can be applied.
4. To enable them to develop algorithms for solving problem by applying concepts of data structures.

Course Outcomes

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

- CO1. The first part is designed to make students understand the basics of accounting and importance of financial statements with reference to different users of accounting information
- CO2. To understand the various types of costs and preparation of cost sheet and its importance in decision making
- CO3. Learn the importance and various types of budgets and its role in performance evaluation
- CO4. Decision making through life cycle, target, and activity based costing and learn how CVP analysis helps in decision making

Catalogue Description

This course imparts the basic concepts of data structures and algorithms. It enables them to write algorithms for solving problems with the help of fundamental data structures. The course of data structures help organizing the data in variety of ways to solve the problem efficiently. The course introduces the basic concepts about stacks, queues, lists, trees and graphs. It also discusses about daily problems like searching and sorting techniques.

Course Content

Unit I:

8 lecture hours

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:**12 lecture hours**

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:**12 lecture hours**

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:**8 lecture hours**

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

Text Books

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

Reference Books/Materials

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	The first part is designed to make students understand the basics of accounting and importance of financial statements with reference to different users of accounting information	PO1, PO2
CO2	To understand the various types of costs and preparation of cost sheet and its importance in decision making	PO2, PO4
CO3	Learn the importance and various types of budgets and its role in performance evaluation	PO5
CO4	Decision making through life cycle, target, activity based costing and learn how CVP analysis helps in decision making	PO4, PO6

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMC 725A	Accounting For Management	2	3		2	2	2					2	2	2

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	-	-	-	-	-	-	-	-	-	-
CO2	-	3	-	3	-	-	-	-	-	-	-	-
CO3	-	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	3	-	-	-	-	-	-
CO5												
1=lightly mapped 2=moderately mapped 3=strongly mapped												

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Nature of Accounting Information
Local	-
Regional	-
National	Understand the meaning of ACCOUNTING, types of accounting, process and programme
Global	-
Employability	To familiarise students with accounting principles and procedures.
Entrepreneurship	-
Skill Development	Understanding the meaning of Internal Control, Internal Check and Internal Audit.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Cost Accounting
Local	-
Regional	-
National	Gaining knowledge on vouching of different transactions and verification of assets and liabilities.
Global	-
Employability	Helping to enhance employability Routine checking, vouching, verification & valuation of assets & liabilities
Entrepreneurship	-
Skill Development	Comprehend the knowledge about appointment, powers, duties and liabilities of accountant.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Performance Evaluation Techniques
Local	-

Regional	-
National	Knowledge of inventory control, depreciation
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Up skilled with powers, duties and liabilities, depreciation and reserves, Divisible profits & dividends.
Professional Ethics	To analyze how to maintain accounts of Public company.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Decision Making Techniques
Local	A local joint stock company can issue shares to local investors to raise capital for its operations. The company's final accounts would reflect the financial activities and performance of the company within the local market.
Regional	A regional joint stock company may have a broader scope, operating in multiple local markets within a specific region. It can raise share capital from investors across the region. The company's final accounts would encompass the financial results and position of its regional operations.
National	A national joint stock company operates on a larger scale within a particular country. It can issue shares to investors nationwide, raising significant share capital. The company's final accounts would cover its financial performance and position at the national level.
Global	A global joint stock company operates in multiple countries worldwide. It can issue shares to investors globally, allowing for a diverse range of shareholders and substantial share capital. The company's final accounts would reflect its financial activities and performance across different countries and jurisdictions.
Employability	Employability refers to the skills, knowledge, and attributes that make individuals desirable for employment. Understanding the concepts of share capital, joint stock companies, and company final accounts can be valuable for individuals seeking employment in finance, accounting, auditing, or related fields.
Entrepreneurship	Knowledge about share capital, joint stock companies, and company final accounts is essential for aspiring entrepreneurs. It helps in understanding the legal and financial aspects of starting and running a company, including raising capital through shares and maintaining proper financial records.
Skill Development	Studying share capital, joint stock companies, and company final accounts contributes to the development of financial literacy, analytical skills, and critical

	thinking. These skills are valuable not only in the business world but also in personal finance management and decision-making.
Professional Ethics	Professionals in finance, accounting, and auditing are expected to adhere to ethical standards and principles. This includes maintaining
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4 th IR	Updated Curriculum

SMMCMO38A	INTRODUCTION TO TALLY	L	T	P	C
Version 1.0		0	0	2	1
Pre-requisites/Exposure	Basics of Computer and fundamental of accounts				
Co-requisites	--				

Course Objectives

1. To introduce the students to the Basic of Accounts and the usage of Tally for accounting purpose
2. The course covers the main features and components of Tally preparing books, maintain accounts voucher entries etc.
3. To enable students understand the multilingual feature of Tally in maintaining accounts in the different languages that are supported by Tally
4. This practical course will bridge the gap between traditional manual accounting and modern computerized accounting.

Course Outcomes

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

CO1. Students will be aware about automation of accounting activities

CO2. Students will have practical hands on MS-Excel for doing various accounting activities

CO3. Students will understand the use of the software Tally in computerization of accounting system.

CO4. Students would be comfortable working on Tally software and maintain the books of accounts with ease.

Catalog Description

Earlier, business transactions were recorded manually in form of "Cash book, ledger book, journal books etc." which required a lot of space & paperwork. With the advent of technology, new software was created to be known as "Tally" which facilitates easy recording of business transactions & also cater to storage problems

Main Purpose of Tally is to simplify the business. As the tag line of Tally says 'Power of Simplicity' which is actually true as it is really very simple to do all accounting in Tally because of its ease of use and simplicity of functions. In modern accounting and economic global, Tally. ERP 9 Accounting Software is holistic and applicable because it offers numerous technology advantages.

Trust worthiness of data:

The device is so strong that even the shutting down of a machine or failure of power at some point of functioning does no longer have an effect on the information stored in Tally.ERP 9 database. High-quality data integrity checks at regular levels ensure records dependability.

Secured data:

Data integrity assessments ensure that no outside changes to the data can intrude with Tally.ERP 9. The supply of binary encoding garage layout evades complex data grouping. Get right entry to the database is with the assist of an activated ODBC layer.

Tally Audit:

A detailed user may be supplied administrator rights to check for accuracy of entries entered by means of approved users and make adjustments where ever required. Audited entries in conjunction with alterations made are displayed with the call of the user who has made the ones changes with the time of exchange.

Tally Vault:

The choice of data encryption available in Tally.ERP 9 is referred to as the Tally Vault. data Encryption standard (DES) technique averts breaking of password for the vault.

There are numerous other Tally.ERP 9 advantages which consist of safety tiers which might be user defined, quick and easy installation, unlimited multi user support, internal backups, import or export of tally data and its graphical evaluation except many others.

The reason being firms can get the benefit of getting all offerings beneath one roof instead of losing high-quality time exploring various carriers for applicable services.

Course Content

Unit I:**8 lecture hours**

MS-Excel in Accounting: Introduction to MS Excel, MS Excel in day-to-day office activities, Accounting in MS-Office, Financial Formulas in MS-Office - Various Calculation Sheets, Calculation of Interest, Principle and Compounding

Unit II:**12 lecture hours**

Setting-up Books of Accounts in Tally: Introduction, Creation of Company, Introduction to Gateway of Tally, Menu, Company Info menu, Features & Configuration options for company.

Unit III:**12 lecture hours**

Maintaining accounts: group and ledgers, working with account masters, viz, group, ledger, cost centre and category, currency.

Unit IV:**8 lecture hours**

Voucher entry and reporting: Entry of accounts vouchers, printing of vouchers, creation and alteration of vouchers types and vouchers classes, viewing and printing various reports, printing & viewing balance sheet, p& l account, trial balance

Text Books

1. Koget Solutions Inc. Tally 9 in Simple Steps. New Delhi: Wiley India.

Reference Books/Materials

1. Maidasani, D. Accounting with Tally 9.0. New Delhi: Lakshmi Publications.
2. Nadhani, A. K. Tally 9 - Training Guide. New Delhi: BPB Publications.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Students will be aware about automation of accounting activities	PO1, PO2
CO2	Students will have practical hands on MS-Excel for doing various accounting activities	PO2, PO7, PSO2
CO3	Students will understand the use of the software Tally in computerization of accounting system.	PO2, PO7, PSO2
CO4	Students would be comfortable working on Tally software and maintain the books of accounts with ease.	PO2, PO4, PO7, PSO3

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMC MO38 A	Introduction to Tally	2	3		3			3					3	3

Programme and Course Mapping

Programme and Course Mapping												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	-	-	-	-	-	-	-	-	-	-
CO2	2	-	-	-	2	-	-	-	-	-	-	1
CO3	-	-	-	2	-	-	1	-	-	-	-	-
CO4	2	-	2	-	-	1	-	-	-	-	-	-
CO5												
1=Lightly Mapped 2=Moderately Mapped 3=Strongly Mapped												

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	MS-Excel in Accounting
Local	Excel may be used for small business accounting, personal finance management, and local tax reporting.
Regional	Excel can support medium-sized businesses, regional financial planning, and compliance with regional regulations.
National	Excel is utilized for managing the finances of large corporations, preparing national tax reports, and adhering to national accounting standards.
Global	Excel is used for international financial reporting, consolidation of financial data from various regions, and compliance with international financial standards (e.g., IFRS).
Employability	Proficiency in Excel is a valuable skill for job seekers in the accounting and finance fields, as many job roles require Excel proficiency

Entrepreneurship	Entrepreneurs can use Excel for financial planning, budgeting, and forecasting to make informed business decisions.
Skill Development	Learning Excel is a fundamental skill for financial professionals, enhancing their ability to analyze data and create financial models.
Professional Ethics	Excel is used for transparent financial reporting, which aligns with ethical principles in accounting and finance
Gender	-
Human Values	-
Environment & Sustainability	Excel can be used to analyze financial data related to environmental sustainability initiatives and assess their impact.
Unit II	Setting-up Books of Accounts in Tally
Local	Businesses use Tally to manage their day-to-day accounting, generate local tax reports, and adhere to local accounting regulations.
Regional	Tally is employed by businesses to comply with regional tax laws and financial regulations.
National	Tally is used to maintain financial records, prepare national tax returns, and adhere to national accounting standards.
Global	Tally is applied for international financial reporting, ensuring compliance with international financial standards and managing finances across global operations.
Employability	Proficiency in Tally is a valuable skill for individuals seeking employment in accounting and finance roles.
Entrepreneurship	Entrepreneurs can use Tally to efficiently manage their finances, prepare business plans, and make informed financial decisions.
Skill Development	Learning Tally is essential for skill development in accounting and finance, as it equips individuals with practical accounting software expertise.
Professional Ethics	Tally helps maintain financial transparency and adherence to ethical accounting practices, promoting professional ethics.
Gender	-
Human Values	-
Environment & Sustainability	Tally can help businesses track and analyze financial data related to sustainability initiatives and assess their impact on the environment.
Unit III	Maintaining accounts
Local	Businesses use group and ledger classifications to comply with local accounting regulations and report local taxes accurately.
Regional	These practices ensure compliance with regional financial standards and facilitate regional financial analysis and reporting.
National	At the national level, businesses rely on group and ledger structures for national financial reporting and adhering to national accounting standards.
Global	These practices are essential for multi-national corporations to manage finances across various countries, prepare international financial reports, and adhere to global accounting standards.

Employability	Proficiency in managing groups and ledgers, as well as working with account masters, is crucial for individuals seeking employment in accounting and finance roles.
Entrepreneurship	Entrepreneurs can use these practices to establish organized financial systems for their businesses, enabling them to make informed financial decisions and access financial support.
Skill Development	Learning to work with account masters, cost centers, and categories is vital for skill development in accounting and financial management.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Voucher entry and reporting
Local	Voucher entry ensures accurate record-keeping for local tax reporting and compliance with local accounting regulations
Regional	These practices are essential for meeting regional financial standards and preparing regional financial statements.
National	Voucher entry and financial reporting are critical for compliance with national accounting standards and tax regulations.
Global	These practices are crucial for multinational corporations to manage finances across different countries, prepare international financial reports, and comply with global accounting standards.
Employability	Proficiency in voucher entry and financial reporting is a valuable skill for individuals seeking employment in accounting and finance roles.
Entrepreneurship	Entrepreneurs can use these practices to maintain accurate financial records, assess business performance, and make informed financial decisions.
Skill Development	Learning to create, alter, and analyze vouchers and financial reports is vital for skill development in accounting and finance.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4 th IR	Updated Curriculum

SMMC731A	PEOPLE'S BEHAVIOUR IN AN ORGANISATION	L	T	P	C
Version 2.0		3	0	0	3
Total Contact Hours	45 Hours				
Pre-Requisites/Exposure	-				
Co-Requisites	-				

Course Objectives

1. To help the students to develop cognizance of the importance of human behaviour.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide the students to analyse specific strategic human resources demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course Outcomes

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

- CO1: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- CO2: Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- CO3: Analyze the complexities associated with management of the group behavior in the organization.
- CO4: Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization

Catalogue Description

The main objective of Organizational Behavior course is to help the students to acquire and develop skill to take rational decisions in the process of O.B. People have always been regarded as important in managing organizations. Human aspects are critical in each functional aspects of management and equally so for the effective utilization of resources. In view of this, organizational behavior has assumed great importance. This course is designed primarily for students who are being exposed to Organizational Behavior for the first time.

Course Content

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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination**Examination Scheme:**

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization	PO1, PO2
CO2	Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.	PO4, PSO2
CO3	Analyze the complexities associated with management of the group behavior in the organization.	PO9, PSO1
CO4	Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.	PO4, PO8, PSO3

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMC 731A	People's Behavior in an organization	2	3		3				3	3			2	3

Programme and Course Mapping

Programme and Course Mapping												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	1	1	1	1	1	1	1	-
CO2	1	1	1	2	1	1	1	1	1	1	1	-
CO3	1	1	1	1	1	1	1	1	2	1	2	-
CO4	1	1	1	2	1	1	1	2	1	1	1	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Foundation and background of OB
Local	-
Regional	-
National	Understanding concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Individual behavior and processes
Local	-
Regional	-
National	-
Global	Assessing individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications
Employability	-
Entrepreneurship	-
Skill Development	To understand the Learning and Reinforcement, Stress–symptoms, causes, consequences and management.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Interpersonal and team processes
Local	-
Regional	-
National	group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams
Global	virtual teams; team building; Empowerment-concept, significance,

Employability	-
Entrepreneurship	Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politic
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Organizational processes and structure
Local	-
Regional	-
National	-
Global	rganizational structure and design, Work and job design
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	rganizational learning; organizational culture; organizational change and development.
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education
POE/4th IR	Aligns with the concepts of employability skills/practical courses from industry and alumina

SMMC733A	MANAGING OPERATIONS	MARKETING	L	T	P	C
Version 2.0			3	0	0	3
Pre-requisites/Exposure	Basics of business studies					
Co-requisites						

Course Objectives

1. To plan proper marketing activities critically in very effective and efficient manner.
2. To plan proper Segmentation Targeting and positioning aspect in the market.
3. To plan and to ensure the proper implementation and functioning of the marketing plan.
4. To keep proper check on implementation of the plan by ensuring delivery of superior product into the market.

Course Outcomes

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

- CO1. Understanding the concept of marketing management, its fundamentals in accordance with ethical issues in marketing practices with its application in the life, business & allied disciplines, jobs, leading opportunities in entrepreneurship practices and in higher studies as well.
- CO2: Understanding of product and price concept of marketing, as how to plan a new product and to price it in most innovative manner to gain competitive edge over others.
- CO3. Understanding of the distribution system and marketing communication elements in detail to place and promote the products profitably.
- CO4. Gaining knowledge of few emerging trends such as retailing, wholesaling, green marketing, social marketing, rural marketing and interactive marketing etc. which may result into developing the learners as a responsible citizen and thus a good human being for the society.

Catalogue Description

Marketing, in its core is a practice. The theory aspect of the course is derived from the practice itself. One can say that the practice is independent factor however theory contents are based on this independent factor only. The innovative practice only has the capability to enrich the course contents in true sense. Here the basic is to manage the marketing operations in cheapest way for the growth and development of all the stakeholders of the firm. Marketing operations includes analyzing the market, assessing firm's feasibility to match the requirement, planning the marketing contents, tracking budget and other key metrics for achieving firm's vision and mission.

Course Content

UNIT I

8 lecture hours

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**7 lecture hours**

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**7 lecture hours**

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**8 lecture hours**

Marketing organization and control: Emerging trends and issues in marketing-consumerism, wholesaling and retailing; rural marketing, social marketing; direct and interactive marketing; green marketing.

Text Books

Kotler, P., Keller, K., Koshy, L., & Jha, M. (2016). *Marketing management* (16thed.). New Delhi: Pearson.

