

# **MASTER OF BUSINESS ADMINISTRATION**

## **SEMESTER I**

### **Course Title: Accounting For Managers**

Course Objectives: The purpose of this course is to facilitate an understanding about accounting as an information system and also the language of the business. The course is design in away so as to familiarize the participants with various financial tools and techniques that will facilitate the participants in enhancing their analytical power to make rational decisions related to business.

Course Contents/Syllabus:

#### Module I : Introduction to Financial Accounting

Nature of Accounting, Branches of Accounting, Types of ownership- Capital Structure , GAAP- Concepts and Conventions, Accounting Cycle, Recording of transactions: journalizing, ledger posting, preparation of Trial Balance.

#### Module II : Preparation of Financial Statements

Preparation of Companies Financial Statements: as per Revised Schedule III Income Statement Balance Sheet Accounting for Depreciation, Accounting for Dividend and Retained Earnings, Statement of changes in equity.

#### Module III : Analysis of Financial Statements

Comparative Financial Statement: Trend Analysis, Inter Firm Comparison Common Size ,Ratio Analysis and Cash flow Statement as Per AS-3.

#### Module VI: Introduction to Cost & Management Accounting

Cost Classification, Preparation of cost sheet. Marginal Costing and Cost Volume Profit Analysis, Valuation of Inventory, Variance Analysis – Material and Labour Budgeting-Fixed & Flexible

#### Module V Latest Development Trends & Practices

Introduction to financial Software for analysis: Excel and Prowess , Human Resource Accounting ,Inflation Accounting IFRS Framework,.

Text:

- Horngren T Charles 2012, Introduction to Financial Accounting,9th Ed, Pearsons Education

References:

- Narayanaswamy R 2014, Finanacial Accounting – A Managerial Perspective,5th Ed,Prentice Hall of India.
- Maheshwari S N and S K Maheshwari 2013, Accounting for Management,3rd Ed,Vikas Pub. House.
- Tulsian, P.C 2013, Financial Accounting, Tata McGraw Hill.

## **Course Title: MANAGERIAL ECONOMICS**

Course Objective: To familiarize the students with theoretical concepts of modern Economic Analysis so that they can use these as inputs in managerial decision making process. Emphasis would be laid on the understanding of key economic variables both at micro and macro level which influence the business operations and strategies of the firm and the business environment under which they operate.

Course Contents/Syllabus:

### Module I: Theory of demand and supply

Nature and scope of economic analysis: its relevance for a managerial decision making, Demand analysis: nature of demand for a product- individual demand and market demand, demand by market segmentation. Demand function and determinants of demand. Supply function: determinants of supply of a product, law of supply. Elasticity of supply. Concept of elasticity of demand- income, cross, price and advertising elasticity. Theorems on the price elasticity of demand. Applications of the concept of price elasticity of demand in business decisions. Demand forecasting-- need for forecasting and techniques of forecasting.

### Module II: Theory of production and cost

Production analysis: production function-- neo-classical, Cobb- Douglas, Leontief. Least cost combination of inputs for a firm. Concept of an isoquant-- smooth curvature and right angle. Returns to scale and returns to a factor. Expansion path of a firm. Cost Analysis: Costs relevant for management decision making. Economies of scale: Internal and External, Cost Function: Cost and output relationship. Short Run and Long run. An Analysis of the Objectives of a Business Firm: Profit Maximization Model, Baumol's Sales Maximization Model, Marris's Model Of 'Managerial Enterprise' Williamson's Model Of 'Managerial Discretion

### Module III: Market structure: price and output decisions

Pricing And Output Decisions – Perfectly Competitive And Monopoly Markets Pricing And Output Decisions –Under Monopolistically Competitive Market-- Product Differentiation; Price Discriminating Monopolist; Models Of Oligopolistic Market :Price Rigidity-- The Kinky Demand Curve Model Interdependence-- The Cournot Model, Price Leadership Models, Cartels And Collusion

### Module IV: Macro Economic Analysis and Business Environment

Economic Policy and Analysis: Macro Economic Variables and Functional Relationships. Business Environment: An Exogenous Variable. Factors Influencing the Business Environment. National Income Analysis:. National Income Aggregates. Approaches to National Income Measurement. Models of Circular Flow of Money- Incorporating Savings, Investment, Foreign Trade and Government Sector. Models of Income Determination with emphasis on Keynesian Model. Concept of Investment Multiplier. Factors Influencing Consumption Function- Objective, Subjective And Structural. Demand and Supply of Money: Transaction, Precautionary and Speculative Demand for Money; Liquidity Preference Function; Components of Money Supply. Business Cycles: An Analysis of the Fluctuations in the Level of Economic Activity. Phases of Business Cycles. Inflation and Deflation: Demand - Pull and Cost -Push Inflation. Impact Of

Inflation On Employment, Price Level And Other Macro Economic Variables An Analysis Of Policies To Control Inflation. Deflation. Monetary Policy: Objectives of Monetary Policy. Functions of Central Bank. Credit Policy and Its Implications on the Corporate Sector. Fiscal Policy: meaning ,objectives and impact on economy. Money Market ,Capital Market and Foreign Exchange Market

Text Reading:

- Dwivedi DN, Managerial Economics, Vikas Publishing House
- Ahuja HL, Advanced Economic Theory, S.Chand & Sons
- Ahuja HL, Business Economics, S.Chand & Sons
- Chopra PN, Managerial Economics, Kalyani Publishers.
- Gupta, G.S. 2006, Managerial Economics, 2nd Edition,Tata McGraw Hill
- Peterson, H.C and Lewis, W.C. 2005, Managerial Economics, 4th Edition, Prentice Hall of India

References:

- Adhikari M., Managerial Economics, Excel Books.
- Peterson H. & W. Chris Lewis, Managerial Economic Analysis and Cases, Pearson Education.
- Varshney, R. Land Maheshwari, 1994 Managerial Economics, S Chand and Co.
- Koutsoyiannis, A. Modern Economics, Third Edition.

Additional Reading:

- R Ferguson, R., Ferguson, G.J and Rothschild, R.1993 Business Economics Macmillan.

Any other Study Material:

- Chandra, P.2006, Project: Preparation Appraisal Selection Implementation and Review, 6th Edition, Tata McGraw Hill.

## **Course Title: Marketing Management**

### **Course Objectives:**

The course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. The marketing management process is important at all levels of the organization. The course will thus provide the students with a systematic framework for understanding marketing management and its 4P's strategy. Accordingly, the course emphasizes the following:

- Primary and changing perspectives on marketing management in the New Economy.
- The impact of interactive media on marketing management.
- Applied marketing management and strategy, domestic and global.
- An international focus in developing marketing management and its strategies

Course Content/Syllabus:

### **Module I: Understanding Marketing in New Perspective**

Marketing Management Defined. Customer Value and Satisfaction, Philosophies of Marketing Management. Difference between marketing and Selling, Relationship marketing, Social marketing. Strategic Planning in marketing, formulating the marketing plan.