Reference Books/Materials

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* (7thed.). 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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understanding the concept of marketing management, its fundamentals in accordance with ethical issues in marketing practices with its application in the life, business & allied disciplines, jobs, leading opportunities in entrepreneurship practices and in higher studies as well.	PO2, PO3, PSO1
CO2	Understanding of product and price concept of marketing, as how to plan a new product and to price it in most innovative manner to gain competitive edge over others.	PO2, PO6
CO3	Understanding of the distribution system and marketing communication elements in detail to place and promote the products profitably.	PO7, PSO3
CO4	Gaining knowledge of few emerging trends such as retailing, wholesaling, green marketing, social marketing, rural marketing and interactive marketing etc, which may result into developing the learners as a responsible citizen and thus a good human being for the society.	PO10, PSO2

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMM C733A	Managing Marketing Operations		2	3			3	2			2	2	2	3

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	2	2	-	-	2	1	1	-	2	-	1	2	-
CO 2	3	-	2	-	-	-	-	1	-	2	-	1	-	-
CO 3	3	-	2	-	-	-	-	1	2	2	-	1	-	-
CO 4	3	-	2	-	-	-	-	1		2	-	-	-	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE SYLLABUS TO VARIOUS INDICATORS

Unit I	Introduction
Local	Targeting and serving customers within a specific geographical area. Marketing managers will understand local consumer preferences, behavior, and trends to create effective marketing strategies for the local market.
Regional	Regional marketing focuses on specific regions or areas, usually larger than a local market. Marketing managers analyze regional demographics, competition, and cultural factors to develop marketing plans that cater to the needs and preferences of the target audience in that particular region.
National	National marketing refers to marketing activities that span an entire country. Marketing managers need to consider the diverse cultural, economic, and social factors within the country to design marketing campaigns that resonate with the national audience.
Global	Global marketing involves marketing products and services across international borders. Marketing managers face the challenge of adapting marketing strategies to different countries and cultures while maintaining a consistent brand image and message.
Employability	Employability in marketing management refers to the skills, knowledge, and attributes that make individuals desirable to potential employers in the marketing field. This includes a combination of technical marketing skills, communication abilities, analytical thinking, and a strong understanding of market dynamics.
Entrepreneurship	Entrepreneurship in marketing management refers to the ability to identify market opportunities, develop innovative marketing strategies, and create and manage marketing ventures. Marketing managers with an entrepreneurial mindset can drive growth and create competitive advantages for their organizations.
Skill Development	Skill development in marketing management focuses on enhancing the specific skills required for effective marketing practice. This includes areas

	such as market research, consumer behavior analysis, brand management, digital marketing, advertising, and strategic planning.
Professional Ethics	Professional ethics in marketing management refers to the moral principles and values that guide ethical behavior in marketing practices. Marketing managers need to consider ethical considerations such as truthfulness in advertising, respecting consumer privacy, fair competition, and social responsibility in their decision-making processes.
Gender	Gender plays a significant role in marketing management as marketing strategies and campaigns often target specific gender segments. Understanding gender dynamics and addressing gender-related issues can help marketers create more inclusive and effective marketing campaigns.
Human Values	Human values encompass the principles and ideals that guide human behavior and decision-making. In marketing management, considering human values involves understanding and aligning marketing strategies with the values, beliefs, and aspirations of the target audience to build meaningful connections and relationships.
Environment & Sustainability	Environment and sustainability are crucial considerations in modern marketing management. Marketing managers need to develop strategies that are environmentally responsible, minimize waste and carbon footprint, promote sustainable consumption, and address the growing demand for environmentally-friendly products and services.
Unit II	Basics
Local	Local factors influence product and price decisions. Local market conditions, consumer preferences, and competition play a role in determining the types of products to offer and the appropriate pricing strategies for the local market.
Regional	Regional factors, such as regional preferences, cultural differences, and economic conditions, impact product and price decisions. Marketing managers consider these factors to tailor products and pricing strategies to meet the specific needs and demands of different regions.
National	National factors, including national consumer behavior, economic trends, and legal regulations, affect product and price decisions. Marketing managers analyze national market dynamics to develop products that cater to the preferences of the national consumer base and set competitive pricing strategies.
Global	Global factors, such as global market trends, cultural diversity, and exchange rates, influence product and price decisions for international markets. Marketing managers adapt products to suit global markets and consider pricing strategies that account for regional variations in purchasing power and market competitiveness.
Employability	Employability in product and price management refers to the skills and knowledge required to effectively manage and optimize product offerings and pricing strategies. Marketing managers with strong product management and pricing skills are highly sought after by organizations.

Entrepreneurship	Entrepreneurship in product and price management involves identifying market opportunities, developing innovative products, and creating pricing strategies that provide a competitive edge. Entrepreneurs in marketing management often introduce unique products and pricing models to disrupt existing markets.
Skill Development	Skill development in product and price management focuses on enhancing the specific skills required to manage products effectively and set appropriate pricing strategies. This includes skills such as market research, product development, pricing analysis, and competitor analysis.
Professional Ethics	Professional ethics in product and price management involve ensuring fair and transparent practices in product development and pricing. Marketing managers must adhere to ethical guidelines, such as avoiding deceptive product claims and implementing fair pricing practices.
Gender	Gender considerations in product and price management involve understanding the different preferences and needs of various gender segments. Marketing managers may tailor product features, packaging, and pricing strategies to appeal to specific gender groups.
Human Values	Human values influence product and price decisions by considering the impact of products and pricing on consumers' well-being and values. Marketing managers may align products with values such as health, safety, and social responsibility. Pricing strategies may reflect fairness and affordability.
Environment & Sustainability	Environment and sustainability considerations in product and price management involve developing environmentally-friendly products and implementing pricing strategies that encourage sustainable consumption. Marketing managers may promote eco-friendly products and use pricing incentives to drive sustainable behavior.
Unit III	Marketing
Local	Local considerations in place and promotion involve determining the most effective distribution channels and marketing communication methods within a specific geographical area. Marketing managers analyze local market conditions, customer behavior, and preferences to develop strategies for efficient distribution and targeted promotional activities.
Regional	Regional factors play a role in determining the distribution channels and promotional tactics across a specific region. Marketing managers consider regional market characteristics, competition, and consumer preferences to optimize the placement and promotion strategies within that particular region.
National	National considerations in place and promotion encompass distribution and marketing communication strategies that cover an entire country. Marketing managers analyze national distribution networks, logistics, and infrastructure, as well as develop national marketing campaigns and promotional activities to reach a broader audience.
Global	Global factors in place and promotion involve distribution and marketing communication strategies in international markets.

Employability	Employability in place and promotion management refers to the skills and knowledge required to manage distribution channels effectively and develop successful marketing communication campaigns.
Entrepreneurship	Entrepreneurship in place and promotion management involves identifying innovative distribution channels and developing creative marketing communication strategies to gain a competitive advantage.
Skill Development	skill development in place and promotion management focuses on enhancing skills related to channel management, supply chain optimization, retailing, logistics, and marketing communication.
Professional Ethics	Professional ethics in place and promotion management involve ensuring fair and ethical practices in distribution and marketing communication
Gender	Gender considerations in place and promotion management involve understanding the different preferences and behaviors of various gender segments in distribution channels and marketing communication.
Human Values	Human values influence decisions related to place and promotion by considering the impact of distribution channels and marketing communication on consumers' values and well-being.
Environment & Sustainability	Environment and sustainability considerations in place and promotion management involve implementing environmentally-friendly distribution practices and developing sustainable marketing communication campaigns.
Unit IV	Managing
Local	Local considerations in marketing organization and control involve structuring and managing marketing teams and activities within a specific geographical area.
Regional	Regional factors play a role in structuring marketing organizations and implementing control mechanisms across a specific region.
National	National considerations in marketing organization and control encompass structuring marketing departments and control systems that cover an entire country.
Global	Global factors in marketing organization and control involve managing marketing teams and activities across international markets.
Employability	Employability in marketing organization and control refers to the skills and competencies required to effectively organize marketing teams and implement control systems.
Entrepreneurship	Entrepreneurship in marketing organization and control involves fostering an entrepreneurial culture within the marketing organization.
Skill Development	Skill development in marketing organization and control focuses on enhancing skills related to team management, organizational design, performance measurement, and control mechanisms
Professional Ethics	Professional ethics in marketing organization and control involve promoting ethical behavior and transparency in managing marketing teams and implementing control systems.
Gender	Gender considerations in marketing organization and control involve promoting gender diversity and equality within the marketing organization

Human Values	Human values influence decisions related to marketing organization and control by considering the well-being, growth, and development of employees within the marketing organization
Environment & Sustainability	Environment and sustainability considerations in marketing organization and control involve integrating environmental and social sustainability principles into marketing practices.
SDG	SDG 4
NEP 2020	Professional Education
POE/4th IR	Aligns with the concepts of employability skills/practical courses from industry and alumina

SMHA151A	FRENCH-I	L	T	P	C
Version 1.0		2	0	0	2
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. Discuss the French terminology with the help of translator.
2. Understand the elements of articles and its applicability
3. Understanding the concept of ER, IR verbs
4. Gaining the clarity about vocabulary and translation terminology

Course Outcomes

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

CO1. Ability to analyze the language of French and its applicability

CO2. Ability to speak and write the French as a language

CO3. An ability to learn about the various tricks and tips on vocabulary speaking

CO4. Formulation of verbs in day to day speaking and how to deliver remarks

Catalogue Description

Offers lower division / novice speakers opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage. May be repeated for a maximum of 2 credits toward graduation. Offers lower division / novice speaker's opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of

speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage.

Course Content

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Ability to analyze the language of French and its applicability	PO1,PO2,PO9
CO2	Ability to speak and write the French as a language	PO2,PO4,PO10
CO3	An ability to learn about the various tricks and tips on vocabulary speaking	PO5,PO6,PO7
CO4	Formulation of verbs in day to day speaking and how to deliver remarks	PO3,PO7,PO8

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMHA 151A	French-I	2	3	2	3		2	3	2	2	2		2	2

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	3	-	-	-	-	-	-	3	-	-	-	-	-
CO 2	-	3	-	3	-	-	-	-	-	3	-	-	-	-
CO 3	-	-	-	-	3	3	3	-	-	-	-	-	-	-
CO 4	-	-	3	-	-	-	3	3	-	-	-	-	-	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	-
Regional	-
National	-
Global	Introduction to Language and Basic Vocabulary
Employability	Discuss the French terminology with the help of translator
Entrepreneurship	-
Skill Development	Ability to analyze the language of French and its applicability
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Grammar
Local	-
Regional	-
National	-
Global	Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), French Numbers, days of the week, months of the year
Employability	Understand the elements of articles and its applicability
Entrepreneurship	-
Skill Development	Ability to speak and write the French as a language
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Tenses
Local	-
Regional	-
National	-
Global	Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises
Employability	Understanding the concept of ER, IR verbs

Entrepreneurship	
Skill Development	ability to learn about the various tricks and tips on vocabulary speaking
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Verbs
Local	-
Regional	-
National	-
Global	Creative writing
Employability	Gaining the clarity about vocabulary and translation terminology
Entrepreneurship	
Skill Development	Formulation of verbs in day to day speaking and how to deliver remarks
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SEMESTER II

SMMC954A	FINANCIAL MANAGEMENT USING VISUALIZATION AND EXCEL	L	T	P	C
Version 2.0		3	1	0	4
Pre-requisites/Exposure					
Co-requisites					

Course Objective

1. Develop advanced Excel skills, including creating complex financial models, using financial functions, and automating financial calculation.
2. Learn to use data visualization tools and techniques to represent financial data in a visually informative and actionable manner.
3. Develop the ability to make strategic financial decisions based on data-driven insights and visualization.
4. Create financial models to simulate different financial scenarios, aiding in strategic planning and decision-making.

Course Outcomes

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

CO1. Create dashboard for different financial parameter.

CO2. Analyse dashboard for different financial parameter.

CO3. Create reports, data visualizations, and dashboards of various financial indices in Excel.

CO4. Visualisation and Analysis for different sectors.

Course Content**UNIT-1****Data Visualization**

Principles of Successful Data Visualization, Advantages and Benefits of Good Data Visualization, Types of Data Visualization, Data Visualization Principles for Dashboard Design

Dashboard: Understanding dashboard design principles, layout, colour and display, common issue when building dashboards, choosing the right data visualization to communicate information effectively, displaying trends with charts. CFO Scorecard, Types of Dashboards: Strategic Dashboard, Operational Dashboard, Analytical Dashboard, Tactical Dashboard. Preparation of dashboard based on real-time data: Dashboard Design in Excel with Graphs.

UNIT-2**Visualization of Financial Statement Analysis for Dashboard Design**

Preparation of different Dashboard with visualization of Financial Statement Analysis: Financial Key Performance Indicators (KPI) Dashboard, Profit and Loss Dashboard, Accounts Receivable & Accounts Payable Dashboard, Financial Performance Dashboard, Balance Sheet Dashboard, The Right Business Dashboards for every Users. Preparation of Dashboard for Financial Data

Comparison Analysis: Development Trend Analysis and Key Financial Analysis. Project on preparation of the above with Excel.

UNIT-3

Visualization of Corporate Finance for Dashboard Design

Preparation of different Dashboard with visualization of Corporate Finance: Financial Investment Dashboard, Funds Raising Dashboard, Components of Working Capital Dashboard, Dividend Dashboard, Cash Management Dashboard, CFO Dashboard, Budget Management Dashboards, Significance of Budgeting and Forecasting Data at a Glance, Budget to Actual Comparison Template, Key Elements for Budget vs. Actual Dashboards

Project Dashboard: Overall Project Dashboard, Cost Performance Dashboards, Schedule Performance and Progress Dashboard.

UNIT-4

Visualization of Stock Market for Dashboard Design

Visualization of Stock Market for Dashboard Design: Visualizing Company Profits, Visualizing by Sector, Financial results by business segment in a Small Multiples Dashboard, KPI & Sparkline in Stock dashboard, Top Performer Stock Performance dashboard, PE ratio, Investment Returns, Investment Summary, Investment Comparisons, Stock Dividend Tracker, Stock Market Dashboard - Trend Analysis of Stock Performance, Dashboard for comparing Rates of Return, Security's Rate of Return, Portfolio of Securities' Rate of Return, Security's Risk

Reference Books:

Visualizing Financial Data by Julie Rodriguez and Piotr Kaczmarek, Wiley Publication

Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic: Wiley Publication

CO-PO Mapping

PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PS O1	PS O2	PS O3	P O 12
CO 1	3	3	-	-	-	-	-	-	-	-	-	1	2	3	-
CO 2	-	-	-	-	-	-	-	-	3	-	3	1	3	3	-
CO 3	-	-	3	-	-	3	-	-	-	-	-	1	3	2	-
CO 4	-	-	3	3	-	-	3	-	-	-	-	1	3	3	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=weakly mapped; 2= moderately mapped; 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	Focus on understanding local financial markets, regulations, and economic conditions that may impact financial management decisions within a specific community or geographical area.
Regional	-
National	-
Global	
Employability	Conclusion of real-world case studies and hands-on exercises to enhance participants' ability to apply financial management concepts in professional settings.
Entrepreneurship	-
Skill Development	Development of analytical and critical thinking skills to interpret financial data and make strategic decisions.
Professional Ethics	-
Gender	Consideration of gender-specific challenges and opportunities in the financial industry.
Human Values	-
Environment & Sustainability	-
Unit II	Financial Regulations
Local	-
Regional	Consideration of broader regional economic trends, financial regulations, and market dynamics that could affect financial strategies within a particular region.
National	Examination of national economic indicators, financial policies, and regulatory frameworks influencing financial management strategies at a country level.
Global	-
Employability	Emphasis on developing practical skills and knowledge relevant to the financial industry, making participants more employable.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Exploration of how gender dynamics may influence financial decision-making and management.
Human Values	Integration of sustainability principles into financial management, considering the environmental and social impacts of financial decisions.
Environment & Sustainability	-
Unit III	Financial Markets
Local	-
Regional	-
National	-

Global	Integration of global financial perspectives, considering international markets, exchange rates, and global economic conditions to make informed financial decisions in a globalized business environment.
Employability	
Entrepreneurship	Exploration of financial strategies that support entrepreneurial ventures, fostering an understanding of financial risks and opportunities in the context of entrepreneurship.
Skill Development	
Professional Ethics	Integration of ethical considerations in financial decision-making processes.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Financial Management
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Integration of financial management principles tailored to entrepreneurs and small business owners, emphasizing budgeting, cash flow management, and investment decisions for startups.
Skill Development	Focus on enhancing participants' proficiency in using Excel for financial analysis, modeling, and visualization.
Professional Ethics	Discussion of industry-specific ethical dilemmas and the importance of maintaining integrity and transparency in financial management practices.
Gender	-
Human Values	-
Environment & Sustainability	Exploration of sustainable investment strategies and corporate social responsibility in financial planning.
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMC805A	CREATING AN ENTREPRENEURIAL MINDSET	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites					

Course Objectives

1. To expose students to various perspectives and concepts in the field of entrepreneurship and its successful execution.
2. To comprehend how to Starting the venture and do feasibility analysis
3. To encourage students to think critically and strategically for Figuring out the strategy.
4. To develop the ability to understand sources of finance.

Course Outcomes

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

CO1. Understanding the concept and objective of Entrepreneurship.

CO2: Familiarize with the concept of business idea and feasibility study with real live examples.

CO3. Develop the ability to develop various marketing and financial plan.

CO4. Provide a basic understanding of sources of finance and Role of Central and State Governments in promoting entrepreneurship

Catalogue Description

Building the foundation today's Entrepreneurs, Creating An Entrepreneurial Mind set (CEM) will provide students with an understanding of issues facing entrepreneurs and an exposure to the skills involved in addressing them. We will explore how executives should approach making critical decisions during the different phases of an entrepreneurial company's life. Starting from the vantage point of the individual, we will put ourselves in the shoes of decision makers ranging from technology entrepreneurs to venture capitalists, from real estate developers to inventors. CEM will give students the opportunity to hone their skills in identifying and testing business opportunities, decomposing complex business problems, determining what decisions the responsible business executive must make, and establishing a 'burden of proof' standard for making those decisions. We will also introduce a range of specific tools—including business model design, lean testing, and customer and channel analytics—that are particularly relevant to entrepreneurs, as well as introduce students to the fundamentals of entrepreneurial finance and governance. The course will provide insight as to how the interests of other important constituencies— employees, potential and actual investors, business partners, suppliers, and distribution channels—constrain and contribute to an entrepreneur's ability to create value.

Course Content

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 YuvaYojna, NITI Aayog.

TEXT BOOK:

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

REFERENCE BOOKS:

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understanding the concept and objective of Entrepreneurship.	PO2
CO2	Familiarize with the concept of business idea and feasibility study with real live examples.	PO3, PO4
CO3	Develop the ability to develop various marketing and financial plan.	PO4, PO6, PO7
CO4	Provide a basic understanding of sources of finance and Role of Central and State Governments in promoting entrepreneurship	PO2, PSO2

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMM C805A	Creating An Entrepreneurial Mindset		3		3		3	2					2	

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	-	3	-	-	-	-	-	-	-	-	-	-	-	-
CO 2	-	-	3	3	-	-	-	-	-	-	-	-	-	-
CO 3	-	-	-	3	-	3	3	-	-	-	-	-	-	-
CO 4	-	3	-	-	-	-	-	-	-	-	-	3	-	-

CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	Understanding the local market, community needs, and cultural nuances is crucial for identifying opportunities and creating products or services that cater to the immediate surroundings.
Regional	Expanding the viewpoint to include regional and national contexts helps entrepreneurs tap into larger markets, leverage diverse resources, and navigate regulatory frameworks.
National	-
Global	-
Employability	-
Entrepreneurship	
Skill Development	Decision making and forecasting
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Markets
Local	-
Regional	Expanding the viewpoint to include regional and national contexts helps entrepreneurs tap into larger markets, leverage diverse resources, and navigate regulatory frameworks.
National	Expanding the viewpoint to include regional and national contexts helps entrepreneurs tap into larger markets, leverage diverse resources, and navigate regulatory frameworks.
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Continuous learning and skill development are crucial for entrepreneurs. Building a diverse skill set, including technical, leadership, communication, and negotiation skills, enhances an individual's capacity to tackle challenges and seize opportunities.
Professional Ethics	-

Gender	Promoting gender equality within the entrepreneurial ecosystem ensures that opportunities are accessible to all, regardless of gender. An inclusive mindset fosters diversity, bringing different perspectives and ideas to the table.
Human Values	-
Environment & Sustainability	-
UNIT III	International
Local	-
Regional	-
National	-
Global	Developing a global mindset involves recognizing and capitalizing on international opportunities, understanding global trends, and adapting to diverse business environments.
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Upholding ethical standards is integral to building trust with stakeholders. Entrepreneurs with a strong ethical foundation are more likely to establish sustainable businesses, maintain positive relationships, and contribute to the overall well-being of society.
Gender	-
Human Values	Entrepreneurs with a strong sense of human values, such as empathy, integrity, and social responsibility, are better positioned to create businesses that align with the needs and values of society. This contributes to the long-term success and positive impact of the venture.
Environment & Sustainability	-
Unit IV	Entrepreneurship
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Fostering an entrepreneurial mindset involves encouraging individuals to identify opportunities, take calculated risks, and pursue innovative solutions. It includes cultivating resilience, resourcefulness, and a willingness to learn from failures.
Skill Development	Continuous learning and skill development are crucial for entrepreneurs. Building a diverse skill set, including technical, leadership, communication,

	and negotiation skills, enhances an individual's capacity to tackle challenges and seize opportunities.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	An entrepreneurial mindset that considers environmental and sustainability issues is essential for addressing the challenges of the modern world. Sustainable business practices not only contribute to environmental conservation but also meet the growing demand for socially responsible enterprises.
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMC728A	RESEARCH METHODOLOGY FOR MODERN BUSINESS	L	T	P	C
Version 2.0		3	1	0	4
Pre-requisites/Exposure	Knowledge of Statistics				
Co-requisites	Basics of Marketing Management				

Course Objectives

1. To expose students to various perspectives and concepts of fundamental research terminologies and make them too aware of the ethical principles of research, ethical challenges and describe, compare, and contrast descriptive and inferential statistics, and provide examples of their use in Social Science research;
2. To define and develop a possible Social Science research interest area using specific research designs, expressly observational research design to make students familiar of the major modern data collection methods.
3. To encourage students to identify the best representative of the population by using major statistical tools and methodology.
4. To develop the ability to critically analyze the collected data by the use of appropriate software i.e. SPSS; it's also pertinent to make them interpret such analysis and prepare proper research report.

Course Outcomes

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

- CO1. Understanding the conceptual framework of Business Research Methods and ethics in research and its application in the life, business and jobs and leading opportunities in entrepreneurship practices.
- CO2: Understand fundamentals of research design specifically, observational research design i.e. data collection and appropriate modern data collection techniques.
- CO3. Gaining hands on learning w.r.t. major sampling techniques and understanding sampling design to be used across the disciplines in future.
- CO4. Understanding of proper modern analytical tool to be used to analyse problems related to self, society, business and job at the organization and to write suitable report.

Catalogue Description

This course intends to acquaint the learners to the concept of Business Research and knowledge of proper modern techniques, methods and methodologies to be used in gaining satisfactory solution of the given research problem. Here the purpose is to serve the economic activities, life and humanity as a whole in most sustainable way. The purpose of this course is to enhance students' abilities to critically analyse the given situation proactively for strategic performance and gain strategic advantage over others. The business research concept is very essential for the sustainability of any organization and proper use of the business research methods may lead to enhance the

organizational strength in tackling the challenges of the business environment and to grab the most prominent opportunities in cost effective way. It also pave the way for career opportunities in many entities including NGOs, Government sector, private sector entrepreneurship and even in daily life.

Course Content

UNIT I

10 lecture hours

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

10 lecture hours

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

08 lecture hours

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

12 lecture hours

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 Books

1. Business Research Methods – Zikmund- Thomson
2. Marketing Research – Naresh Kumar Malhotra & David F. Birks

Reference Books/Materials

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
6. Donald, R. Cooper and Parmela, S.Schindler .Business Research Methods.TataMcGraw Hill.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understanding the conceptual framework of Business Research Methods and ethics in research and its application in the life, business and jobs and leading opportunities in entrepreneurship practices.	PO1, PO2
CO2	Understand fundamentals of research design specifically, observational research design i.e. data collection and appropriate modern data collection techniques.	PO9, PSO2
CO3	Gaining hands on learning w.r.t. major sampling techniques and understanding sampling design to be used across the disciplines in future.	PO3, PO6, PSO3
CO4	Understanding of proper modern analytical tool to be used to analyse problems related to self, society, business and job at the organization and to write suitable report.	PO3, PO4, PO7

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SM MC7 28A	Research Methodology for Modern Business	1	3	2	3		3	2		2			2	2

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	3	-	-	-	-	-	-	-	-	-	-	-	-
CO 2	-	-	-	-	-	-	-	-	3	-	3	-	-	-
CO 3	-	-	3	-	-	3	-	-	-	-	-	-	3	-
CO 4	-	-	3	3	-	-	3	-	-	-	-	-	-	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction to Business Research
Local	Understanding the fundamentals of business research in the local context, considering local industries, market dynamics, and regulations.
Regional	Exploring business research practices within a specific region, considering regional economic factors and trends.
National	Understanding the national landscape of business research, including national-level data, policies, and industry practices.
Global	Exploring the global dimensions of business research, considering international markets, cross-border collaborations, and global business trends.
Employability	Marketing Research
Entrepreneurship	-
Skill Development	-
Professional Ethics	Ethical issues in Research
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Types of Research Design
Local	Understanding sample design techniques and considerations specific to the local business context.
Regional	Exploring sample design methodologies suitable for regional research, considering regional demographics and characteristics.
National	Analyzing sample design approaches commonly used in national-level research studies.
Global	Exploring global research design frameworks, methodologies, and best practices applicable to global business research.
Employability	-

Entrepreneurship	Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Sample Design
Local	-
Regional	-
National	Analyzing sample design approaches commonly used in national-level research studies.
Global	Exploring sample design considerations in global research studies, considering diverse cultural, social, and economic factors.
Employability	-
Entrepreneurship	Data Collection and Survey Errors.
Skill Development	Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Data Analysis, Interpretation and Report Preparation
Local	Analyzing and interpreting data collected from local business research studies, with a focus on local business practices and requirements.
Regional	Applying data analysis and interpretation techniques to regional research studies, considering regional market dynamics and trends.
National	Utilizing data analysis tools and methods to analyze national-level research data and present meaningful insights.
Global	
Employability	
Entrepreneurship	Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques
Skill Development	-
Professional Ethics	-
Gender	-

Human Values	-
Environment & Sustainability	-
SDG	Skills for Decent Work (SDG 4.4)
NEP	Professional Education (17.1-17.5)
POE/4th IR	Hands-on Experience

SMMC 736A	CREATING AND RETAINING MOTIVATED WORKFORCE	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

Today's competitive business environment owes its success to effective management of its human resource. The quality of the organization's employees, their attitude, behavior and satisfaction with their jobs, and their behavior towards ethics and values and a sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting. Therefore, this introductory course on Human Resource Management is designed for engineering students who wants

Course Outcomes

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

- CO1. Relate the role of HRM in modern business and Ability to plan human resources and implement techniques of job design
- CO2. Competencies to recruit, train, and appraise the performance of employees
- CO3. Outlining the rational design of compensation and salary administration in industry
- CO4. Ability to handle employee issues and evaluate the new trends in HRM

Catalog Description

The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices.

Course Content

UNIT I

7 lecture hours

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

UNIT II

7 lecture hours

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:**8 lecture hours**

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:**8 lecture hours**

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 Books

1. Dessler, G.&Varkkey B.(2011) Human Resource Management, 12th Ed, Pearson Education
2. Aswathappa K. (2005) Human Resource and Personnel Management,4thEd,Tata Mc Graw Hill Publishing Co. Ltd

Reference Books/Materials

- 1.Durai, P. (2010), Human Resource Management, Pearson Education
- 2.Snell/ Bohlander, Human resource Management, Cengage Learning
- 3.David Lepak\ Mary Gowan, Human Resource Management: managing Employees for the Competitive advantage

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Relate the role of HRM in modern business and ability to plan human resources and implement techniques of job design.	PO1, PO2
CO2	Competency to recruit, trains, and appraise the performance of employees.	PO4, PSO1
CO3	Outlining the rational design of compensation and salary administration in industry.	PO6, PSO2
CO4	Ability to handle employee issues and evaluate the new trends in HRM.	PO4, PO10, PSO3

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMM C 736A	Creating and retaining motivated workforce	2	3		3		3				3		2	3

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	3	-	-	-	-	-	-	-	-	-	-	-	-
CO 2	-	-	-	3	-	-	-	-	-	-	3	-	-	-
CO 3	-	-	-	-	-	3	-	-	-	-	-	3	-	-
CO 4	-	-	-	3	-	-	-	-	-	3	-	-	3	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	Building strong connections with the local community to enhance employee engagement.
Regional	-
National	-
Global	Understanding global business trends and their impact on workforce dynamics.
Employability	Providing training and development programs to enhance employees' skills and marketability.
Entrepreneurship	-
Skill Development	Prioritizing ongoing skill development through training programs.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Strategies
Local	Tailoring management strategies to align with local expectations and norms.
Regional	Adapting management practices to regional diversity and preferences.
National	-
Global	Implementing cross-cultural training to foster a globally competent workforce.
Employability	Encouraging a continuous learning culture to keep employees competitive in the job market.
Entrepreneurship	-
Skill Development	Identifying and addressing skill gaps to enhance employee performance.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Factors
Local	-
Regional	Considering regional economic factors and industry trends when designing workforce strategies.
National	-

Global	-
Employability	Offering career development opportunities and pathways within the organization.
Entrepreneurship	Supporting intrapreneurship initiatives within the organization.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Culture
Local	Focus on understanding the local culture, work practices, and community values.
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Providing resources and mentorship for employees interested in starting their ventures.
Skill Development	-
Professional Ethics	Providing ethical training to employees to navigate complex professional situations.
Gender	-
Human Values	-
Environment & Sustainability	Incorporating environmental and social responsibility into the organizational mission.
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMC 743A	ENHANCING THROUGH MANAGEMENT	PRODUCTIVITY OPERATION	L	T	P	C
Version 2.0			3	0	0	3
Pre-requisites/Exposure						
Co-requisites	--					

Course Objectives

Operations Management is the systematic approach and control of the processes that transform inputs (e.g. human resources, facilities, materials, Information systems etc.) into finished goods and services. The operations function consists of the core wealth creation processes of a business and helps an organization to efficiently achieve its mission while constantly increasing productivity and quality. This course focuses on the role of operations management as a strategic element of the total organization.

Course Outcomes

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

1. Understand and relate the basic concepts and theories of the production management with industry.
2. Comprehend the operations management situations with greater confidence.
3. Outline the issues in production and operations processes they may face during their careers expand individual knowledge of operations management principles and practices
4. To apply or translate operations management concepts and their influence on business decisions.

Catalogue Description

This course emphasizes the concepts and practices of managing production and operations in contemporary organizations. This course provides an introduction to the field of production and operations management. It is designed to highlight the practical and applied techniques which can improve the organization's quality and productivity. The course draws upon the student's knowledge of accounting, science, mathematics, management and statistics.

Course Content

UNIT I

7 Hours

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**8 Hours**

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**8hours**

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**7 hours**

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 (9thed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswathappa, K., & Bhat, K.S. (2015). Production and operations management (2nded.). 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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand and relate the basic concepts and theories of the production management with industry.	PO1, PO2, PSO2
CO2	Comprehend the operations management situations with greater confidence.	PO2, PO4
CO3	Outline the issues in production and operations processes they may face during their careers expand individual knowledge of operations management principles and practices	PO6, PO5, PSO3
CO4	To apply or translate operations management concepts and their influence on business decisions.	PO7, PO8

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMM C 743A	Enhancing Productivity through operation Management	2	3		3	3	3	2	3				2	3

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	3	-	-	-	-	-	-	-	-	-	3	-	-
CO 2	-	3	-	3	-	-	-	-	-	-	-	-	-	-
CO 3	-	-	-	-	3	3	-	-	-	-	-	-	3	-
CO 4	-	-	-	-	-	-	3	3	-	-	-	-	-	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	-
Regional	-
National	production processes and methods; Decision making and forecasting – Tools and techniques
Global	recent trends in production and operations management
Employability	basic understanding and knowledge about production and operations management
Entrepreneurship	
Skill Development	Decision making and forecasting
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Facility Layout and Location
Local	-
Regional	-
National	Objectives of a good layout, factors influencing layout, service facility layout
Global	-
Employability	-

Entrepreneurship	-
Skill Development	Understanding of the elements of production planning and scheduling
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
UNIT III	Quality
Local	-
Regional	-
National	-
Global	ISO 9000, ISO14000: Global environmental management standards, Kaizen, contribution of Deming, service quality, TQM, roadmap for TQM, Six Sigma
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	TQM
Gender	-
Human Values	-
Environment & Sustainability	ISO 9000, ISO14000: Global environmental management standards
Unit IV	Production planning and control
Local	-
Regional	-
National	planning procedure, production control, capacity planning, material resource planning, enterprise resource planning
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Understanding of the safety mechanism and tools for productivity improvement
Professional Ethics	-
Gender	-
Human Values	-

Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMA878A	DECISION SCIENCE APPLICATION IN BUSINESS	L	T	P	C
Version 2.0		4	0	0	4
Pre-requisites/Exposure	NA				
Co-requisites	Excel solver				

Course Objectives

The course aims at building capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints. The program in Decision Science and Operations Research aims to improve the quality of decisions about the management of scarce resources. Such resources not only include capital, but also quality of human life (e.g., health status), the quality of the environment, and many other important issues.

Course Outcomes

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

- CO1. Analyze any real-life system with limited constraints and depict it in a model form and convert the problem into a mathematical model,
- CO2. Understand the problems such as assignment, transportation, travelling salesman etc.
- CO3. Solve the problems mentioned in point 4 using linear programming approach using software.
- CO4. Understand different queuing situations and find the optimal solutions using models for different situations.

Catalog Description

A study of a range of problems and applications to managerial decision making using scientific and analytical methodology. Topics include an in-depth understanding of linear programming and sensitivity analysis and an introduction to decision analysis. Problem recognition, model building, model analysis and managerial implications are the primary objectives with special emphasis on understanding the concepts and computer implementation and interpretation.