### **Module II: Analyzing Consumers & Selecting Markets**

Consumer Behaviour-Defined. The factors influencing consumer behaviour. The stages in the buying process, the buying decision making process. Factors effecting the buying decision; Adoption process. Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation. Evaluating the Market Segments. Targeting the Market Segments. Developing a Positioning Strategy

### **Module III: Managing Product Strategies**

Products and Services Defined. Classification of products. New Product development, stages of New Product Development. Packaging and Labeling. Product mix decisions and line management. Length, width and depth of a line, Line analysis, and Brand Management. Product life cycle, stages in lifecycle and factors affecting each stage. Managing product life cycles.

### **Module IV: Identifying Pricing Methods and Strategies**

Pricing Definition. Setting the price, adapting the price. Initiating and responding the price changes. Identifying Pricing Strategies.

### **Module V: Managing Channel Dynamics & Integrated Marketing Communication**

Channel functions and flows. Channel design and management decisions. Channel dynamics. Vertical horizontal and multi-channel marketing systems. Market Logistics decisions. Integrated Marketing Communication. Marketing Communication Process. Promotion mix, Advertising, Personal Selling. Sales Promotion, Publicity and Public Relations. Direct Marketing.

### **Text Reading:**

- Kotler, Keller, Koshy, Jha, (2008), Marketing Management– A South Asian Perspective, Pearson India Pvt.

### **References:**

- Kurtz, (2008) Principles of Marketing, Cengage Learning, India
- S. Neelamegham, (2009), Marketing In India, Vikas publishing house
- Biplo Bose, (2008), Marketing Management, Himalaya Publishing House
- Paul Baines, Chris Fill, Kelly Page, (2009), Marketing, Oxford University Press

### **Additional Reading:**

- Winner (2009), Marketing Management, Pearson India Pvt.

- William L. Pride and O.C. Ferrell, (1993) Marketing Concepts and Strategies, Boston, Houghton Mifflin
- Czinkota and Kotabe, (2007) Marketing Management, Cengage Learning, India
- Evans, (2008), Marketing Management, Cengage Learning, India
- Rajan Saxena, (2010), Marketing Management, Tata McGraw Hill

**Any Other Study Material:**

- Journal of Consumer Research
- Journal of Marketing
- Journal of Marketing Research

**Course Title: STATISTICS FOR MANAGEMENT**

**Course Objectives:**

The objective of this course is to give students, a conceptual introduction to the field of Statistics and its applications and to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the business environment. The focus on interpretation rather than computation develops competencies that will aid students in their future careers as managers.

**Course Contents/Syllabus:**

Module I Introduction

1. Statistical thinking and analysis ;
2. Statistics defined; Types of statistical methods - Descriptive and inferential statistics; Importance and scope of statistics ;.
3. Scales of measurement;
4. Basic statistical concepts: population and sample.

**Tabular and Graphical Descriptive Techniques using MS Excel:**

1. Bar chart, Pie Chart, Histogram, Frequency Polygon, Ogive, Pareto Chart.
2. Stem-and-leaf display, Cross tabulations, Scatter plot and Trend line.

**Numerical Measures**

1. Arithmetic Mean, Median and Mode.
2. Partition Values- Quartiles, and percentiles.
3. Measures of Variability: Range, IQR; Variance, Standard Deviation, Coefficient of variation.
4. Use of MS Excel for Numerical Measures

**Module II Probability and Probability Distributions**

1. Types of events and Algebra of events. Assigning probability to events;
2. Joint, Marginal and Conditional Probability.

3. Probability Rules; complement Rule, Multiplication Rule, Addition Rule, Bayes' Theorem.

#### Probability Distributions:

1. Mean or Expected value of random variable.
2. Variance and Standard Deviation of random variables.
3. Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.
4. Using MS Excel for computation of Binomial, Poisson and Normal probabilities.

#### Module III Sampling, Sampling Distribution and Estimation

1. Sampling: Basic Concepts, Types of Sampling and Non-Sampling Errors and Precautions,
2. Central Limit Theorem,
3. Sampling Distribution of the mean, Sampling distribution of proportion.
4. Estimation: Types Estimates, Using z Statistic for estimating population mean,
5. Confidence interval for estimating population mean when population SD is unknown,
6. Estimating population mean using t Statistic (small sample case), and Confidence interval estimation for population proportion.
7. Using MS Excel for confidence interval construction.

#### Module IV Hypothesis Testing

##### Fundamental Concepts of Hypothesis Testing:

1. Developing null and alternate hypothesis,
2. Hypothesis testing procedure, the critical value of the test statistic, regions and rejection and non-rejection,
3. Type I error and Type II error,
4. Level of significance,
5. The confidence coefficient, The power of a test,
6. The p-value approach to hypothesis testing.

##### Inference about a Population:

1. For single population mean using z-statistic, for single population mean using t-statistic, hypothesis testing for population proportion.

##### Inference about Comparing Two Populations:

1. Inference about the difference between two population means –
2. Independent samples and Matched Samples,
3. Inference about the difference between two population proportions, Inference about the ratio of two population variances.

Analysis of Variance (Analysis and Interpretation of MS Excel Output only):

1. Testing for equality of k- population means,

Chi-Squared Tests:

1. Chi-squared goodness of fit test for mean, and test of independence. Using MS Excel for Chi-squared test.

Module V Forecasting Techniques

1. Measures of Linear Relationship: covariance, coefficient of correlation.
2. Regression: Model, Estimating the coefficient using least squares method. Assessing the Model (Analysis and Interpretation of Excel Output only);
3. Standard Error of Estimate, Coefficient of determination,

Time Series Analysis:

1. Variation in Time Series, Numerical application of trend analysis only.

**Text Reading:**

- Keller, Gerald (2015), Statistics for Management and Economics, Cengage Learning.
- Sharma, J.K. (2014), Business Statistics, Pearson Education India.
- Anderson D.R; Sweeny D.J, Williams T.A (2015), Statistics for Business and Economics, Cengage learning.

**References:**

- Levin Richard I., Rubin David S., Siddiqui M.H., & Rastogi S., (2017), Statistics for Management, Pearson Education India
- Stephen .K.C. (2012), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row.
- Ken Black (2012), Business Statistics, Wiley Publication

## **Course Title: Professional Communication**

### Course Objectives:

This course aims to equip students with effective oral and written communication. Students will learn the difference between oral and written communication, and speaking in multicultural context, conducting and participating in meetings, the correct format of business documents.

### Course contents/Syllabus:

#### Module I: Verbal and Non-verbal communication

Oral Communication: forms, advantages and disadvantages. Written Communication: forms, advantages and disadvantages. Principles and Significance of Non-verbal communication. KOPPACT: Kinesics, Oculistics, Proxemics, Paralinguistics, Artifacts, Chronemics, Tactilics

#### Module II: Social Communication Essentials

Small Talk. Building rapport. Informal Communication: Grapevine-water cooler- Communication

#### Module III: Cross cultural Communication

Public speaking in multi-cultural context. Culture and context. Ethnocentrism, Stereotyping, cultural relativism.

#### Module IV: Meetings

Meetings: Meaning and importance. Purpose of meeting. Steps in conducting meeting. Written documents related to meeting: Notice, agenda, minutes.