Course Content

UNIT I

8 hours

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

8 hours

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

7 hours

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

7 hours

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
2. Vohra, ND, "Quantitative techniques of Management and Business" : Taxmann Publication 2014

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)

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Analyze any real-life system with limited constraints and depict it in a model form and convert the problem into a mathematical model	PO4, PO2
CO2	Understand the problems such as assignment, transportation, travelling salesman etc.	PO6
CO3	Solve the problems mentioned in point 4 using linear programming approach using software.	PO7
CO4	Understand different queuing situations and find the optimal solutions using models for different situations	PO8, PO2

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMA878A	Decision Science Application In Business		2		2		3	3	3			3	3	3

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CO1	-	3	-	3	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	3	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	3	-	-	-	3	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	Decision science at the local level involves understanding and analyzing data specific to a particular geographical area. Local market trends, consumer preferences, and socio-economic factors are crucial considerations.
Regional	At the regional level, decision science incorporates a broader perspective, considering factors that affect a larger area. This could include regional economic indicators, industry trends, and regulatory variations across different regions.
National	-
Global	-
Employability	-
Entrepreneurship	
Skill Development	Decision science in skill development revolves around identifying and addressing the skills needed within an organization or industry.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Decision Science
Local	-
Regional	At the regional level, decision science incorporates a broader perspective, considering factors that affect a larger area. This could include regional economic indicators, industry trends, and regulatory variations across different regions.
National	National-level decision science involves considerations at the country level. Factors such as national economic policies, legal frameworks, and cultural influences play a significant role.
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Decision science in skill development revolves around identifying and addressing the skills needed within an organization or industry.
Professional Ethics	-
Gender	Gender considerations in decision science involve addressing gender disparities and promoting equality in various aspects of business decision-making.
Human Values	-

Environment & Sustainability	-
UNIT III	International
Local	-
Regional	-
National	-
Global	Decisions at this level may include global market expansion, cross-border collaborations, and managing the complexities of global supply chains.
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Ethical considerations in decision science involve ensuring that business decisions align with moral and professional standards.
Gender	-
Human Values	Decision science incorporating human values focuses on aligning business decisions with societal values and expectations.
Environment & Sustainability	
Unit IV	SPSS
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	Decisions may include market entry strategies, funding allocation, and adapting business models to changing entrepreneurial landscapes.
Skill Development	Decision science in skill development revolves around identifying and addressing the skills needed within an organization or industry.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	Decision science in the context of the environment and sustainability involves making choices that minimize environmental impact and promote sustainable business practices.
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMC724A	GLOBAL BUSINESS OPERATIONS	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure	Basics of International Business				
Co-requisites	--				

Course Objectives

1. Understanding of Global Perspectives and modes of entering into international business
2. Identify the role and impact of political, economic, social and cultural variables in international business.
3. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion)
4. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm

Course Outcomes

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

- CO1. Students will increase their understanding of global markets and the way they trade with other countries.
- CO2. Students studying international business will have in-depth insights into the global economic and business climates.
- CO3. Students can expect career in the public, private, and non-profit sectors, with work profile of revolving around international trade, global business operations and planning, or industrial development.
- CO4. Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.

Catalogue Description

This course will provide the student with information about business operations and business vocabulary in International Business and explores the techniques for entering the international marketplace. It emphasizes on the impact and dynamics of sociocultural, demographic, economic, technological, and political-legal factors in the foreign trade environment. Other topics include patterns of world trade, internationalization of the firm, and operating procedures of the multinational enterprise. The course covers how and why the world's countries differ, a thorough review of the economics and politics of international trade and investment. It explains the functions of the global monetary system, & examines the strategies and structures of international businesses.

Course Content

UNIT I

8 hours

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

8 hours

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 Globalization, Mergers and Acquisitions. Pricing for International Market Key factors in global pricing & methods, International branding perspectives.

UNIT III

7 hours

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

7 hours

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 Books

1. Cherunilam, Francis. (2011) International business: Text and cases. (5th ed.) New Delhi: PHI Learning Private Limited.
2. Varshney & Bhattacharya, International Marketing Management

Reference Books/Materials

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. Shapiro A.C., Multinational Financial Management, Prentice-Hall, New Delhi

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Students will increase their understanding of global markets and the way they trade with other countries.	PO1, PO2, PO4
CO2	Students studying international business will have in-depth insights into the global economic and business climates.	PO4, PSO2
CO3	Students can expect career in the public, private, and non-profit sectors, with work profile of revolving around international trade, global business operations and planning, or industrial development.	PO3, PSO1
CO4	Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.	PO4, PO8, PSO3

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMC742A	GLOBAL BUSINESS OPERATIONS	3	3	3	3				2			2	3	3

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	3	-	3	-	-	-	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-	3	-	-
CO3	-	-	3	-	-	-	-	-	-	-	3	-	-	-
CO4	-	-	-	3	-	-	-	3	-	-	-	-	3	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Overview of Global Business Operations
Local	Local factors can include market conditions, consumer preferences, and regulatory requirements that impact business operations at the grassroots level.
Regional	
National	These may include government policies, legal frameworks, economic stability, infrastructure, and political climate. Understanding national dynamics is essential for successful market entry and sustainable operations.
Global	Organizations must adapt to global trends, technological advancements, and changing consumer behaviors on a global scale.
Employability	In the context of global business operations, employability includes skills such as cross-cultural communication, adaptability, foreign language proficiency, and an understanding of international business practices.
Entrepreneurship	entrepreneurs may identify opportunities in emerging markets, create international networks, and leverage technology to launch and scale businesses across borders.
Skill Development	-
Professional Ethics	-
Gender	Gender diversity and equal opportunities are critical for fostering innovation, achieving sustainable growth, and addressing social and economic disparities.
Human Values	Organizations that prioritize human values in their global operations tend to foster positive relationships with stakeholders, build trust, and contribute to societal well-being.
Environment & Sustainability	-
SDG	Businesses can contribute to the SDGs by aligning their operations with these goals and actively pursuing sustainable practices.

NEP	NEP emphasizes the need for skill development, entrepreneurship education, and fostering a global mindset among students to meet the demands of the global job market.
POE/4th IR	organizations must adapt to the rapid changes brought about by emerging technologies such as artificial intelligence, robotics, blockchain, and the Internet of Things (IoT).
Unit II	International Business Entry & Development Strategic effects of going international
Local	Local: Going international can lead to the creation of new job opportunities and increased economic development in the local community where the business expands.
Regional	Regional: Expansion into regional markets can foster regional integration and collaboration, leading to enhanced trade relationships and economic growth.
National	National: International business activities contribute to a country's GDP, foreign exchange earnings, and overall economic competitiveness. It can also facilitate knowledge transfer and technological advancements.
Global	Global: By entering global markets, businesses gain access to a larger customer base, new market opportunities, and potential for increased revenue. It also fosters cultural exchange and global economic interdependence.
Employability	Going international can create employment opportunities, both locally and abroad, as businesses expand their operations and establish new branches or subsidiaries in different countries.
Entrepreneurship	International expansion can provide entrepreneurial individuals with new markets to explore and expand their business ventures.
Skill Development	Going international requires employees and entrepreneurs to develop cross-cultural communication skills, adaptability, and an understanding of international business practices.
Professional Ethics	International business operations necessitate adherence to ethical standards and responsible business practices, considering the diverse legal, cultural, and social contexts in different countries.
Gender	International business expansion can contribute to gender equality and women's empowerment by providing equal opportunities for employment, leadership roles, and entrepreneurship in different countries.
Human Values	It promotes the recognition and respect for human values by fostering cultural exchange, understanding, and tolerance.
Environment & Sustainability	Environment & Sustainability: Incorporating environmental and sustainability considerations into decision science frameworks, assessing the environmental impact of decisions, and promoting sustainable practices in business decision-making.
SDG	International business expansion can contribute to achieving the UN Sustainable Development Goals by addressing poverty, hunger, education, gender equality, decent work, economic growth, and responsible consumption and production, among others.

NEP	Going international can facilitate collaborations between educational institutions and international partners, supporting the exchange of knowledge, research, and educational programs that align with the objectives of the National Education Policy.
POE/4th IR	International business entry and development can be influenced by the philosophy of education and the transformative impact of the Fourth Industrial Revolution.
Unit III	Finance function in a multinational firm
Local	Local: Understanding the local financial regulations, tax laws, and business practices in each country where the multinational firm operates is crucial. Local knowledge helps in compliance and managing financial risks effectively.
Regional	Regional: In addition to the local perspective, regional economic trends, integration, and market conditions should be considered when formulating financial strategies. This includes factors such as regional trade agreements, currency fluctuations, and regional economic indicators
National	. National: The finance function needs to align with the national financial regulations, reporting standards, and tax requirements of the countries in which the multinational firm operates. Compliance with national laws is vital for financial stability and avoiding legal issues.
Global	Global: The finance function plays a critical role in managing the multinational firm's global financial operations. This includes overseeing financial planning, risk management, treasury management, foreign exchange exposure, and coordinating financial reporting across multiple jurisdictions.
Employability	Employability: The finance function requires individuals with strong financial skills, analytical abilities, and knowledge of financial tools and systems. Employability in this context refers to the development of these skills and competencies to enhance career prospects within the finance profession.
Entrepreneurship	Entrepreneurship: In the finance function, entrepreneurship can involve identifying and pursuing new business opportunities, assessing financial viability, and supporting the strategic decision-making process. Entrepreneurial skills can help finance professionals drive innovation and value creation within the multinational firm.
Skill Development	Skill Development: Continuous skill development is crucial for finance professionals to stay updated with industry trends, regulatory changes, and emerging technologies. Skills such as financial analysis, financial modeling, data analytics, and communication are essential for success in the finance function.
Professional Ethics	Professional Ethics: Ethical conduct is fundamental in the finance function, where individuals handle sensitive financial information and make decisions that impact stakeholders. Upholding professional ethics involves integrity, transparency, confidentiality, and compliance with ethical standards and codes of conduct.
Gender	Gender: Promoting gender diversity and equal opportunities within the finance function is essential for creating an inclusive work environment. Encouraging

	gender balance at all levels fosters a diverse perspective and helps organizations harness the full potential of their workforce.
Human Values	Human Values: Incorporating human values in the finance function involves considering the impact of financial decisions on stakeholders, employees, and society at large. Values such as integrity, fairness, social responsibility, and trustworthiness guide ethical behavior and responsible financial management.
Environment & Sustainability	Environment & Sustainability: The finance function can contribute to environmental sustainability by integrating environmental factors into financial decision-making processes. This includes assessing environmental risks, investing in sustainable projects, and adopting environmentally friendly practices.
SDG	The finance function can align its strategies with the United Nations' Sustainable Development Goals (SDGs). By incorporating the SDGs into financial planning and investment decisions, multinational firms can contribute to social and environmental progress while driving economic growth.
NEP	The National Education Policy of a country outlines the framework for education and skill development. Finance functions can benefit from aligning their talent development initiatives with the objectives and provisions of the NEP to foster a skilled and knowledgeable workforce.
POE/4th IR	The power of exponential technologies and the Fourth Industrial Revolution can transform the finance function. This includes leveraging technologies like artificial intelligence, machine learning, automation, and blockchain to streamline financial processes, improve decision-making, and enhance efficiency in multinational firms.
Unit IV	International Portfolio investment
Local	Local: Understanding the local market conditions, economic stability, political environment, regulatory framework, and cultural factors is crucial for assessing the investment landscape. Factors such as local industry growth, consumer behavior, and market competition should be analyzed.
Regional	Regional: Assessing regional economic integration, trade agreements, infrastructure development, and regional stability can provide insights into potential investment opportunities and risks within a particular region.
National	National: Analyzing the national economic indicators, government policies, legal and regulatory frameworks, taxation system, labor market conditions, and political stability are essential when considering portfolio investments in a specific country.
Global	Global: Understanding global economic trends, geopolitical dynamics, international trade relations, and the impact of global events such as pandemics or economic crises can help in identifying investment opportunities and managing risks associated with international portfolio investments.
Employability	Employability: Evaluating the local labor market's employability prospects, including the availability of skilled workforce, talent pool, education system, vocational training programs, and government initiatives for human capital

	development, can influence investment decisions, particularly in sectors that rely on skilled labor.
Entrepreneurship	Entrepreneurship: Assessing the entrepreneurial ecosystem, including the presence of startup hubs, access to capital, government support for entrepreneurship, innovation culture, and intellectual property protection, can highlight investment prospects in emerging sectors and innovative ventures.
Skill Development	Skill Development: Considering the availability of skill development programs, vocational training institutes, and the alignment of educational institutions with industry requirements is important for industries that demand specific skill sets. Adequate skill development initiatives contribute to a more capable workforce and potentially attract investments in such sectors.
Professional Ethics	Professional Ethics: Evaluating the ethical standards and corporate governance practices within a country or region is essential for responsible investments. Investors may prefer markets that demonstrate transparency, accountability, and adherence to ethical business practices.
Gender	Gender: Assessing gender equality and women's empowerment indicators, as well as the presence of policies supporting gender diversity in the workforce, can provide insights into the inclusivity of the market and potential investment opportunities in companies promoting gender equality.
Human Values	Human Values: Considering social factors such as respect for human rights, labor standards, employee welfare, and community engagement can be crucial for assessing the sustainability and ethical practices of potential investment targets.
Environment & Sustainability	Environment & Sustainability: Evaluating a country's environmental policies, commitment to sustainable practices, renewable energy adoption, and efforts towards climate change mitigation can provide insights into long-term investment prospects, considering the growing importance of environmental sustainability.
SDG	SDGs (Sustainable Development Goals): Analyzing a country's progress towards achieving the UN's Sustainable Development Goals can indicate its commitment to sustainable development, social progress, and environmental responsibility, aligning with responsible investment objectives.
NEP	NEP (National Education Policy): Understanding a country's national education policy can shed light on the government's focus on education, skill development, and research and development, which can impact the long-term growth prospects and competitiveness of a nation.
POE/4th IR	Assessing a country's preparedness for the Fourth Industrial Revolution, including technological advancements, digital infrastructure, investment in research and development, and initiatives focusing on emerging technologies, can help identify investment opportunities in the tech sector and other sectors poised for digital transformation.

SMHA152A	FRENCH-II	L	T	P	C
Version 2.0		2	0	0	2
Pre-requisites/Exposure	French-I (SMHA151A)				
Co-requisites	--				

Course Objectives

1. Discuss the French terminology with the help of translator.
2. Understand the elements of articles and its applicability
3. Understanding the concept of ER, IR verbs
4. Gaining the clarity about vocabulary and translation terminology

Course Outcomes

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

CO1. Ability to analyze the language of French and its applicability

CO2. Ability to speak and write the French as a language

CO3. An ability to learn about the various tricks and tips on vocabulary speaking

CO4. Formulation of verbs in day to day speaking and how to deliver remarks

Catalogue Description

Offers lower division / novice speakers opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage. May be repeated for a maximum of 2 credits toward graduation. Offers lower division / novice speaker's opportunities to enhance their speaking proficiency in the target language by focusing on oral verbal production. Teaches how to improve authentic pronunciation, reduce errors in authenticity of language structure, generate thought in the target language spontaneously as a substitute for translation, sharpen listening comprehension, and develop conversational strategies such as circumlocution and managing a conversation with useful expressions for starting a conversation, gaining time to think, helping the other speaker, seeking agreement, etc. Contrasts with all other first year courses which must strive to produce mastery of

the whole range of language acquisition components, including writing, grammar, etc. Facilitates lowering the affective filter when conversing in the target language by increasing the frequency of speech opportunities and defusing concern for such matters as spelling, etc. Increases mastery of lexical items through increased frequency of oral usage.

Course Content

UNIT I 6 hours

Revision and introduction of basic grammar topics (definite and indefinite articles, professions, nationalities, opposites, prepositions, adjectives of colour)

UNIT II 8 hours

Articles contractes,

Articles partitifs

UNIT III 7 hours

Vocabulary exercises

Translation exercises

Adjectifs qualificatifs

UNIT IV 7 hours

Adjectifs demonstratifs

Adjectifs possessifs

ER, RE, IR verbs (present and imperative tense)

Text Books

1. JUMELAGE-1

Reference Books/Materials

1. GRAMMAIRE FRANCAISE PAR ETAPES

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Attendance	Mid Term Exam	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	10	20	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Ability to analyze the language of French and its applicability	PO1,PO2,PO9
CO2	Ability to speak and write the French as a language	PO2,PO4,PO10
CO3	An ability to learn about the various tricks and tips on vocabulary speaking	PO5,PO6,PO7
CO4	Formulation of verbs in day to day speaking and how to deliver remarks	PO3,PO7,PO8

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMHA152A	French-II	2	3		3			3	3	2	2		2	2

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	2	3	-	-	-	-	-	-	-	2	-	2	2	-
CO 2	-	3	-	3	-	-	-	3	-	2	-	2	2	-
CO 3	-	-	-	-	3	2	3	-	-	2	-	2	2	-
CO 4	-	-	2	-	-	-	3	-	2	-	-	2	2	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	-
Regional	-
National	-
Global	Introduction to Language and Basic Vocabulary
Employability	Discuss the French terminology with the help of translator
Entrepreneurship	-
Skill Development	Ability to analyze the language of French and its applicability
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Articles
Local	-
Regional	-
National	-
Global	Articles contractes Articles partitifs
Employability	Understand the elements of articles and its applicability
Entrepreneurship	-
Skill Development	Ability to speak and write the French as a language
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Vocabulary exercises , Translation exercises, Adjectifs qualificatifs
Local	-
Regional	-
National	-
Global	Vocabulary exercises Translation exercises

	Adjectifs qualificatifs
Employability	Understanding the concept of ER, IR verbs
Entrepreneurship	
Skill Development	ability to learn about the various tricks and tips on vocabulary speaking
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Adjectifs articles
Local	-
Regional	-
National	-
Global	Adjectifs demonstratifs Adjectifs possessifs ER, RE, IR verbs (present and imperative tense)
Employability	Gaining the clarity about vocabulary and translation terminology
Entrepreneurship	
Skill Development	Formulation of verbs in day to day speaking and how to deliver remarks
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMC 729A	CHALLENGES OF BUSINESS ENVIRONMENT	L	T	P	C
Version 2.0		3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Objectives

1. Expose students to the meaning of business environment; identify the features of business environment; describe the importance and types of business environment.
2. Students will develop a broader perspective to describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business.
3. Students will understand the social responsibility of business towards different interest groups; and explain the concept of business ethics.

Course Outcomes

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

- CO1. Analyze the basic concepts in Concept of business environment, assessing risk & growth of public and private sectors.
- CO2. Understand the elements of interest rate structure & current position of business sector.
- CO3. Students will gain the clarity Current Industrialization trends and industrial policy
- CO4. Students will develop an understanding for Globalization Trends and Challenges

Catalogue Description

The learners would be able to explain the meaning of business environment; identify the features of business environment; describe the importance and types of business environment; describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business; state the social responsibility of business towards different interest groups; and explain the concept of business ethics.

The business environment are those factors that influences the individual's business organization historical factors, psychological factors, government attitude and regard to foreign good, international factors and marketing approaches. The relationship between business and its environment is mutual, that is, the environment exerts pressure on business, while business, in turn influences various aspects of its environment. Business also depends on its environment for the supply of all its inputs and at the same time to absorb its output. The influence of the environment boils down to two essential forces which the organization must respond to – information gathering and scarce material and financial resources. These forces create uncertainty i.e. lack of information to anticipate external changes and resources availability.

There are two categories of environmental forces that influenced business performance. These are internal environmental forces and external environmental forces. The internal environmental forces or influence are those that affect the enterprise as separate entity. They consist of function structure

and relationship in the enterprise. The forces that affect a business unit as well as other enterprises operating within the same environmental are known as external environment. They are external to the enterprise and cannot be effectively controlled by managers. They are relevant for the success of the organization. The internal problems that affect the small-scale enterprise and other enterprises in general include among others; wrong choice of business, lack of export, lack of business connections, management incompetence, lack of adequate attention, marketing problem, unethical, location problem, absence of production improvement technique, etc.

Course Content

UNIT I

8 hours

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

8 hours

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

7 hours

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

7 hours

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

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination
Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Analyze the basic concepts, nature & structure of Business Environment.	PO1, PO2, PSO1
CO2	Understand the economic reforms & different trade practices.	PO7, PSO2
CO3	Students will gain the clarity about industrialization trends and industrial policy.	PO6
CO4	Students will develop an understanding for Globalization Trends & Challenges.	PO8, PSO4

		Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMC 729A	Challenges in Business Environment	3	3				3	3	3			3	3	

Programme and Course Mapping														
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CO1	2	3	-	-	-	-	-	-	-	2	-	2	2	-
CO2	-	3	-	3	-	-	-	3	-	2	-	2	2	-
CO3	-	-	-	-	3	2	3	-	-	2	-	2	2	-
CO4	-	-	2	-	-	-	3	-	2	-	-	2	2	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction
Local	-
Regional	-
National	Understanding the challenges businesses confront at the national level, including government policies, taxation, labor regulations, infrastructure, economic stability, and political stability.
Global	-
Employability	-
Entrepreneurship	Addressing the challenges entrepreneurs encounter in establishing and managing businesses, including accessing capital, market uncertainties, competition, innovation, and adapting to changing business environments.
Skill Development	Identifying the challenges associated with developing the necessary skills for success in the business environment, such as technological advancements, evolving job roles, and the need for continuous learning and upskilling.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Design and strategy of economic reformS
Local	Exploring the challenges businesses face within a local market, such as competition, market dynamics, regulatory frameworks, and consumer preferences.
Regional	Analyzing the challenges businesses encounter within a specific regional market, including regional economic integration, cultural differences, trade barriers, and regional political and legal systems.
National	-

Global	-
Employability	-
Entrepreneurship	Addressing the challenges entrepreneurs encounter in establishing and managing businesses, including accessing capital, market uncertainties, competition, innovation, and adapting to changing business environments.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Current industrialization trends and industrial policy
Local	-
Regional	-
National	-
Global	Examining the challenges businesses face in the global marketplace, such as international trade barriers, geopolitical risks, cultural diversity, global economic trends, and technological advancements.
Employability	Exploring the challenges individuals face in the business environment in terms of acquiring and developing the skills, knowledge, and competencies required for employment and career advancement.
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Addressing the challenges of aligning business practices with human values, such as social justice, equality, respect for human rights, and ethical decision-making.
Environment & Sustainability	Analyzing the challenges businesses encounter in relation to environmental sustainability, including climate change, resource depletion, pollution, waste management, and adopting sustainable business practices.
Unit IV	Globalization trends and challenges
Local	-
Regional	-
National	-
Global	-

Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Examining the ethical challenges businesses face, including issues related to corporate governance, corruption, social responsibility, sustainability, and maintaining ethical standards in business practices.
Gender	Exploring the challenges related to gender equality and diversity in the business environment, including biases, glass ceilings, workplace discrimination, and the underrepresentation of women in leadership positions.
Human Values	-
Environment & Sustainability	-
SDG	SDG 4.0
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

COURSE CODE	COURSE TITLE	L	T	P	S	C
SMMC982A	BUSINESS COMMUNICATION SKILLS 2	3	1	0	0	4
Version 1.0						
Pre-requisites/Exposure	Non Applicable					
Co-requisites	Not Applicable					

Course Objectives

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

Course Outcomes (Cos)

1. Customer and client handling
2. PR and rapport building
3. Leadership skills
4. Communication skills
5. Formal written communication
6. Grooming
7. Presentation skills
8. Group discussion & Interview handling skills

Mapping of Course Outcome (Cos) with Program Outcomes (POs) and Programme Specific Outcomes (PSOs)

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the basics of Grammar to improve written and oral communication skills.	PO1, PO3, P05
CO2	Understand the correct form of English with proficiency.	PO3, PO10
CO3	Improve student's personality and enhance their self-confidence. Enhance academic writing skills.	PO3, PSO4 PO7, PSO1
CO4	Improve professional communication.	PO3, PSO4

**Modes of Evaluation: Quiz/Assignment/ Presentation/ Extempore/ Written Examination
Examination Scheme:**

Evaluation Scheme:				
	Evaluation Component	Duration	Weightage (%)	Date, Time & Venue
1	Quiz/Assignment/ Presentation/ Extempore	120 Minutes	20	
2	Written Examination	120 Minutes	20	
3	Attendance		10	
4	End Term Examination	120 Minutes	50	
Total			100	

SYLLABUS

UNIT I

- General speaking -Just a minute session,
- Reading news clippings in the class,
- Extempore speech, expressing opinions,
- Making requests/suggestions/complaints, telephone etiquette.
- Professional Speaking
- Elocutions
- Debate

UNIT II

- Describing incidents and developing positive nonverbal communication. Analogies, YES-NO statements (sticking to a particular line of reasoning)
- Group discussion,
- Intricacies of a group discussion, topics for GD (with special focus on controversial topics),
- Structure of participation in a group discussion,
- Words often mis-used, words often mis-spelt,
- Multiple meanings of the same word (differentiating between meanings with the help of the given context),
- Business idioms and expressions foreign phrases, Enhanced difficulty level in spotting errors will be taken up with reference to competitive test based exercises.

UNIT III

- Group discussion Advance
- Role Plays
- Video Showcasing
- Just a minute rounds

- Extempore
- Presentations – Team and Individual
- Team Lead activities
- Debates
- Free speech sessions

UNIT IV

- Professional grooming
- Inter personal skills,
- brushing up on general awareness,
- latest trends in their respective branches,
- resume preparation,
- 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,

Program and Course Mapping														
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	-	3	-	3	-	-	-	-	-	-	-	-	-
CO 2	-	-	3	-	-	-	-	-	3	-	-	-	-	-
CO 3	-	-	3	3	-	-	3	-	-	-	3	-	-	-
CO 4	-	-	3	-	-	-	-	-	-	-	-	-	-	3

RELEVANCE OF THE SYLLABUS TO VARIOUS INDICATORS

Unit I	Introduction
Local	-
Regional	-
National	Understanding the challenges businesses confront at the national level, including government policies, taxation, labor regulations, infrastructure, economic stability, and political stability.
Global	-
Employability	-

Entrepreneurship	Addressing the challenges entrepreneurs encounter in establishing and managing businesses, including accessing capital, market uncertainties, competition, innovation, and adapting to changing business environments.
Skill Development	Identifying the challenges associated with developing the necessary skills for success in the business environment, such as technological advancements, evolving job roles, and the need for continuous learning and upskilling.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Design and strategy of economic reforms
Local	Exploring the challenges businesses face within a local market, such as competition, market dynamics, regulatory frameworks, and consumer preferences.
Regional	Analyzing the challenges businesses encounter within a specific regional market, including regional economic integration, cultural differences, trade barriers, and regional political and legal systems.
National	-
Global	-
Employability	-
Entrepreneurship	Addressing the challenges entrepreneurs encounter in establishing and managing businesses, including accessing capital, market uncertainties, competition, innovation, and adapting to changing business environments.
Skill Development	-
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Current industrialization trends and industrial policy
Local	-
Regional	-
National	-
Global	Examining the challenges businesses face in the global marketplace, such as international trade barriers, geopolitical risks, cultural diversity, global economic trends, and technological advancements.
Employability	Exploring the challenges individuals face in the business environment in terms of acquiring and developing the skills, knowledge, and competencies required for employment and career advancement.
Entrepreneurship	-

Skill Development	-
Professional Ethics	-
Gender	-
Human Values	Addressing the challenges of aligning business practices with human values, such as social justice, equality, respect for human rights, and ethical decision-making.
Environment & Sustainability	Analyzing the challenges businesses encounter in relation to environmental sustainability, including climate change, resource depletion, pollution, waste management, and adopting sustainable business practices.
Unit IV	Globalization trends and challenges
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Examining the ethical challenges businesses face, including issues related to corporate governance, corruption, social responsibility, sustainability, and maintaining ethical standards in business practices.
Gender	Exploring the challenges related to gender equality and diversity in the business environment, including biases, glass ceilings, workplace discrimination, and the underrepresentation of women in leadership positions.
Human Values	-
Environment & Sustainability	-
SDG	SDG 4.0
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SEMESTER III

SMMC803A	ETHICAL DELIMA AND PROFITABILITY	L	T	P	C
Version 2.0		3	0	0	3
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. Learn scope of business ethics in finance, Human resources, marketing, and IT and other fields of management.
3. To learn the various ethical perceptions and implement in their careers to become a good managers.
4. To imbibe the ethical issues in corporate governance and to adhere to the ethical codes.
5. To develop various corporate social Responsibilities and practise in their professional life

Course Outcomes

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

CO1. Understand the concept of core business ethics issues and ethical concepts relevant to resolving moral issues in business and Re-examine the knowledge of business and economic concepts from an ethical perspective

CO2: Understand various ethical issues that face organizations in the fields of finance, human resource management, sales and marketing, and information Technology. Use ethical theories and frameworks to analyze ethical dilemmas in business and resolve practical problems

CO3. Demonstration of the various aspects of business ethics in context to global economy which can critically evaluate the different ways in which people may respond to ethical issues at work and what may influence such responses.

CO4. Demonstrate detailed knowledge of the development of Corporate Social Responsibility and the responsibilities of business corporations beyond profit maximization. Understand the theory of corporate governance and apply this theory in analyzing corporate structures, board composition and how boards of directors conduct their affairs.

Catalogue Description

The course seeks to bridge the gap between the ethical behavior 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

Course Content

UNIT I

07 lecture hours

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

08 lecture hours

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

07 lecture hours

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

08 lecture hours

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. BadiRavindernath 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.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination

Examination Scheme:

Components	Quiz I	Mid Term Exam	Attendance	Presentation/ Assignment/ etc.	End Term Exam
Weightage (%)	10	20	10	10	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the concept of core business ethics issues and ethical concepts relevant to resolving moral issues in business and Re-examine the knowledge of business and economic concepts from an ethical perspective	PO2
CO2	Understand various ethical issues that face organizations in the fields of finance, human resource management, sales and marketing, and information Technology. Use ethical theories and frameworks to analyze ethical dilemmas in business and resolve practical problems	PO3, PSO2
CO3	Demonstration of the various aspects of business ethics in context to global economy which can critically evaluate the different ways in which people may respond to ethical issues at work and what may influence such responses.	PO4,PO7
CO4	Demonstrate detailed knowledge of the development of Corporate Social Responsibility and the responsibilities of business corporations beyond profit maximization. Understand the theory of corporate governance and apply this theory in analyzing corporate structures, board composition and how boards of directors conduct their affairs.	PO5,PO6, PSO2

Course Code	Course Title	Multi-disciplinary knowledge	Conceptual and practical	Employability	Complex Global Business	Integrative Experience and	Innovative thinking for	Analytical Thinking	Industry Exposure	Team Building	Blended Learning	Effective Leadership	Proactive Thinking	Entrepreneurial Development
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3
SMMC803A	ETHICAL DELIM A AND PROFIT ABILIT Y		3	2	2	2	3	3					2	

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	1	3	1	1	1	1	1	1	1	2	1	1	1	-
CO 2	1	1	3	1	1	1	1	1	1	2	1	3	1	-
CO 3	1	1	1	3	1	1	3	1	1	2	1	1	1	-
CO 4	1	1	1	1	3	3	1	1	1	2	1	3	1	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1=lightly mapped 2=moderately mapped 3=strongly mapped

RELEVANCE OF THE VARIOUS INDICATORS

Unit I	Ethics and Business
Local	Local ethical dilemmas may involve decisions that impact the immediate community. For instance, a business may face a choice between supporting local suppliers (ethical) and seeking cheaper alternatives elsewhere (profitable).
Regional	Sustainable practices can attract consumers and investors, positively affecting profitability in the long run.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Balancing the interests of various stakeholders while upholding professional standards can present ethical challenges.
Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Ethical Issues
Local	Catering to local needs and values can enhance brand reputation, customer loyalty, and long-term profitability.
Regional	-
National	Complying with national regulations and ethical standards can prevent legal issues and enhance a company's reputation, indirectly contributing to profitability.

Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	-
Gender	Gender-related dilemmas may involve issues like equal pay, diversity, and workplace harassment. Striking a balance between promoting gender equality and business efficiency can be challenging.
Human Values	-
Environment & Sustainability	-
Unit III	Business Ethics in Global Economy
Local	-
Regional	Sustainable practices can attract consumers and investors, positively affecting profitability in the long run.
National	Complying with national regulations and ethical standards can prevent legal issues and enhance a company's reputation, indirectly contributing to profitability.
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Investing in skill development can lead to a more competent and motivated workforce, positively impacting profitability through increased efficiency and innovation.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Corporate Governance
Local	-
Regional	-
National	-
Global	Operating globally introduces complexities in terms of cultural differences, ethical standards, and social expectations. An ethical dilemma may involve deciding whether to adapt practices to each region's values or maintain a standardized approach.

Employability	Decisions related to employee treatment, fair wages, and workplace safety pose ethical challenges. Balancing employee well-being with cost-cutting measures can be a dilemma.
Entrepreneurship	-
Skill Development	-
Professional Ethics	Entrepreneurs may face dilemmas when choosing between rapid growth strategies that may have ethical implications and slower, more ethical approaches.
Gender	-
Human Values	Decisions that align with or compromise fundamental human values may present ethical challenges.
Environment & Sustainability	Sustainable practices can enhance a company's reputation, attract environmentally conscious consumers, and mitigate risks associated with environmental issues, contributing to long-term profitability.
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

Course Code	Course Title	L	T	P	S	C
SMMC983A	BUSINESS COMMUNICATION SKILLS 3	3	1	0	0	4
Version 1.0						
Pre-requisites/Exposure	Non Applicable					
Co-requisites	Not Applicable					

Course Objectives

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

Course Outcomes (Cos)

1. Customer and client handling
2. PR and rapport building
3. Leadership skills
4. Communication skills
5. Formal written communication
6. Grooming
7. Presentation skills
8. Group discussion & Interview handling skills

Mapping of Course Outcome (Cos) with Program Outcomes (POs) and Programme Specific Outcomes (PSOs)

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Understand the basics of Grammar to improve written and oral communication skills.	PO1,PO3,P05
CO2	Understand the correct form of English with proficiency.	PO3, PO10
CO3	Improve student's personality and enhance their self-confidence. Enhance academic writing skills.	PO3, PSO4 PO7, PSO1

CO4	Improve professional communication.	PO3, PSO4
------------	-------------------------------------	------------------

Modes of Evaluation: Quiz/Assignment/ Presentation/ Extempore/ Written Examination

Examination Scheme:

Evaluation Scheme:				
	Evaluation Component	Duration	Weightage (%)	Date, Time & Venue
1	Quiz/Assignment/ Presentation/ Extempore	120 Minutes	20	
2	Written Examination	120 Minutes	20	
3	Attendance		10	
4	End Term Examination	120 Minutes	50	
Total			100	

SYLLABUS

UNIT I

(Lectures-)

- 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

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

UNIT III

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

UNIT IV

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

Programme and Course Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	-	-		-	-	-	-	-	2	-	-	-	-
CO 2	-	2	1	-	-	-	2	-	-	-	2	1	-	-
CO 3	3	-	1	-	-	-	-	-	-	-	-	2	-	-
CO 4	-	2	2	-	-	-	2	-	-	2	1	-	-	-
CO 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

RELEVANCE OF THE SYLLABUS TO VARIOUS INDICATORS

Unit I	Introduction
Local	-
Regional	-
National	To develop the conceptual and practical skills of the students
Global	To develop students into leaders ready to tackle the challenges of today's complex global business environment by enhancing non-verbal communication while participating in interviews
Employability	It delivers professional in Management- both Profit and Non-Profit Organization.
Entrepreneurship	To acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities
Skill Development	Enhancing conceptual and practical skills through analysing general traits like strengths/weaknesses/ hobbies/extracurricular activities
Professional Ethics	To develop the conceptual and practical skills of the students
Gender	-
Human Values	-
Environment & Sustainability	-

Unit II	Profile Building on Linkdin
Local	-
Regional	-
National	-
Global	provides integrative experience and experimental learning through the application of multi-disciplinary knowledge
Employability	-
Entrepreneurship	-
Skill Development	It prepares students to demonstrate awareness about the economic, ecological, political, legal and regulatory aspects of global business practices through professional grooming
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit III	Interviews
Local	-
Regional	-
National	-
Global	It exposes students to the diverse area of application of knowledge through interviews, role plays, team building sessions.
Employability	-
Entrepreneurship	-
Skill Development	The students acquire strategic and innovative thinking skills to enable effective decision making and problem solving in complex and uncertain condition by self analysis.
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
Unit IV	Industry
Local	-
Regional	-
National	-
Global	Industry readiness to compete globally.