#### Module V: Report writing

Types of reports. Significance of Report. Report planning. Process of Report writing. Visual Aids in Report

#### Module VI: Employment communication

Cover letter. Resume. Participating in a group discussion. Preparation for Interview. Appearing in Interview

### Text and References:

- Krizan, Merrier, Logan and Williams. Effective Business Communication, New Delhi: Cengage, 2011
- Keyton. Joann. Communication and Organizational Culture. Sage Communications



## SEMESTER II

### **Course Title: Financial Management**

#### Course Objectives:

- Familiarizing the students with the financial environment of business, especially the financial markets
- Imbibing knowledge about the decisions and decision variables involved in building the liability side of balance sheet of the firm
- Developing the analytical skills by associating the tools and techniques with the situation
- Developing skills for interpretation business information and application of financial theory in financing related decisions

#### Module I Introduction

A Framework for Financial Decision-Making- Financial Environment, Introduction to Financial Markets and Financial Instruments Changing Role of Finance Managers, Objectives of the firm, Time Value of Money and Risk- Return Analysis

#### Module II Financing Decision

Leverage Analysis (EBIT-EPS analysis) and Computation of Cost of Capital (WACC & WMCC), Capital Structure Theories- Net Income Approach, Net operating Income Approach, Traditional approach & Modigliani Miller Model, Trade off Models, pecking order theory. Factors determining the optimum capital Structure.

#### Module III Investing Decisions – Capital Budgeting and Working Capital Management

Capital Budgeting - Estimation of Cash Flows, Criteria for Capital Budgeting Decisions Pay back, ARR, Discounted Payback NPV, IRR, PI, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction

Working Capital Management - Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.

#### Module IV Dividend Decision

Introduction, Factors determining dividend policy, and types of dividend. Theories of Dividend Decisions- MM Hypothesis, Walter Model, Gordon Model. Forms of Dividends- cash dividend, Bonus shares, stock split. Dividend policies in practice.

#### Module V Valuations Concepts

ROI, Economic Value Added, Market Value Added, Shareholders Value Creation.

#### Text

- Van Horne, J.C. 2012, Financial Management and Policy, 12th Ed., Prentice Hall of India

#### References:

- Damodaran, A. 2012, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons..
- Brearly, R. A. and Myers, S. C. 2006, Principles of Corporate Finance, 8th Ed., Tata McGraw Hill
- Rustagi, R.P. 2012, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Pandey, I.M. 2013, Financial Management, 10th Ed., Vikas Publishing House

## **Course Title: HUMAN RESOURCE MANAGEMENT**

### Course Objectives:

The objective of this course is to encourage students to think critically and evaluate the nature Human Resource Management in order to develop a deeper understanding of implementing the policies to improve the organizational performance. It will provide an opportunity for students to engage in Human Resource related skill development.

### Course Contents/Syllabus:

#### Module I : Introduction to Human Resource Management

HR : Meaning and definition , types and recent trends. HRM: Objectives, scope , functions, trends and practices. Meaning, Concept, Scope of Strategic Human resource management(SHRM). Role and Responsibilities of the Human Resource Manager. HR Policies and Procedures. HRD Strategies in Organizations, Business strategy, HRD and performance.

#### Module II Human Resource Requirements

Concept and objectives of Human Resource Planning, Need and importance of HR Planning, Stakeholders in HR. Job Analysis – Definition, Process and benefits, Job Design – Definitions, approaches, job description ,Job Specifications. Talent Acquisition: Recruitment, Selection Process, Methods – Interview, GD, Tests. On Boarding talent ,Induction and Placement, Promotion and Transfer

#### Module III Learning and Development of Human Resources

Learning and Development, Steps of Training Process, Training Need Assessment Program, Training in a changing technological environment. Career Planning and Development, : Career Planning process ,Career Development Strategies of companies. Succession Planning, Talent Management Employee Engagement , Knowledge Management

#### Module IV Appraising and Managing performance

Personnel Management and Potential Management. Meaning and Objectives of performance appraisal, Different methods of appraisals, Pay linked with performance, Current trends in benchmarking of Performance Appraisals. Managerial Competencies, Competency Mapping

#### Module V Compensation Management and Incentives

Objectives and Principles of compensation ,Components of compensation, Designing and administration of wage and salary structure, International Compensation Incentives, Financial and Non Financial Incentives,Group and Individual Incentives

#### Module VI Employee Relations

Concept and Objective of industrial relations ,Role of management in industrial relations. Trade Unions – Their meaning , Need and Function.Workers Participation in Management. Laws related to Industrial Relations. Labour Welfare and Social Security, Employee Health and Safety. Emerging trends in IR

#### Module VII Future of Work Place :Emerging Trends in HR in the New Millennium

CSR , Green HR. Human Resource Information System (HRIS), HR Audit ,IHRM and emerging issues. Balance of life. HR Analytics , HR and Artificial Intelligence

Text:

- Kapoor Shikha (2015) Human Resource Management ( Text and cases) Taxmann Publishers <https://www.taxmann.com/bookstore/academic/human-resource-management.aspx>
- Dessler G (2005).Human Resource Management Pearson Education, India

References:

- Snell S and Bohlander G (2007). Human Resource Management, Cengage Learning (Thomson Learning).
- Aswathappa. K, (2005),Human Resource Management- Text & Cases, Tata McGraw Hill, New Delhi
- Mathis R L and Jackson J H (2006). Human Resource Management, Cengage Learning (Thomson Learning).
- Rao VSP(2007) Human Resource Management. Text & Cases Excel Books

Websites:

- [www.citehr.com](http://www.citehr.com)
- [www.shrm.com](http://www.shrm.com)
- [www.Mbaskool.com](http://www.Mbaskool.com)
- [www.hrdnetwork.org](http://www.hrdnetwork.org)

## **Course Title: Legal Aspects of Business**

### **Course Objectives:**

This course aims to develop in the student an understanding of the core principles of the laws that regulate business organisations. Course would develop the independent and individual skills needed for students to take their knowledge further, and to apply it in practice in industry, or business environment.

### **Course Contents/Syllabus:**

#### Module I: Commercial Laws

Indian Contract Act: Definition of contract, Nature and kinds of Contracts, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies. Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Quasi contracts, Special contracts of Bailment and Pledge, Indemnity and Guarantee, Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

Sale of Goods Act, 1930: Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

Negotiable Instruments Act, 1882: Meaning of Negotiability and Negotiable Instruments, Nature and requisites of negotiable instruments, Types of negotiable instruments, Cheques Bill of Exchange and Promissory Note – liability of parties, holder in due course, special rules for Cheque and drafts, Crossing of Cheques – Endorsement – Dishonour of Cheques, discharge of negotiable instruments.

#### Module II Partnership

Indian Partnership Act 1932: Meaning and definitions, Registration of partnerships, Types of partners, Dissolution,

Limited Liability Partnership Act, 2008– Meaning & definitions, Meaning of designated partner, Registration of LLP, Conversion into LLP, Dissolution

#### Module III Companies Act 2013

Companies Act, 2013-Meaning and types of companies, Formation of a company, Incorporation of companies-Memorandum and Articles of Association, Securities Regulation- Share Capital and Shareholders, Prospectus, Issue of Shares and Raising of Capital, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors, Merger and Amalgamation and Winding up of Company, MCA21, Corporate Governance and SEBI-Objectives and Functions

#### Module IV Consumer Protection Act 1986

Consumer Rights, Procedures for Consumer Grievances Redressal, Types of consumer Redressal Machineries and Forums.

Module V Miscellaneous Themes

Introduction of IPR – Overview of Law & Procedure relating to Copy rights, Trade marks, Patent Act, Infringements.

Information Technology Act 2008- Scope , Applicability and penal provisions

**Text & References:**

- N.D Kapoor, Elements of Mercantile Law, Sultan Chand & Company, India, 2006.
- Akhileshwar Pathak, Legal Aspects of Business, Tata Mc Graw Hill, India, 2009.
- P.K Goel, Business Law for Managers, Biztantra Publishers, India,2008.
- P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
- Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
- Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
- Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
- Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
- Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 2nd Edition-2011.

**Course Title: Business Research Methods**

**Course Objectives:**

- To understand the way in which advanced research can be conducted
- To gain theoretical knowledge and the skill set to address all aspects of creating, managing, processing and converting data to knowledge.
- To develop practical knowledge and skills to understand and carry out research projects as per current Industry 4.0

**Course Contents/Syllabus:**

Module I : Nature and Scope of Research Methodology

Types of research; Research process and steps in conducting research; Approaches of research: deductive, Inductive, qualitative and quantitative; Planning a research project: Problem identification and formulation. Research Design: Exploratory, Descriptive and Experimental.

Module II: Research Methods and Data Collection Technique

Research modelling: Types, and Stages; Data collection methods: Survey, Observation and Questionnaire ; Questionnaire Design: Steps in constructing a questionnaire, Types of questions, Attitude measurement ; Scaling techniques; Sampling Plan: Sampling frame, sample selection methods, sample size; Sampling and non-sampling errors; Editing, tabulating and validating of data.

### Module III Data Analysis Techniques

Descriptive statistics, Review of hypothesis testing procedures: Parametric tests (z-test, t-test, and F-test, Correlation) and Non-parametric test (Chi-square test). Factor Analysis; Data Analysis: Introduction to statistical software SPSS 21.0

### Module IV : Inferential Statistics and Prescriptive analytics

Challenges for big data analytics, Machine Learning: Introduction and Concepts, Regression : Ordinary Least Squares, Ridge Regression, Lasso Regression, K Nearest Neighbors Regression, Logistic Regression & Classification Tree ,Clustering, Unsupervised Learning ,Creating data for analytics through designed experiments, Creating data for analytics through Active learning, Creating data for analytics through Reinforcement learning

### Module V Field Project and Report Writing

Pre-Writing considerations, Different ways of writing Literature Review, Research report components, Common Problems encountered when preparing the Research Report, Presenting research report.

### Text Reading:

- Cooper D R, Schindler P S and Sharma J K (2012) ; Business Research Methods, McGraw Hill Education
- Zikmund William G; Business Research Methods, Thomson South- Western
- Business Analytics: The Science of Data-Driven Decision Making, U Dinesh Kumar, ISBN: 9788126568772, 736 pages
- Naresh Malhotra (2007); Market Research, Prentice Hall of India

### References:

- Bryman and Bell; Business Research Methods, Oxford University Press
- Multivariate Data Analysis, Joseph F. Hair Jr. William C. Black, Barry J. Babin Rolph E. Anderson, Seventh Edition
- Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: springer, 2009.

## **Course Title: Conflict Resolution & Management**

### Course Objective:

This course aims at imparting an understanding of:

- To develop an understanding the concept of stress its causes, symptoms and consequences.

- To develop an understanding the consequences of the stress on one's wellness, health, and work performance.
- Enhancing personal effectiveness and performance through effective interpersonal communication
- Enhancing their conflict management and negotiation skills

Course Contents:

#### Module I: Conflict Management

Meaning and nature of conflicts. Types of Conflict. Styles and Techniques of conflict management. Conflict management and interpersonal communication

#### Module II: Behavioural & Interpersonal Communication

Importance of Interpersonal Communication. Rapport Building – NLP, Communication mode. Steps to improve interpersonal communication. Meaning and Nature of Behavioural Communication. Relevance of Behavioural Communication

#### Module III: Relationship Management for Personal and professional Development

Importance of relationships. Maintaining healthy relationships. Communication Styles. Types of Interpersonal Relationships

#### Module IV: Stress Management

Understanding of Stress & GAS Model. Symptoms of Stress. Individual and Organizational consequences with special focus on health. Healthy and Unhealthy strategies for stress management. Social support for stress management and well being. Stress free, Successful and Happy Life

#### Module V: Conflict Resolution & Management

Conflict Resolution Strategies. Ways of Managing Conflict (Healthy & Unhealthy). Impact of Conflict Resolution & Management.

#### Module VI: End-of-Semester Appraisal

Viva - Voce based on personal journal. Assessment of Behavioral change as a result of training. Exit Level Rating by Self and Observer

Suggested Readings:

- Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon
- Julia T. Wood. Interpersonal Communication everyday encounter
- Simons, Christine, Naylor, Belinda: Effective Communication for Managers, 1997 1st Edition Cassel
- Goddard, Ken: Informative Writing, 1995 1st Edition, Cassell

- Harvard Business School, Effective Communication: United States of America
- Foster John, Effective Writing Skills: Volume-7, First Edition 2000, Institute of Public Relations (IPR)
- Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.



## SEMESTER III

### **Core Subjects**

#### **Course Title: Strategic Management**

#### **Course Objectives:**

With growing competition and rapid technological innovations, selection and implementation of a suitable Business Strategy has assumed a vital importance for survival and growth of the business enterprise. This course has been designed to help students understand the concept of strategy and strategic management process.

- The course will equip students to develop a good understanding of evolving business environment and how it influences strategic analysis and strategy formulation.
- It will further enable students to undertake strategic analysis and make the right strategic choice to gain sustained competitive advantage.

#### **Course Contents/Syllabus:**

##### Module I : Introduction to Strategic Management

Introduction to the concepts of Strategy and Strategic Management, Evolution of Strategic Management and overview of Strategic Management Process. Classification and levels of Strategy. Strategic Intent : Concept of Vision and Mission. Business Ethics & Corporate Social Responsibility

##### Module II: Strategic Analysis

External Environmental Analysis. Industry Analysis using Porter's 5 Forces Model. The VUCA Environment. Environmental Threat and Opportunity Profile (ETOP). Value chain Analysis. Strategic Advantage Profile (SAP). Resource Based View of the Firm-VRIO Framework. Scenario Analysis. SWOT Analysis and TOWS Matrix

##### Module III: Strategic Choice

Corporate Strategies. Making Strategic Choices using Strickland's Grand Strategy Selection Matrix, Portfolio Analysis using BCG and GE Nine Cell Matrix. Ansoff's Product Market Matrix. Choosing Generic Business Strategies using Porter's Model of competitive advantage. Functional Strategies

##### Module IV: Industry Structures & Market Strategies

Industry Structures and Lifecycle Stages. Marketing Warfare and Dominance Strategies. Advantages and Disadvantages of Defensive and Offensive strategies. Innovation as Blue Ocean Strategy.