Employability	Make Industry readiness through various sessions like GDPI, various test series, Mock sessions
Entrepreneurship	-
Skill Development	aims at developing a student's intellectual ability, executive personality, and managerial skills through an appropriate blending of business and practical education
Professional Ethics	-
Gender	-
Human Values	-
Environment & Sustainability	-
SDG	SDG 4
NEP 2020	Professional Education (17.1-17.5)
POE/4th IR	Updated Curriculum

SMMC955A	STRATEGIC MANAGEMENT ISSUES IN CONTEMPORARY BUSINESS ENVIRONMENT	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure	Basics of Management Studies				
Co-requisites					

Course Objectives

1. To expose students to various perspectives and concepts in the field of Strategic Management and its successful execution of organizational tasks.
2. To encourage students to think critically and strategically and Figure out the strategy formulation and Implementation process.
3. To develop the ability to identify strategic issues and design appropriate courses of action along with recognizing opportunities and threats creating cut throat competition the world market.
4. Expose students to the nature, design & structure of business environment.
5. Students will develop a broader perspective to describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business.

Course Outcomes

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

- CO1. Understanding of the principles of strategic management, its process and the concept that decisions made today have implications on results in the future. 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.
- CO2. Develop the ability to identify various issues related to strategic implementation and design appropriate behavioral courses of action. Provide a basic understanding of the nature and dynamics of the functional strategy implementation as they occur in complex organizations. Develop and prepare organizational strategic evaluation and control techniques that will be effective for the current business environment.
- CO3. Analyze the basic concept of business environment, assessing risk, design & structure of business environment.
- CO4. Students will gain the clarity about current industrialization trends and industrial policy; also they will develop an understanding for Globalization Trends and Challenges.

Catalogue Description

This course intends to acquaint the learners to the concept of Strategic Management and how it can be used as a significant course of action to gain competitive advantage. The purpose of this course is to enhance students' abilities to do the job of higher level which makes them responsible for strategic performance. There is numerous benefit of strategic management like; it allows managers to be proactive rather than reactive, it sets up a sense of direction, it increases operational efficiency,

it helps to increase market share and profitability, and it can make a business more durable etc. 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.

The learners would be able to explain the meaning of business environment; identify the features of business environment; describe the importance and types of business environment; describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business; state the social responsibility of business towards different interest groups; and explain the concept of business ethics.

The business environment consists of factors that influence the individual's business organization historical factors, psychological factors, government attitude and regard to foreign good, international factors and marketing approaches. The relationship between business and its environment is mutual, that is, the environment exerts pressure on business, while business, in turn influences various aspects of its environment.

Course Content

UNIT I

8 lecture hours

Introduction to strategic management and Formulation: Defining strategy, basic concept of strategic management, mission, vision, objectives, process of strategic management, environmental scanning, SWOT analysis, Introduction to Strategy Formulation, Process of Strategy Formulation.

UNIT II

7 lecture hours

Strategy implementation and Strategic evaluation and control: an overview of strategic implementation and evaluation and control, process of strategy implementation, techniques of strategic evaluation and control.

UNIT III

8 lecture hours

Basics & Strategic Aspects of Economic Reforms in Business Environment: Nature and structure of business environment; assessing risk & emerging sectors of Indian economy. Macro Economics Policies: interest rate structure and monetary policy; fiscal policy and legislation for anti-competitive and unfair trade practices.

UNIT IV

7 lecture hours

Current Industrial & Globalization Trends; environment for the SME sector; public-private partnership; banking reforms and challenges; WTO and its Agreements with Indian Economy; exchange rate movements.

Text Books

Kazmi Azhar and Adela Kazmi,(2015) "Strategic Management", Tata McGraw Hill Publishing Company Ltd., New Delhi

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

Reference Books/Materials

David, Fred R. Strategic Management–Concept and Cases, Pearson Education, Delhi

Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.

Pearce II J A and Robinson Jr., R.B., Strategic Management–Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi

Saleem Shaikh, Business environment. New Delhi: Pearson Publication. India

Paul, Justin. Business environment: Text & cases (3ed.) New Delhi: McGraw Hill Education (India) Pvt. Ltd.

Mishra, S. K., & Puri, V. K. Economic environment for business. New Delhi: Himalaya Publishing House.

Fernando, A. C. Business environment. New Delhi: Pearson Publication. India

Economic Survey. Govt. of India. Monthly Bulletin. Reserve Bank of India.

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	1	1	-	-	-	-	-	-	-	-
CO2	1	3	1	2	-	2	2	-	-	-	-	-
CO3	-	2	1	2	-	1	2	-	-	-	-	-
CO4	-	2	-	-	-	2	2	-	-	-	-	-

RELEVANCE OF THE COURSE TO VARIOUS INDICATORS

Unit I	Introduction and Strategic Management Process
Local	Understanding the strategic considerations and challenges specific to local businesses, including local market dynamics, competition.
Regional	Exploring the strategic aspects of conducting business within a specific regional context, considering factors such as regional economic integration, cultural diversity.
National	-
Global	-
Employability	Developing skills and competencies that enhance employability in the field of strategic business management, such as strategic thinking, problem-solving, and decision-making.
Entrepreneurship	Exploring strategic aspects of entrepreneurship, including opportunity identification, business planning, risk management, and innovation.
Skill Development	-
Professional Ethics	-

Gender	-
Human Values	-
Environment & Sustainability	-
Unit II	Environmental Analysis
Local	Understanding the strategic considerations and challenges specific to local businesses, including consumer behavior.
Regional	Exploring the strategic aspects of conducting business within a specific regional context, considering factors such as market opportunities.
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	Enhancing strategic management skills, such as strategic analysis, strategic planning, market research, and competitive analysis.
Professional Ethics	-
Gender	Considering the role of gender in strategic business orientation, including gender diversity in leadership positions, gender-inclusive strategies, and addressing gender-related challenges in business.
Human Values	-
Environment & Sustainability	-
Unit III	Formulation of Strategy
Local	-
Regional	-
National	Analyzing strategic considerations at the national level, including national economic policies, regulatory frameworks, and industry-specific challenges.
Global	Examining the strategic implications of conducting business in the global marketplace, including global market trends, international trade policies, and the impact of globalization on business strategies.
Employability	-
Entrepreneurship	-
Skill Development	Enhancing strategic management skills, such as strategic analysis, strategic planning, market research, and competitive analysis.
Professional Ethics	-
Gender	Considering the role of gender in strategic business orientation, including gender diversity in leadership positions, gender-inclusive strategies, and addressing gender-related challenges in business.

Human Values	Exploring the alignment of strategic business orientation with human values, such as integrity, fairness, and respect for stakeholders.
Environment & Sustainability	-
Unit IV	Analysis of Internal Resources
Local	-
Regional	-
National	-
Global	-
Employability	-
Entrepreneurship	-
Skill Development	-
Professional Ethics	Addressing ethical considerations in strategic decision-making, including issues of corporate social responsibility, sustainability, and ethical leadership.
Gender	-
Human Values	-
Environment & Sustainability	Examining the strategic implications of environmental sustainability in business orientation, including sustainable business practices, green innovation, and corporate sustainability strategies.
SDG	Poverty eradication, quality education, and responsible consumption and production.
NEP 2020	Promoting entrepreneurship, interdisciplinary learning, and industry-academia collaboration.
POE/4th IR	Considering the strategic implications of leveraging technological advancements and digital transformation, such as automation, artificial intelligence, and data analytics, to enhance productivity, organization, and efficiency in strategic business orientation.



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

Specialization MBA 2022-24

Specialisation _ Marketing		
S. No	Code	Course Titles
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		
1	SMMC911A	Understanding Gandhian Thoughts and Principles
2	SMMC912A	Gandian 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 _ Entrepreneurship

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

Specialisation_ Operations Management

1	SMMC962A	Supply Chain Management
2	SMMC963A	International Logistics Management
3	SMMC964A	Service Operations Management
4	SMMC965A	Enterprise Resource Planning
5	SMMC966A	Project Management
6	SMMC967A	Business Process Modelling
7	SMMC968A	Logistics Management
8	SMMC969A	Production Planning And Control
9	SMMC970A	Technology Management
10	SMMC971A	Materials Management

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 through 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.

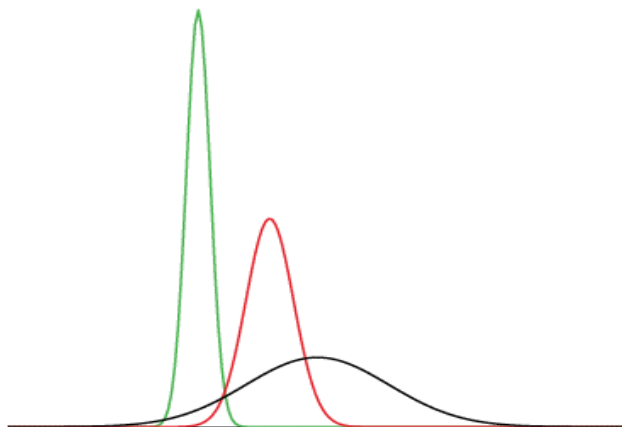
Reference Books

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 (7thed.). New Delhi: Pearson Education.
2. Bradley, N., (2013). Marketing research - Tools & techniques (3rded.). 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. Havaladar, 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). "Retailing 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). "Retailing: 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 increasingly 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 schemes like *Swarn Jayanti Gram Swarajgar 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:

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 Muruganatham 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 pricing 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).*Retailing 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.

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. We will 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.

SMMC895A	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 Cop.

SMMC874A	CHANGE, CONFLICT & NEGOTIATION MANAGEMENT	C- 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 – Negotiation, 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*.

SMMC 843A	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:

- Should know the nature and scope of Compensation management.
- Knowledge about essential elements of compensation.
- Awareness about the compensation structure and differentials.
- Techniques of job evaluation.
- 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	C
		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 enhance 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 Pieces, 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 emphasizes 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 learning, 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

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 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 CASE: 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 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, Personalization CRM 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.

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: 9788180521423 ISBN-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, BPR 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.

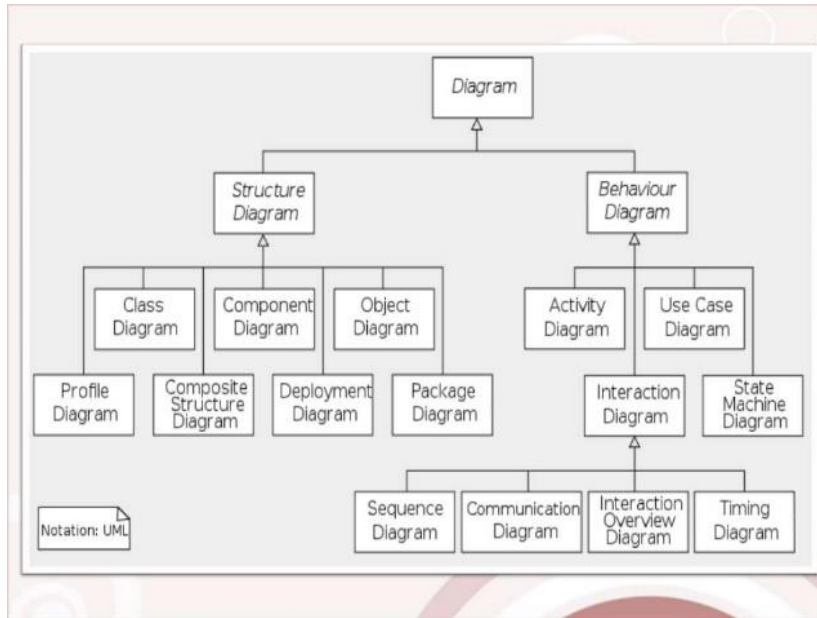
Objectives and Expected Outcomes:

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 Ruffi 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

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

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 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 assess 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:

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,Artemis. 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, Gordon., 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:

	A	B	C	E	F	G	H	I	J	K	L	M
1	* Corporate Finance Institute. All rights reserved.											
2	Online Company Inc Model			2014	2015	2016	2017	2018	2019	2020	2021	2022
150	DCF Model											
151	Assumptions											
152	Tax Rate	25%										
153	Discount Rate	12%										
154	Perpetual Growth Rate	4%										
155	EV/EBITDA Multiple	8.0x										
156	Current Price	\$11.75										
157	Shares Outstanding	50,000										
158												
159												
160	Discounted Cash Flow											
161	Date	Entry	2019	2020	2021	2022	2023	Exit	Terminal Value			
162	Date	9/30/2017	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2023	EV/EBITDA	579,263		
163	Year Fraction	1.00										
164												
165	EBIT	48,970										
166	Less: Cash Taxes	12,243										
167	NOPAT	36,728										
168	Plus: D&A	9,003										
169	EBITDA	57,974										
170	Less: Capex	15,000										
171	Less: Changes in NWC	4,003										
172	Unlevered FCF	26,728										
173												
174	DCF Value											
175	Enterprise Value	418,525										
176	Plus: Cash	139,550										
177	Less: Debt	30,000										
178	Equity Value	528,075										
179												
180	Equity Value/Share	10.56										
181												
182	Market Value											
183	Market Cap	587,500										
184	Plus: Debt	30,000										
185	Less: Cash	153,654										
186	Enterprise Value	463,846										
187												
188	Rate of Return											
189	IRR	10%										
190												
191	Equity Value/Share											
192	11.75											

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

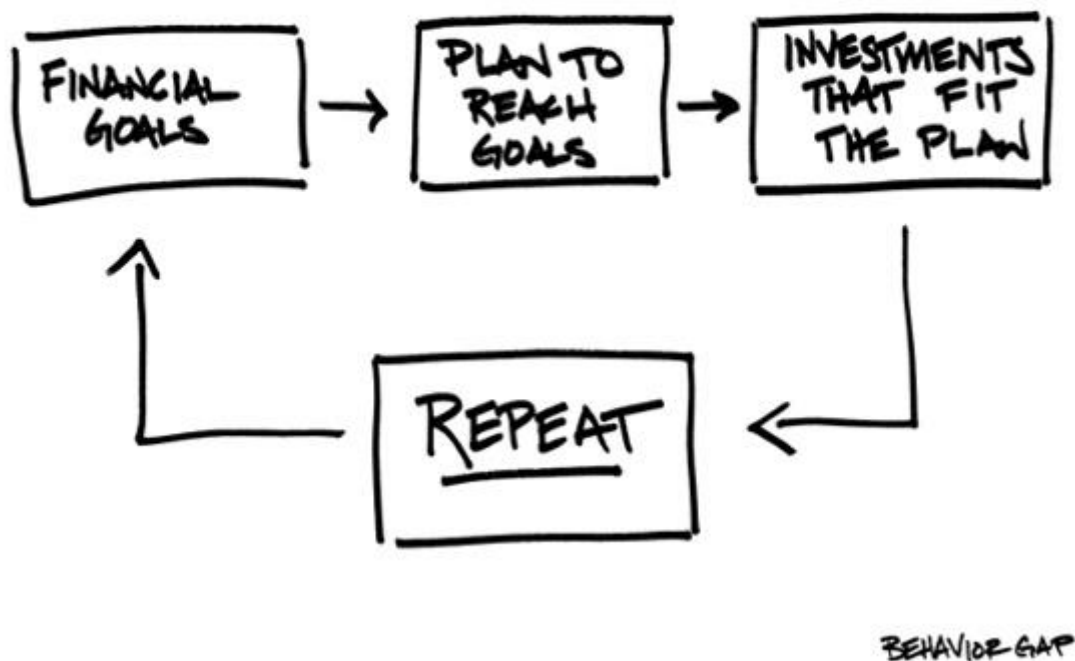
REFERENCE BOOKS:

1. Wayne I. 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.

**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.

SMMC865A	FINANCIAL STRATEGY FOR GLOBAL BUSINESS	C
		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:

2. Apte, P.G. (2011). International financial management (6th ed.). Noida, Uttar Pradesh: Tata McGraw Hill.

Suggested Readings:

2. Financial Dailies and the like.
 3. Shapiro, A. (2002). Multinational financial management (7th ed.). New Jersey, United States: John Wiley & Sons.
 4. Levi, M. D. (2009). International finance (5th ed.). Abingdon, United Kingdom: Routledge.
 5. Jeff, M. (2015). International financial management (12th ed.). New Delhi: Cengage Learning.
 6. 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, Poison 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; LIC
- 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; LIC; 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.