##### Module V: Strategy Implementation & Control

Resource Allocation and Organization Structure. Integration between various levels of strategy. Measuring performance using Balanced Score Card. Use of Big Data for Balanced Score Card. Problems in measuring performance and establishing strategic controls.

### **Text & Reference Books:**

- Wheelen and Hunger,(2010), Concepts in Strategic Management and Business Policy, Pearson. – 13<sup>th</sup> Edition (2013)
- Azhar Kazmi, (2008), Strategic Management and Business Policy, McGraw Hill – Third Edition(2012)
- Thomson & Strickland,(2008), Crafting and Executing Strategy, McGraw Hill.- Sixteenth Edition (2011)
- Hitt, Ireland, Hoskisson & Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)
- N. Chandrasekaran, Ananthanarayanan(2011), Strategic Management, Oxford University Press – First Edition – Second Impression (2012)

### **Journals**

- International Business Review
- Journal of World Business
- International Journal of Strategic Management
- Harvard Business Review
- Strategic Management Journal
- California Management Review
- McKinsey Quarterly

### **Specialization Subjects**

#### **Course Title : Consumer Behavior**

#### Course Objectives:

The purpose of this course is to understand current theoretical and methodological approaches to various underlying aspects of consumer behaviour and consumer research. The course aims at developing the individual's knowledge about underlying psychological processes that drive human consumption. The course also strives to provide awareness regarding theoretical and technological advances in consumer research and psychological science and its application in developing consumer insight.

#### Course Content/Syllabus:

##### Module I: Research in Consumer Behaviour

Introduction to Consumer Behaviour (Interdisciplinary Influences). Research Questions, Hypotheses, and Predictions. Conducting Literature Reviews. Choosing a Method in Consumer Behaviour Research Methods: Surveys, Focus Groups, Interviews, Storytelling, Experiments, Observations and Ethnographic Research, Netnography

##### Module II: Learning, Attitude & Perception

Behavioural Learning Theories & Cognitive Learning Theory. Marketing Applications of Classical Conditioning & Instrumental Conditioning Principles. Encoding, Storage and Retrieval

of Information in memory building. Understanding Behavioural Outcomes of Habit Formation and Nostalgia. Shaping Consumers' Attitudes Towards Brands. Brand Attitude Structure: The Consistency Principle; Self-Perception Theory ;Social Judgment Theory; Balance Theory. Attitude Models ; Changing Attitudes. Factors Influencing Consumer Perception. Sensory Thresholds and Sensory Discrimination. Attention: Perceiving Through 5 Sense Organs (Vision ,Hearing , Taste, Smell and Touch). Stimulus Organisation. Interpretation Biases

### Module III: Motivation, Personality & Values

Consumer Motivation. Goals and Emotions. Consumer Involvement. Consumer Personality (Freudian Theory ,Neo-Freudian Theories and Trait Theory). Addictive Consumption. Brand Personality. Self-Concept, Desired and Undesired Selves, Gender and the Self. Psychographics. Values and Consumer Behaviour

### Module IV: External Influences

Culture and Subculture. Reference Groups- Conformity and Independence, Leadership, Social Power. Social Class Influences on Consumer Behaviour. The Household Lifecycle and Marketing Strategy. Family Decision Making- Roles, Intergenerational Influences, Power and Gender Dynamics

### Module V: Consumer Decision Making

Problem Recognition & Information Search. Judgment and Decision Making Based on High & Low Effort. Influence of Retailing Cues on Shopping Perceptions and Behaviour. Post-Decision Dissonance and Regret . Product Disposal

### Module VI: New Technologies & Consumer Behaviour

Impact of new Technologies on Consumer Adoption - Smart Devices, Wearable Gadgets. Ecommerce & Mcommerce. Online Social Networks and Brand Communities. The Digital Self. Ownership and the Sharing Economy □ Artificial Intelligence and Consumer Behaviour

### Text Reading:

- Solomon, M., Russell-Bennett, R., & Previte, J. (2012). Consumer behaviour. Pearson Higher Education AU.
- Schiffman, L., O'Cass, A., Paladino, A., D'Alessandro, S. and Bednall, D., 2010. Consumer behaviour.
- Quester, P., Neal, C., Pettigrew, S., Grimmer, M. R., Davis, T., & Hawkins, D. (2007). Consumer behaviour: Implications for marketing strategy. McGraw-Hill.
- Blackwell, R. D., Engel, J. F., & Talarzyk, W. W. (1993). Contemporary cases in consumer behavior. Dryden Press.
- Howard, J. A. (1977). Consumer behavior: Application of theory (Vol. 325). New York: McGraw-Hill.
- Edwards, W., & von Winterfeldt, D. (1986). Decision analysis and behavioral research. Cambridge University Press, 604, 6-8.
- Bryman, A. (2003). Quantity and quality in social research. Routledge.

- Anzul, M., Ely, M., Freidman, T., Garner, D., & McCormack-Steinmetz, A. (2003). Doing qualitative research: Circles within circles. Routledge.

## **Course Title : Product and Brand Management**

### Course Objectives:

In congruence with the aim of marketing to convert a commodity into an identifiable product and to a subsequent brand, the course involves the objective of imparting comprehensive understanding of the process of product strategy and the fundamentals of building, measuring, and managing a brand. The course will provide students with a knowledge and insight into managing product-markets and building brand equity involving managing brands within the context of other brands, as well as managing brands over multiple categories, over time, and across multiple market segments.

### Syllabus:

#### Module I Introduction to Product Management

The Process of PBM Product Strategy as an element of competitive strategy Defining Competitive set Category Attractiveness Analysis Competitor Analysis, Customer Analysis

#### Module II New Product Development and PLC

Process of Strategic Product Creation and Innovation New Product Ideation, Product Testing New Product Forecasting and Adoption Product Strategy over Life Cycle Linking Strategy to Product Portfolio

#### Module III Introduction to Brand and Brand Management

Brand as a Genetic Programme The Product and the Brand Strategic Brand Management Process Concept of Brand Equity, Brand Identity & Positioning

#### Module IV Designing & Implementing Brand Marketing Programs & Strategies

Using Brand Elements & Brand Associations to build Equity Brand Extension Brand Architecture and Multi Brand Portfolios Designing Branding Strategy Brand Turnaround and Rejuvenation Managing Global Brands

#### Module V Brand Equity Measurement and Management

Brand Value Chain Brand tracking Studies Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicum, Inter brand methodologies (methods of brand valuation)

#### Module VI Latest Development, Trends and Practices

The Digital Brand. The Rise of Chatbots and Branding Strategy

### Text & References:

- Crawford, C. Merle and Di Benedetto, C. Anthony (2010), New Products Management

- Cooper, G. Robert (2001), Winning at New Products: Accelerating the Process from Idea to Launch, Third Edition.
- Cooper, G. Robert, Edgett, J.Scott and Kleinschmidt, J.Elko (2002), Portfolio Management For New Products: Second Edition.
- Kahn, B. Kenneth (2004), The PDMA Handbook of New Product Development, Second Edition. Lehmann, R.Donald & Winer, Russel S(2004), Product Management, Pearson Education
- Keller, Kevin Lane (2013), Strategic Brand Management : building, measuring, and managing brand equity, Pearson
- Kapferer, Jean-Noël (2012), The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term.
- Temporal, Paul (2010), Advanced Brand Management: Managing Brands in a Changing World.

### **Course Title: Direct Marketing**

#### Course Objectives:

Direct Marketing course provides an introduction to digital and offline direct marketing. The course covers all major direct marketing media: direct mail, broadcast, print, catalog etc. with a special emphasis on the use of different platforms such as email, SMS text, paid search, Mobile apps and social media. Student will learn how databases to be created and accessed for the direct marketing. Students will learn measurability and accountability of direct marketing and its relationship to the 4P's. Direct marketing is quickly becoming an integral part of the marketing strategies of general marketing as well as the method of operation of traditional direct marketers. The course focuses on the marketing perspectives and technologies that are distinctly used for direct marketing and expose students to lead generation and retention activities in both B2B and B2C Environment.

#### Course Contents/Syllabus:

##### Module I Conceptual Framework of Direct Marketing

Basics and scope of Direct Marketing, Objectives of Direct Marketing, Advantage & Disadvantage of Direct Marketing, Integrated Direct Marketing, Business, Strategic & Direct Marketing planning.

##### Module II Analyzing & Encashing Marketing opportunities for Direct Marketing

Research design for direct marketers, The Customer Database: Analysis and Application, Consumer & Business mailing list, offer, Media of direct marketing- Magazines, Newspaper, TV/ Radio, Co-Ops, Telemarketing,

Internet E-communications, Managing Direct Sales Force.

##### Module III Managing the Creativity Process in Direct Marketing

Introducing Creative Practices and techniques, Direct Marketing Creativity, Basic Steps of Managing catalogue & print advertising, Innovation through Creativity & testing The Strategic drivers of Creative Practices.

Module IV Direct Marketing into Business

B to B Marketing, Making a lead generation programme, Overview of E-commerce.

Module V Direct Marketing Implementation and Control

Marketing Intelligence- Modeling for business decision support, Mathematics tool for control in Direct marketing, Future of Direct Marketing.

Text & References:

- Bob stone & Ron Jacobs (2011), Successful Direct Marketing Methods, Tata McGraw Hill.
- Nash & Edward L (2009), Direct Marketing Hand Book, Tata McGraw Hill

Journals

- International Journal of Advertising
- Journal of Advertising Research
- Journal of Advertising

Any other Study Material:

- Spiller, Baier, “Contemporary Direct & Interactive Marketing” (2nd edition, Prentice Hall)

## **Course Title: PRICING STRATEGIES**

Course Objectives:

The pricing of a product or service is one of the most important, most complex and least understood marketing decisions. This course covers some of the most popular pricing practices, explores the issues surrounding these practices, and identifies the underlying fallacies. It develops a conceptual framework - based on economic fundamentals - for effective proactive decisions.

Course Contents/Syllabus:

Module I The role of pricing in value creation

Why pricing is becoming a central issue to businesses today Conventional approaches to pricing – and their limitations Strategic pricing principles Legal issues in pricing

Module II Costs & profitability analysis

Identifying relevant costs for making pricing decisions Pricing for profit-maximization – break-even sales analysis How cost structures influence pricing strategy Cost impact of pricing decisions

Module III Managing Competitive Dynamics

Pricing as a “game” – Prisoner’s Dilemma Key building blocks for managing price competition: competitive analysis, competitive strategy and signaling Effective responses to competitive pricing moves Applications of foundational pricing concepts and techniques

#### Module IV Segmented Pricing

Benefits of segmented pricing Techniques for segmented pricing Framework for investigating segmented pricing opportunities Negotiated pricing: Structuring and managing price negotiations Menu pricing The elements of price: Quantity discounts; Two-part tariffs (signup plus usage fees) Bundling Product Line Pricing: Pricing substitutes and complementary products, Pricing to drive image or to drive traffic Markdown Pricing Performance-based Pricing Price Rationalization: “Pocket price” and “pocket price band” SKU pricing analysis

#### Module V Theories Of Consumer Behavior

Theories of consumer behavior (that focus on price perceptions and response) o Utility Theory; Indifference Theory; Attitude formation/ change; Individual and Collective Change; Quality Perception Rational views, Subjective views. Framework for analyzing customer WTP (willingness to pay) and response to price changes How marketers can influence price perceptions and elasticity

#### Module VI Pricing Strategies

Theories influencing Pricing Strategies o Positioning of the product/ service o Perception around the product/ service Penetration Pricing Price Skimming Monopoly Pricing Every-day low pricing strategy Pricing of Services On-line pricing Sectoral Pricing

#### Text & References:

- Pricing Strategy: Setting Price Levels, Managing Price Discounts and Establishing Price Structures; Tim J. Smith; Cengage Learning; 1 edition, ISBN10: 0538480882
- The Art of Pricing: How to Find the Hidden Profits to Grow Your Business; Rafi Mohammed; Crown Business; ISBN-10: 1400080932
- The Strategy and Tactics of Pricing; Thomas Nagle; Prentice Hall; 5 edition; ISBN-10: 0136106811
- Value-Based Pricing; Harry Macdivitt; McGraw-Hill; 1 edition; ISBN-10: 0071761683
- Pricing and Profitability Management: Julie Meehan; Wiley; 1 edition; ISBN-10: 0470825278

#### Any other Study Material:

- Choosing the Best Pricing Techniques to Address Consumer Goods Pricing Challenges (<http://www.ipsos.com/marketing/sites/www.ipsos.com.marketing/files/pdf/BestPricingTechniques.pdf>)
- Pricing New-to-Market Technologies: An Evaluation of Applied Pricing Research Techniques ([http://www.ipsos.ru/whitepapers/Ipsos%20Group/IpsosInsight\\_WP\\_PricingTech.pdf](http://www.ipsos.ru/whitepapers/Ipsos%20Group/IpsosInsight_WP_PricingTech.pdf))
- 8 Pricing Research Techniques (<http://blog.verint.com/8-pricing-research-techniques>)
- Pricing Research Methods (<http://www.moodia.com/article/pricing-research-methods>)

## **Course Title : Bottom of Pyramid Marketing**

Course Objectives: The course helps to identify the principal challenges and opportunities in serving key marketing factors that lead to business' success or failure. The course will integrate concepts of consumers across the different industry and poverty alleviation to stimulate the leadership skills. The course would also integrate competitive imagination with innovation to help the student understand the BOP landscape and creation of successful BOP ventures. The course design explores the commercial viability of such markets and its impact on the social development of the populations involved, together with profitability of the enterprise. In the process of learning, the course will seek to understand the viable models used by commercial and social enterprises to address the needs of those at the base of the socioeconomic pyramid and the key factors of success in these markets.