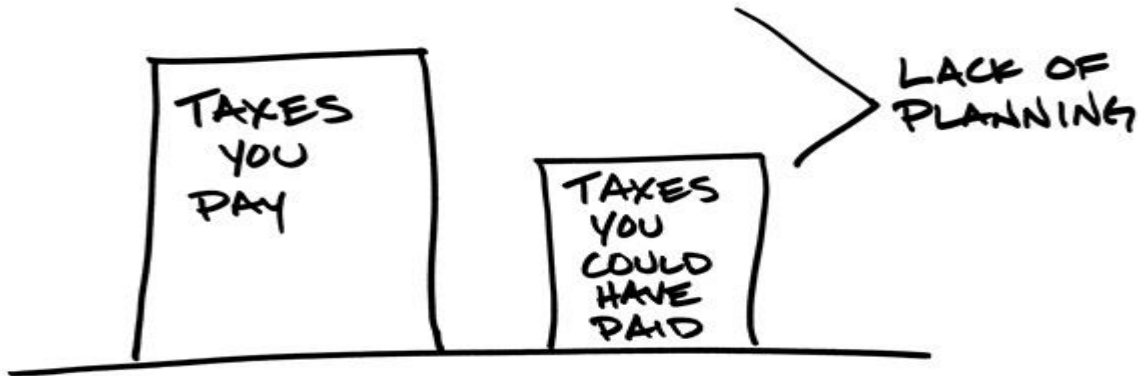
Suggested Readings:

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.



© 2013 Behavior Gap

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 be 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 be 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 overconfident 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.

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 biases which behavioral 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.

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 Elsbberg'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
Group 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 entrepreneurs: 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 valuation 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 to examine innovation, competitiveness and shifts in business strategies with a regional and global perspective. The discussions focus on the impact of globalization on innovation, competition, 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 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 Prahalad 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 analyze the economic effects of policy interventions including tariffs, quotas, export subsidies, antidumping duties, countervailing duties and the creation of preferential trading agreements.
- critically analyze 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

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.

SMMC846A	SUPPLY CHAIN FOR GLOBAL OPERATIONS	C
		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 behaviour 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 behaviour 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**

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. Kassajar : 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 India, New Delhi
4. Buckley, Multinational Finance, Prentice Hall of India, New Delhi

SMMC886A	MANAGING 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

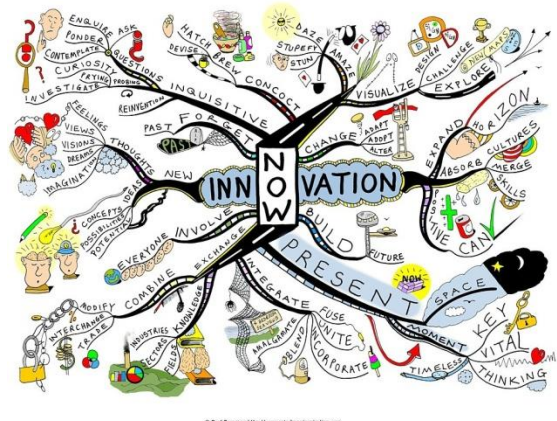
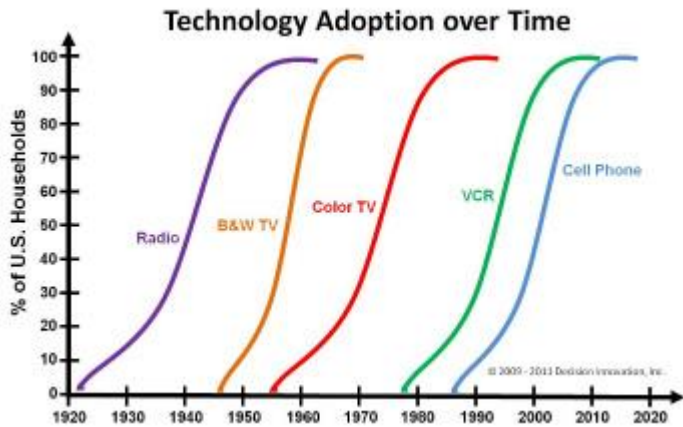
REFERENCES:

1. Gordon E. Miracle & Gerald S. Albaum : International Marketing Management
2. Felix R.L. 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 “(Ref. No. 8531/Series No. 18081).
5. John F. Magee : The Logistics of Distribution (HBR July- August, 1960)
6. Mc Garth 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.

SMMC885A	GLOBAL LEADERSHIP INNOVATIONS	C
		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 Crisis,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 arguably 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 (Ahmedabad: 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.

SMMC913A	GANDHIAN UNDERSTANDING OF PEACE AND TECHNIQUES OF CONFLICT RESOLUTION	C
		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.

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; the environmental crisis and relevance of Gandhi

UNIT III

Environmental Conflict and Environmental Security: theories of Gandhian environmentalism - an Unfinished Task ; understanding nature and man; Gandhian concept of deep ecology; Mahatma Gandhi and Environment Protection; Gandhi and Ecological Marxists: A Study of Silent Valley Movement; Development and Environment Issues with Special Reference to Gandhian Perspective

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.
6. 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.
10. 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 unmatched. 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), khadi and 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 monetary 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; Spiritualization 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., Evolution 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., Social, Moral and Religious Philosophy of Mahatma Gandhi – A Critical Analysis, Intellectual 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-Violence 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 Relations, 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) Ethnicity, 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, transparency, 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 (Sarvadharm 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

	A	B	C	E	F	G	H	I	J	K	L	M
1	Corporate Finance Institute. All rights reserved.			Historical Results				Forecast Period				
2	Online Company Inc Model			2014	2015	2016	2017	2018	2019	2020	2021	2022
150	DCF Model											
151	Assumptions											
152	Tax Rate		25%									
153	Discount Rate		12%									
154	Perpetual Growth Rate		4%									
155	EV/EBITDA Multiple		8.0x									
156	Current Price		\$11.75									
157	Shares Outstanding		50,000									
158												
159												
160												
161	Discounted Cash Flow	Entry	2019	2020	2021	2022	2023	Exit			Terminal Value	
162	Date	9/30/2017	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2023			EV/EBITDA	579.263
163	Year Fraction		1.00	1.00	1.00	1.00	1.00	1.00				
164												
165	EBIT		48,970	53,062	56,958	60,478	65,983					
166	Less: Cash Taxes		12,243	13,265	14,240	15,120	16,496					
167	NOPAT		36,728	39,796	42,719	45,359	49,487					
168	Plus: D&A		9,003	10,203	11,162	11,930	12,544					
169	EBITDA		57,974	63,264	68,121	72,408	78,526					
170	Less: Capex		15,000	15,000	15,000	15,000	15,000					
171	Less: Changes in NWC		4,003	4,749	2,564	2,706	2,128					
172	Unlevered FCF		26,728	30,250	36,317	39,583	44,902	579,263				
173												
174	DCF Value											
175	Enterprise Value		418,525				587,500			IRR	10%	
176	Plus: Cash		139,550				30,000					
177	Less: Debt		30,000				153,854					
178	Equity Value		528,075				463,646					
179												
180	Equity Value/Share		10.56				11.75					
181												
182												
183												
184												
185												

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 Excel and VBA. Wiley

REFERENCE BOOKS:

1. Wayne I. 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 CASE: 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.*

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.
- 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:

2. 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
3. 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 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 assess 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

- 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
- 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](#).

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 4

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:

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.

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:

2 Data warehousing by C.S.R. Prabhu, PHI.

3 Data Mining: Concepts & Techniques, 2nd edition by Jiawei Han and M. Kamber.

4 Data Mining with case studies, G. K. Gupta, PHI.

5 Data mining for Business intelligence, Galit Shmueli, Nitin R. Patel, Peter C. Bruce, Wiley.

6 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 entrepreneurs: 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 valuation 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:

- 1 Siddaiah, Thummuluri.(2011). Financial services, Noida: Pearson Education.

Suggested Readings:

- 2 Bhole, L. M., Financial institutions and markets , New Delhi: Tata McGraw Hills.
- 3 Pathak, Indian financial system, Noida: Pearson Education.
- 4 Khan, M.Y., Indian financial system, New Delhi: Tata McGraw Hill.
- 5 Machiraju, H.R., Indian financial system, Vikas Publishing House.
6. 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 increasingly 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.

Course Content:**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:

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

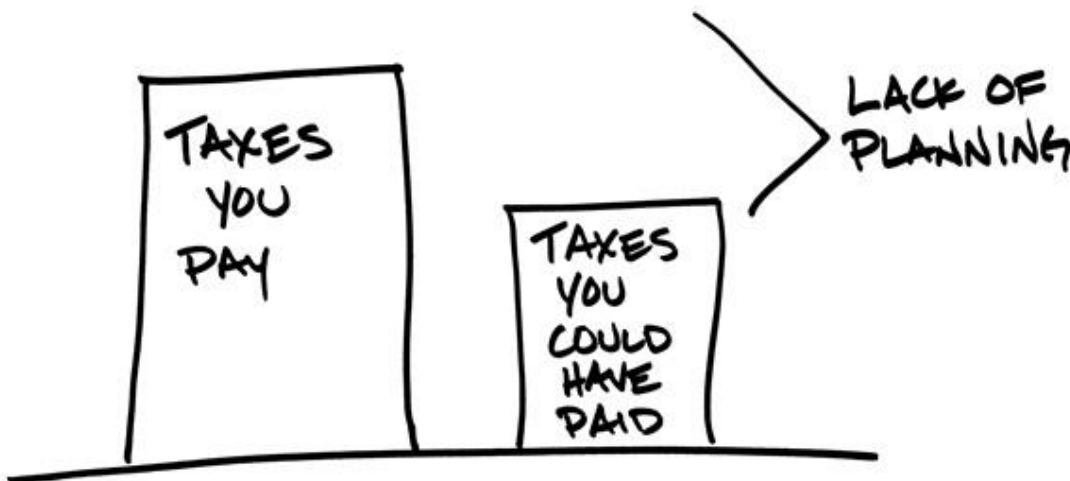
Reference Books

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*.

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.



© 2013 Behavior Gap

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 be able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will be 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 be 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
Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications.
2. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications.
3. Lal, B.B., Direct Taxes, Pearson Education.
4. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications.
5. 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, Personalization CRM 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: 9788180521423 ISBN-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.

SMMC962A	SUPPLY CHAIN MANAGEMENT	C
		3

Overview:

This course is aimed at management and enhancement of supply chain processes and performance. The topics covered in the course are supply chain metrics, tradeoffs in supply chain decisions, tools for supply chain management, production planning and inventory control, order fulfillment and supply chain coordination. Issues related to global supply chain design, logistics, and outsourcing, supply chain innovations are also covered.

Unit-I

Supply chain strategy: strategic fit, network design, global dual sourcing; Supply chain strategy: achieving strategic fit (Zara, Dell); dual sourcing; network design.

Unit-II

Concepts of Supply Chains; Generalised Supply Chain Model ; Value Chain; Value Chain Analysis ; Supply Chain Effectiveness ; Strategy; Supply Chain Performance Metrics and Drivers; Technology ; Supplier Performance

Integration and Collaboration; Demand Forecasting and Aggregate Planning; Sales and Operations Planning

Unit-III

Distribution Network in a Supply Chain and Network Design; Logistics and Managing Transportation

Managing supply chain risks: risk-sharing contracts, risk pooling, risk hedging centralization, postponement, Omni channel

Unit-IV Coordinating supply chain: sales & operations planning, Managing Cycle and Safety Inventory; bullwhip effect, Global supply chain: buy-sell, turnkey, transfer price and tax

TEXT BOOKS:

1. Supply Chain Management: Strategy, Planning, and Operations (5th Edition) by Sunil Chopra and Peter Meindl. Prentice Hall, 2012.
2. Operations Strategy: Principles and Practice by Jan A. Van Mieghem. Dynamic Ideas, 2008
3. Alexander, Gordon., J. and Bailey., & Jeffery V. Investment analysis and portfolio management. Bombay: Dryden Press, Thomson Learning.

REFERENCE BOOKS:

- Blanchard D. Supply chain management: best practices. Wiley – 2010, 302 pages

Recommended Texts & Other Readings

- Bozarth C., Handfield R.B. Introduction to Operations and Supply Chain Management. Prentice Hall – 2007, 600 pages, 2nd edition
- Cousins P. et al. Strategic Supply Management: Principles, Theories and Practice. Financial Times/ Prentice Hall, 2008. — 336 p.
- Journal of Operations Management

- The International Journal of Logistics Management
- International Journal of Logistics Research and Applications
- International Journal of Logistics Systems and Management.

SMMC963A	INTERNATIONAL LOGISTICS MANAGEMENT	C
		3

Overview:

The course aims to create learning about the concepts and practices of international logistics with a special focus on supply chain management and exporting. Students will develop understanding of international logistics management, implementations and documentations of international trade through the perspective of international logistics and global marketing processes and entities of foreign trade management. The course is aligned with international logistics infrastructure and implementations of international trade. The course also includes international transportation and security issues along with the competitive support of international logistics within the context of theoretical knowledge supply chain management

Objective and Expected Outcomes:

The course aims to provide students following competencies:

1. Knowledge, theory and understanding of international logistics and supply chain management
2. Ability to understand global logistic systems and international logistics operators in context of global supply chain development.
3. Theoretical and conceptual knowledge to identify and analyze international logistics problems in global contexts, design and implement international supply chain activity and operation.
4. Interpret and evaluate business issues from multiple perspectives and design international supply chains operating in diverse legal, socio-cultural and economic environment contexts

At the end of the course, students should be able to

1. Demonstrate Knowledge, theory and understanding of international logistics and supply chain management
2. Design and implement global logistic systems in context of global supply chain development and diverse legal, socio-cultural and economic environment contexts

Course Content:**UNIT I**

International Trade: Trends in World Trade; players ; India's Foreign Trade – Commodity mix and Destination.

Overview of International Logistics Components, Importance, Objectives; Logistic Subsystem;- Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade.

Strategy of organisation of international supply chains; International aspects of transportation. International logistics and transport. Seven golden rules of logistics

Marketing and Logistics : International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics

UNIT II

Basics of Transportation: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice
General Structure of Shipping: Characteristics- Types of shipping- liner and tramp operations; Conference Chartering operation- Freight structure and practices; Chartering principles and practices; UN convention on shipping information- Documents for shipping of goods.

UNIT III

International container shipping. International railway and road transportation • Week 16: International container shipping. International railway and road transportation; Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.
Air Transport: Air transportation –total cost concept, advantages, freight structure, and operations; Carrier consignee liabilities- Cargo handling- Information Support System.

UNIT IV

Inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

Significance and types of warehousing facilities; Total cost approach to logistics
Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics. Contemporary concepts and practices.

TEXT BOOK:

Vogt, J. J. Business Logistics Management : theory and practice / J. J. Vogt, W. J. Pienaar, P. W. C. de Wit ; with contributions by P. Linford, G. de Villiers . — Oxford : Oxford University Press, 2002 ISBN 0-19-578011-6.

• Waters D. Logistics: An Introduction to Supply Chain Management. Palgrave Macmillan – 2003, 364 pages

Reference Books :

Simchi-Levi D., Chen X., Bramel J. The Logic of Logistics: Theory, Algorithms, and Applications for Logistics Management. Springer, 2014. - 454 p. 43 illus., 18 illus. in color. - 3rd ed.

- Lambert D.M., Stock J.R., Ellram Li.M. Fundamentals of Logistics Management. McGraw-Hill/Irwin – 1997, 640 pages
- Bookbinder J.H. (Ed.) Handbook of Global Logistics: Transportation in International Supply Chains. Springer, 2012. — 553 p. 102 illus., 83 illus. in color ; Reji Ismail, Logistics Management, Excel Books, Delhi.
- Ailawadi C. Sathish and Rakesh Singh, Logistics Management, Prentice Hall India, 2005. Agrawal D.K., Textbook of Logistics and Supply Chain Management, MacMillan India Limited, 2003.
- Bowersox D., Closs D., and Mixby Copper, M., Supply Chain Logistics Management, McGraw Hill, 2002. Ballou, Business Logistics/Supply Chain Management, Pearson Education.

SMMC964A	SERVICE OPERATIONS MANAGEMENT	C
		3

Overview:

The Service Operations Management module is about improving organisations to make them better for customers and service providers. The objective of the course is to understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.