### Syllabus:

#### Module I Introduction and scope of Mass Marketing

Introduction of mass marketing Concept dimension and scope of Mass marketing Exploring the mass marketing approaches Compatibility of social and business objectives Conflicting or compatible interests of private and public sector Contextual framework of Mass marketing Role of consultants in Mass marketing Sustainable marketing and consumers behaviors

#### Module II Challenges and opportunities in Mass Marketing

Relationship marketing and its challenges Relationship Marketing Importance Transactional marketing Ethical and social aspects of marketing Porter five forces model and challenges for marketing concepts Personal selling and sales promotion

#### Module III Societal Concepts and Cooperative Marketing

Current International tools to combat poverty Philosophies of Marketing Societal concepts of marketing Microfinance and Micro franchising Role of cooperatives in Rural marketing Holistic marketing and its impact on modern corporate world. Marketing essentials Branding essentials Personal branding

#### Module IV Environmental Analysis for marketing

Corporate and Marketing Plans. Marketing proposals The Structure of Strategic Marketing Plan People, Power and Politics in organization Benchmarking in marketing Manage the marketing managers Rural consumptions vs. urban consumptions Entrepreneurial marketing and its role in 21st century

#### Module V Environmental Analysis for marketing

Global marketing environment Analyzing the marketing environment Social media and its impact on marketing environment Communicating customer values The marketing organization's macro and micro environment. Information management and marketing research Business market behaviors Micro franchising and Base of the Pyramid Micro franchise Business Models in different parts of the world



Module VI Technology advancement, Current trends and practices in Marketing practices

Extended applications mass marketing Role of technology to enhance the sales people qualities  
Co-creation: Product and technology innovations Artificial intelligence and its impact on marketing  
New technological application in marketing Blogs, Business Apps and social media marketing  
B2B purchasing on Internet Role of Innovation in bottom of pyramid

Text Reading:

- Boyd, H.W.; Orville, C.W.; Larreche, Jean-Claude. (1998) Marketing Management: A Strategic Approach with a Global orientation. Irwin: New York
- Buzzel, R.D.; Quelch, R.A.; Barlett, C.A. (1995). Global Marketing Management. Cases and Readings. 3rd ed. Addison-Wesley: Reading, Massachusetts

References:

- Nabi M.K., Pandey Amit Kumar, Bansal Sanjeev (2018). Marketing Management. Ocean Publication New Delhi.

Additional Reading:

- Czinkota, M., Ronkainen, I. (1994). International Marketing Strategy: Environmental Assessment and Entry Strategies. The Dreyden Press: New York.
- Czinkota, M., Ronkainen, I. (1993). International Marketing. 3RD ed. The Dryden Press: New York.
- Dahringer, L., Muhlbacher, H. (1991). International Marketing: A Global Perspective. Addison-Wesley: Reading, Massachusetts

Any Other Study Material:

- Harvard Business Review
- Knowledge @ Wharton

## **Course Title: ENTERPRISE PLANNING, APPRAISAL AND FINANCING**

Course Objectives:

The objective of the course is to introduce and familiarize the students with various aspects of preparation, financing and appraisal of projects in today's liberalized environment where mega projects have become the order of the day. The specific objective would be to enable students to understand mechanism of project appraisal in various stages. To appreciate the usefulness of different techniques applied in project appraisal and to understand new and innovative sources of financing projects in the present day world. Students will be able to understand that appraisal is a process which is required in all aspects of life, is important in narrowing down to choosing the best alternative and taking a feasible/best call.

Course Contents/Syllabus:

## Module I- Investment Environment

Banks and financial institutions, principles of lending, types of securities and methods of charge creation.

## Module II-DPR/Business Plan

Generation of business Idea, converting business idea into business plan and then to a project, Preparation of a blue print of the project that will need equity/debt financing.

Module III-Understanding the evaluation criteria of detailed Project report/business plan by FI's/Banks

Components of TEFR,Market and demand analysis, technical & financial analysis, Estimation of project flows, Analysis of risk, assessment and risk mitigation techniques.Sensitivity/DSCR/ISCR analysis.Forward and options for risk mitigation.

## Module IV -Fund Raising

Approaches of fund raising from angel financiers, equity funds and business incubators.VC Funding, Stages of VC funding, types of VC's, Difference in approaches of financial institutions and seed financing institutions. FC Loan/FCCB/GDR/ADR

Module V-Various Schemes of Govt./Semi Govt./State Govt./Banks/FI's

Institutional/Financial Assistance, Schemes pertaining to: Term lending, Working capital finance, Bills finance, Export & Import finance.

## MODULE VI- Managing the Company Portfolio

Board of Directors, Advisors and consultants, Managerial change, Key-man life insurance, Buy-sell agreements, Legal documentation, Investment agreement, Description of transaction, Representation and warranties by company, Company's covenants and undertakings, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements

### **Text book**

- P. Chandra, Latest Edition, Projects: Planning, Analysis, Selection, implementation and review. Tata McGraw Hill

### **Reference book**

- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
- P.N. Varshney Banking law and practice
- Thummuluri Siddaiah, Financial Services, Pearson

### **Reports, online, websites**

- Any practical TEFR/Business plan, which is actually practiced in a financial institution..
- Financial / RBI/SEBI/Bank Journals and Financial Dailies like ET/FE/.

## **Course Title: ENTREPRENEURSHIP AND NEW VENTURE CREATION**

### Course Objectives:

To understand the concept of entrepreneurship and skill sets of an entrepreneur. To examine historical and theoretical perspective of entrepreneurship. To enable recognition and shaping of various opportunities for new venture. To develop a credible business plan for real life situations. To explore the challenges of starting new ventures.

### Course Contents/Syllabus:

#### Module I Introduction

Concept of entrepreneurship, entrepreneur's role, task and personality, theoretical perspective of entrepreneurship, entrepreneurial intention, entrepreneurial orientation, type of entrepreneurship, Understanding the entrepreneurial perspective in individuals, developing creativity and understanding innovation, Importance of entrepreneurship.

#### Module II Evaluating Entrepreneurial Options and Startup Opportunities

Understanding the idea and an opportunity. The opportunity creating, shaping, recognizing and seizing. Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy. Feasibility analysis and risk taking ability.

#### Module III Understanding Startup Finances, Capital & Other Requirements

An overview of startup finance and sources of finance. Understanding the business model and financial projections—how to forecast expenses and revenue. Gathering the resources, developing entrepreneurial marketing and operational plan. Role of government institutions.

#### Module IV Developing Team and Presenting Business Plan

The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan and the elevator pitch.

#### Module V Launching and Managing the New Venture

Entrepreneurial challenges as an individual and as an entrepreneur, both. Skills of managing business risk enhancing success.

#### Module VI Legal Aspects of Business

Legal form of new venture. Legal issues and other formalities related to venture.