Objective and Expected Outcome:

At the end of this course students will be able to:

- CO1: Understand and explain the critical perspectives on the nature of service.
- CO2: Explain and apply the principles, tools and techniques of service design.
- CO3: Explain the methods with which organisations can measure their service performance.
- CO4: Explain and apply the general approaches to, and specific methods for improving service.

Course Content:**UNIT I**

Understanding Service Operations: Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organisation Value Chain

UNIT II

Service Operation Infrastructure: Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes

UNIT III

Service Process Management: Service Encounter Design and Control; Managing Service Processes; Experience Management in Service Operations; Service Quality and Reliability Assurance; Service Process Improvement & the Associated Methodologies; Experience Innovation Paradigm; New Service Development

UNIT IV

Improving Service Delivery Propositions: Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery

Text Books

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, McGraw Hill

Reference Books/Materials

1. Sanjeev Bordoloi, James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, McGraw Hill
2. Robert Johnston, Graham Clark, Michael Shulver, Service Operations Management: Improving Service Delivery, Pearson Publications.

SMMC965A	ENTERPRISE RESOURCE PLANNING	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 objectives of this Course are

1. To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
2. To create a strong understanding and orientation towards practice of theory in Applications and approach.
3. To develop knowledge of how ERP enhances business organizations performance
4. To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

COURSE OUTCOMES After completing this course, student will be able to

1. Apply Enterprise software in integrating business functions
2. Analyze the strategic options for ERP identification and adoption.
3. Design and implement ERP strategies.
- 4 Re engineer business processes for effective ERP implementation.

Course Content:**UNIT I**

ERP-Introduction; Advantages; ERP and Business – value creation; Integrated Information Management; Enterprise and ERP, Business modeling; Integrated data model ; Strategic Options; Benefits of ERP: Quantifiable, Intangible; Risks: People, process, Technology, Implementation, Operational and Managerial risks.

UNIT II

Introduction to ERP related technologies; Functional modules of ERP software; ERP Implementation: Life cycle; Implementation methodologies, transition strategies ;People involved in implementation; Success and failure factors in implementation – factors. Operation and Maintenance of an ERP system.; ERP and Organisational Change ERP Selection The Disruptive Forces Future of ERP

UNIT III

SAP Fundamentals Understanding SAP terminology Modules of SAP ; SAP products ; other popular ERP software

UNIT IV

Designing Enterprise Structure using SAP ; SAP Fundamentals 6. ERP Modules : Procurement Process ; Sales and Operations Planning (SOP) and Planning Strategy ; Materials Requirement Planning (MRP); SOP, Planning Strategy and MRP; Capacity Planning and Scheduling; Manufacturing Cycle; Product Costing; Sales and Distribution
ERP Project Management

TEXT BOOK

1. Enterprise Resource Planning – Alexis Leon – Second Edition – TMH

REFERENCE BOOKS

1. ERP in practice – Vaman - TMH
2. Daniel E.O’Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2002.
3. Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, Third edition, 2009.

SMMC966A	Project Management	C
		3

Overview:

Project Management entails the systematic planning, design and implementation of projects. This course aims to create knowledge and skills related to project ideas generation and screening, project techno-economic viability evaluation and project appraisal techniques. It also covers Project financing including Infrastructure Finance, project Planning and control using network techniques, PERT and CPM, cost control and quality control, risk Analysis and management for projects, organization structures for projects.

The project management course combines skills of operation management, planning, Finance, cost control, quality and strategy.

Objective and Expected Outcome:

The objective of this course

Course Content:**UNIT-I**

Projects: an overview; What is a Project? Introduction to Project Management Terminology, Concepts, and Organizations; The Project Environment & Ecosystem -- Essential Elements; Kinds of Projects (Examples): Predictive (Waterfall) Projects ; The 6 Constraints; The Project Management Cycle;

UNIT-II

Project Management Methodologies; Project Management Processes (Core & Supportive); Project Management Roles & Cultural Differences Project; Management Skills

The Process Management Framework · Project Integration Management · Scope Management · Time Management · Cost Management · Quality Management · HR & Communications Management · Risk Management · Procurement Management · MS Project

UNIT-III

Project Management Roles & Cultural Differences Project Management Skills ; Adaptive Projects: Business ideas · Product (operations) vs. Project · Scrum & Agile Management ;The process, Roles, Phases, Results validation

UNIT-IV

Creating the Project Plan, High-level WBS, and Network Diagram ; Project Scope Management; Project Time Management ; Project Efficiency and Duration

- Role of an Effective Project Manager ; Managing Project Teams

Outsourcing: Managing Inter-organizational Relations & Contract Management ; Progress and Performance Measurement and Evaluation ; Performance Management

TEXT BOOKS:

1. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 10th ed. Author: Harold Kerzner, John Wiley & Sons, Inc., 2009

REFERENCE BOOKS:

1. Clements/Gido, Effective Project Management, Thomson Clifford F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill Dennis Lock, Project Management, Ninth Edition,
2. Gower K. Nagarajan, Project Management, Third Edition, New Age International P.C.K. Rao, Project Management and Control, Sultan Chand & Sons.
3. Prasanna Chandra, Projects – Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House.

SMMC967A	Business Process Modeling	C
		3

Overview:

A business model is the blueprint for how a company creates, delivers and captures value for all its stakeholders. This course explores the significance of business model in achieving sustainable competitive advantage. Students would acquire skills and knowledge of tools, concepts and frameworks required to analyze an existing business model and create new business models and to continuously reevaluate the redesign existing business models in the context of emerging environment.

Objective and Expected Outcome:

This main objective of the course is to:

- Develop ability to design and evaluate business process diagrams to model existing and to-be processes and define workflow for business use cases.
- Critically analyze and diagnose problems of and formulate improvements to observed business processes and estimate the effects of these improvements, based on established performance metrics.
- Apply state-of-the-art tools, technologies and industry standards for the modeling, simulation, and implementation of business processes.
- Develop an implementation and integration strategy for business processes that leverages the organizational and technical capabilities of the organization.

Course Content:**UNIT I**

What is Business Model?, Importance of business model, Business model as competitive advantage, types of business models, disruptive business models

UNIT II

Business Model Creation, Key attributes and components of business models, Business model canvas, Tools and framework to analyze business models; Successful Business Model replication.

UNIT III

Disruptive and successful Business Models, Education Sector, Banking and Financial Services Sector; Payment Wallets; Travel Sector ; Consumer Goods and Service Sector

UNIT IV

Disruptive and successful Business Models: Technology Sector, Media Sector • Mobile and Telecom Sector, Healthcare Sector, Retail Sector, Social Sector

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.

SMMC968A	Logistics Management	C
		3

Overview:

Logistics Management is the part of supply chain management that involves planning, implementing and controlling the movement, storage of goods and services and transmission of related information between the point of origin and the point of consumption during the various phases to meet the needs of customers.

This Course attempts to introduce the learners to the concept, principles of logistics and logistics management cycle. The important components of logistics management that include procurement of material, and inventory control, packaging, transportation, warehousing, storage, and information monitoring are analysed. The emerging trends in logistics management that encompass customer satisfaction, green logistics, outsourcing, are discussed. It provides a comprehensive view of key concerns pertaining to outsourcing logistics management and challenges in striving for effective logistics management strategy.

Objective and Expected Outcome:

This course intends the students to:

- Provide an overview of the concept of logistics and logistics management.
- Describe the modal choices available for transportation.
- Discuss the intricacies involved in intermodal and maritime transportation.
- Discuss the operational issues involved in logistics management.

Course Outcome:

CO1: Describe the role and importance of customer service in logistics management.

CO2: Analyse the various modes of freight transport and their advantages and disadvantages.

CO3: Apply maritime transport and intermodal equipment to logistics and transportation planning.

CO4: Analyse why and how to monitor and control the costs and performance of logistics operations.

Course Content:**Unit I: Overview of Logistics**

Introduction to Logistics and Logistics Management, Inter-Relation Between Supply Chain and Logistics. Customer service and logistics: 7R, two conceptual models of service quality, Measuring customer service. Key issues, and challenges for logistics: The external environment, Manufacturing and supply, Logistics and Distribution, Retailing, The Consumer.

Unit II: Transportation & Freight Planning

Modal Choice: Method of Selection, Transport Mode Characteristics, Documentation. Road Freight Transport: Vehicle Selection - Main vehicle types, Types of operation. Vehicle Costing – Reasons for Road Freight Transport Vehicle Costing, Key Aspects of Road Transport Costing. Planning and Resourcing - Vehicle routing and scheduling issues. Rail Transport: Overview of Rail transport,

strengths, and weaknesses. Air Transport: Air cargo handling, Types of air freighter, Documentation.

Unit III: Maritime Transport & Intermodal Equipment

Maritime Transport: Structure of the industry, Common shipping terms, Surcharges, Documentation, Vessel Classification, Common Ship Types and Their Cargos, Ports and Cargo Handling. Intermodal Transport: Intermodal equipment, Intermodal vehicles, Intermodal infrastructure, Mode Shift Grant Schemes

Unit IV: Operational Management

Cost and Performance Monitoring: Different Approaches to Cost and Performance Monitoring, Good Practices, Influencing Factors, Detailed Metrics and KPIs, Information and Communication Technology in Supply Chain: Supply Chain Planning, Warehousing, Inventory, Transport, Trading using the internet. Outsourcing: Different Service Types, Value Added Services, Drivers and Drawbacks of outsourcing, Outsourcing Selection Process.

Textbooks:

1 The Handbook of Logistics and Distribution Management by A Rushton, P Croucher, P Baker, 5th Edition, The Chartered Institute of Logistics and Transport, KoganPage.

Reference Books:

1. Textbook Of Logistics & Supply Chain Management by D K Agrawal; Macmillan Publishers.
2. Transportation Planning by Prabir Kumar Sarkar, Vinay Maitri, G. J. Joshi, Phi Learning.
3. Introduction to Logistics Systems Management (2nd Edition): Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno.
4. International Logistics: The Management of International Trade Operations (4th Edition): Pierre A. David.
5. Business Logistics: Supply Chain Management (5th Edition) L Ronald H. Ballou.

SMMC969A	Production Planning and Control	C
		3

Overview:

This course aims create understanding of production planning concepts and tools in large manufacturing organizations. The course basic framework of production planning & control process, sales and operations planning and master production scheduling, material requirements planning and its implementation in SAP ERP and get an overview of MRP outputs and order release and order management process.

Objectives & Expected Outcomes:

This course is designed to provide students with

1. Basic concepts related to the interactions between the operations management system parameters and their impact on production and inventory control systems design.
2. Methodology and models for the generation of company forecasts, materials management cost elements, business operations analysis, productivity, operations strategies for competitive advantage, location strategies, and supply-chain management.
3. Information on the design and management of operations and production planning/control systems including capacity planning, materials requirements planning, inventory models, scheduling and sequencing, and line balancing for various aspects of the manufacturing and service industry.
4. Concepts and practices of Production and inventory control systems related to Just-in-Time, Lean Manufacturing and Agile Manufacturing methodologies

COURSE OUTCOMES (COs)

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

CO1: Understand and appreciate the specific planning and control principles to be applied for short-range and long range planning and analyze the different qualitative and quantitative forecasting methods.

CO2: Develop and analyze the capacity planning process. Identify characteristics and relationship to business operations in regard to managing product demand versus product capacity.

CO3: Design, develop, and analyze a Master Production Schedule and a resultant Materials Requirement Plan (MRP) for a complete production facility.

CO4: Design, develop and analyze production and inventory control processes with respect to Just-in-Time, Lean Manufacturing and Agile Manufacturing methodologies.

Course Content**UNIT I**

Introduction: Product Planning and Control: Definition, Role and scope, Objectives, Functions, and Phases of production planning and control. Forecasting: Definition, Need for forecasting, Basic Steps of forecasting, Characteristics of a good forecast, Qualitative and quantitative methods.

UNIT II

Operations Strategies: Capacity Planning: Definition, Phases of capacity planning; Strategies of Capacity Planning, Factors influencing capacity planning. Product and Process Development: Stages of NPD, 3S's of product development, PLC, Process development. Facilities Management: Objectives of plant layout, Rules and guidelines for successful layout, Layout types.

UNIT III

Materials Management: Inventory Management: Types of inventories, Objectives of inventory management, Factors affecting levels of inventory, Techniques of inventory control: modern and traditional. Master Production Scheduling and Materials Requirements Planning (MRP).

UNIT IV

Production Planning for New Technologies: Just-in-time Systems, Lean Manufacturing Systems, and Agile Manufacturing Systems. Production Planning: Line Balancing Methods (Heuristic and Stochastic); Production Planning: Aggregate Scheduling, Shop Loading, Sequencing

Text Books

1.D.R. Kiran, Production Planning and Control, A Comprehensive Approach, BSP Books

Reference Books/Materials

1. S.K. Mukhopadyay, Production Planning and Control; Text and Cases, PHI Learning Pvt. Ltd.
2. William Bolton, Production Planning and Control, Longman Scientific and Technical.
3. Stephen N. Chapman, Fundamentals of Production Planning and Control, Pearson Education.

SMMC970A	Technology Management	C
		3

Overview:

The focus of the course is on the key concepts, models, and methods that enable manager to effectively manage the development and utilization of technologies. The goal is to develop an awareness of the range, scope, and complexity of the phenomena, issues, and problems related to management of technology and technological innovations. The course will mainly focus on the micro issues but it will extend the discussion to cover macro issues of technology management by studying how industries and firms are transformed by new technologies, how new industries are formed, and what factors affect the innovation performance. In other words, a systems perspective will be used to develop insights into the conditions under which particular structural arrangements and systems are likely to facilitate technological development. In short, students will develop a better understanding of the complex issues surrounding the managerial tasks with respect to technology.

Objective and Expected Outcome:

This course intends the students to:

1. Provide an overview of the concept of Technology, Innovation, and their management.
2. Describe the technology life cycle and the process of managing innovation.
3. Discuss the various issues involved with internal innovation efforts for both product and process innovation.
4. Discuss the different methods adopted by firms to acquire technology externally.

Course Outcome:

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

CO1: Comprehend the important concepts in the field of technology, innovation and their management.

CO2: Identify and critically analyse technology and innovation management issues.

CO3: Identify core issues and problems related to internal innovation efforts for both product and process innovation.

CO4: Critically assess and explain key issues involved in obtaining technology externally.

Course Content:**Unit I**

Introduction to technology management: Concept and meaning of technology, Evolution and growth of technology, role and significance of management of technology, Impact of technology on society and business, Changing Technology Trends. Innovation: Meaning and its types.

Unit II

Management of Technology: Technology Life Cycle, Technology S-Curve, Market S-Curve, Product- Market Lifecycle, Competition in Mature Technology. Process of Managing Innovation: Making Decisions for Managing Innovation, Cyclical Innovation Process Model.

Unit III

Strategy Process and Management of Technology and Innovation: Strategic Process, Technology in Value Chain. Planning Internal Innovation: pros and cons, product innovation and process innovation, basic steps in planning process. Implementation of Internal Innovation: Key implementation issues, roles of leaders. Evaluation and Control of Innovation: evaluation and control process, types of control.

Unit IV

Acquiring Technology: Planning: Reasons to acquire technology, alliances, mergers and acquisitions, importance of goals and due diligence; Implementation: Key implementation issues, execution. Evaluation and Control: Alliance/Acquisition Capabilities, Negotiating the deal, integration of new technology into existing systems and structure.

Text Books

1. White M.A., Bruton G.D. (2011). The Management of Technology and Innovation; A Strategic Approach. 2nd Edition, Cengage Learning.

Reference Books

1. Dubey S.S. (2019). Technology and Innovation Management. 2nd Edition. PHI Learning Private Limited.
2. Khalil T.M. (2011). Management of Technology. 1st Edition. McGraw-Hill.
3. Kiran R.U. (2016). A Textbook of Technology Management. 2nd Edition. Laxmi Publications.
4. Drucker P.F. (1986). Technology, Management and Society. Routledge.
5. Cetindamar D., Phaal R. Probert D. Technology Management (2016). 1st Edition. Palgrave.

SMMC971A	MATERIALS MANAGEMENT	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: Meaning and Scope, Objectives and Significance of Materials Management; ABC Analysis: Codification and Standardization: Basis, Characteristics, Types of Coding, Standardization, Benefits.

UNIT II

Purchasing Management: Objectives and Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities. Supply Chain Management, Implementation of Supply Chain Principles within a Company. 5. Suppliers Selection, Vendor Rating and Vendor Rating Techniques, Vendors Development and Vendors' Relationship. 6. Inventory Management: Different Costs of Inventory, Optimal Order Quantity, EOQ, Inventory Models with Purchase Discounts, Buffer Stocks, Fixed Order Period Model, Safety Stocks, Optimum Level of Safety Stock, Inventory Control, Elements of Effective Inventory Control, Advantages, Procedure for Setting up an Efficient Inventory Control System, V.E.D. Analysis, S.D.E. Classification, F.S.N. Analysis, X.Y.Z. Analysis, Logistics Management and Its Link with Inventory Control and other Areas. 7. Value Analysis: Purchasing Research, Price Forecasting, Forward Buying, Make or Buy Decision. 8. Stores Management: Purpose of Store Management, Location and Layout, Cost Aspects and Productivity, Problems and Developments, New Developments in Storing. 9. Evaluation of Materials Management: Organization, Difficulties, Process and Criteria, Reporting and Purchasing. 10. Computers in Material Management Electronic Computer, Integrated Computer System for Materials Management, Material Planning.

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