#### Module VII Emerging trends, Technologies and Practices in new venture creation

Technology-enabled trends that will help shape businesses and the economy, Technical intelligence in business- understanding technology threats and opportunities, Technology Business Incubators, emergence and growth of new technology-based companies

### Text books:

- Holt H. David(2005), Entrepreneurship New Venture Creation, Prentice-Hall

- Histrich D. Robert and Peters P. Michal Shepherd A Dean (2007), Entrepreneurship, McGraw Hill
- Suhail Abidi and Manoj Joshi, The VUCA Company, 2016, Jaico Publishing India, ISBN 978-81-8495-662-7

#### References :

- Sharma, Apoorv and Shukla, Balvinder and Joshi, Manoj, Can Business Incubators Impact the Start-Up Success? India Perspective! (October 20, 2014). Available at SSRN: <https://ssrn.com/abstract=2511944> or <http://dx.doi.org/10.2139/ssrn.2511944>
- Sharma, Apoorv and Joshi, Manoj and Shukla, Balvinder, Is Accelerator an Option? Impact of Accelerator in Start-up Eco-System! (May 19, 2014). Available at SSRN: <https://ssrn.com/abstract=2438846> or <http://dx.doi.org/10.2139/ssrn.2438846>
- Joshi, Manoj and Srivastava, Apoorva and Shukla, Balvinder, International Lessons on Innovation for Socio Economic Development in India (October 13, 2014). Available at SSRN: <https://ssrn.com/abstract=2509060> or <http://dx.doi.org/10.2139/ssrn.2509060>
- Kuratko F. Donald and Hornsby S. Jeffery (2009), New Ventures Management, Entrepreneur Road Map, Pearson Education.
- Kuratko F. Donald and Hornsby S. Jeffery (2009): New Ventures Management, Entrepreneur Road Map, and Pearson Education. Stutely, R. (2002) : The Definitive Business Plan, FT Prentice Hall
- O'Rourke S. James(2009): Writing and presenting business plan, Cengage Learning
- Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. (2000): New Business Ventures and the Entrepreneur, McGraw-Hill, Singapore.
- Timmons A. Jeffry and Jr. Stephen Spinell (2009): New Ventures Creation; Entrepreneurship for the 21st Century, McGraw Hill.
- Chauhan, A., Abidi, S., Kumar, A., and Joshi, M. (July, 2018), "Reading Tea leaves or Foresightedness- Part II", Business World / Education
- Chauhan, A., Abidi, S., Kumar, A., and Joshi, M. (July, 2018), "Reading Tea leaves or Foresightedness- Part 1", Business World / Education

#### Journals:

- Harvard Business Review
- International Journal of Entrepreneurship and Innovation, IP Publishing
- Journal of Business Venturing - Elsevier
- Journal of Entrepreneurship in Emerging Markets, Emerald
- Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald

#### Any other Study Material:

- Idea Generation Tools: Brainstorming, Affinity Grouping, and Multi-voting, Institute of Healthcare Improvement, 2004
- Culture and International Entrepreneurship, Samit M L, Florida Atlantic University, 2006
- Why America Is Losing the Race for Entrepreneurial Talent, Knowledge @ Wharton, November 2012

- Funding Guide for Entrepreneurs, London Chamber of Commerce and Industry, 2010.

## **Course Title: Entrepreneurial Marketing**

### Course Objectives:

The main objective of the course is to provide a fundamental understanding of the underlying dimensions of creating, measuring, analyzing and managing the marketing function in a new business venture. The course will help the students to become familiar with the concept of an entrepreneurial firm working from a marketing perspective.

### Course Contents/Syllabus:

#### Module I : Characteristics of Entrepreneurial firms and features of Entrepreneurial Marketing

What are the characteristics of Entrepreneurial firms from a marketing perspective? Features of Entrepreneurial Marketing. Proactive orientation. Innovativeness. Focus on the Customer Utilizing opportunity Risk Management Value Creation

#### Module II: Market Research , Segmentation, Targeting , Positioning and Pricing

Value of Market Research for an entrepreneurial firm. Segmentation, Targeting and Positioning. Branding. Considerations and Challenges in building a strong brand. Need for new product development. Types of new products. Pricing. Pricing for entrepreneurial firms. Price sensitivity. Pricing strategies. Pricing from an international perspective.

#### Module III: Distribution

Going Directly to the customer. Going directly to the retailer: bypassing the distributor. Using Sales Agents. Participate in established channel structure. Set up your own intermediaries. Deciding on the distribution Channel

#### Module IV: Advertising & Promotions

Creating a buzz. Myths of viral marketing. Types of promotional Campaigns. Planning a promotional campaign. Establishing criteria for advertising success. Role of electronic media and social media in advertising and promotion. Introduction to Market analytics

#### Module V: New Product Development & Management

Marketing considerations in New Product Development. Eight Stages Idea Generation Idea Screening. Concept Development & Testing. Business Analysis. Beta Testing and Market Testing Technical implementation Commercialization. New Product Pricing. Ansoff Matrix and Four Alternative Marketing Strategies. For Existing Markets Market Penetration Product Development. For New Markets Market Development Diversification

#### Module VI: Strategic Marketing

How to build an effective fully integrated strategic marketing plan. Focus on value creation, brand equity and customer sustainability. Investigate competitor dynamics & detect competitor strengths & weaknesses. Incorporate marketing strategy into an overall business strategy. Improve decision

making processes by better linking marketing tools & techniques. Learn analytical tools & techniques to get better insights about consumer preferences and buying behavior. Marketing Warfare Strategies. Offensive marketing warfare strategies Defensive marketing warfare strategies Flanking marketing warfare strategies Guerilla marketing warfare strategies Deterrence Strategies. Pre-emptive strike. Flanking attack Sequential strategies Leapfrog strategies

Text :

- Hisrich , R.D. , & Peters, M. (2012) Entrepreneurship, 9th Edition McGraw Hill Education
- Kotler , & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education
- Holt, D. Entrepreneurship New Venture Creation 4th Edition PHI

References:

- Drucker, P.F. 1993 Innovation and Entrepreneurship, Harper Business
- Crane, F.G. 2013 Marketing for Entrepreneurs, 2nd Edition, Sage Publications.
- Modish, L.N., Morgan, H.L. & Kallianpur, A. Entrepreneurial Marketing: Lessons from Wharton's Pioneering MBA Course,
- Roy, R. (2012) Entrepreneurship, 2nd Edition Oxford University Press

Journals:

- Emerald Emerging Market Case Studies, Emerald
- Journal of Entrepreneurship in emerging markets, Emerald
- Harvard Business Review
- Journal of Research in Marketing and Entrepreneurship, Emerald Group
- Emerging Markets Review Journal, Elsevier
- Journal of Entrepreneurship and Business Economics, Scientifica, Canada
- International Journal of Globalisation and Small Business, Inderscience.

Reports, Online, Websites:

- [www.slideshare.net/royrajeev/entrepreneurial-marketing](http://www.slideshare.net/royrajeev/entrepreneurial-marketing)
- [www.ekf.tuke.sk/files/utorok.pdf](http://www.ekf.tuke.sk/files/utorok.pdf)
- [www.academia.edu/.../The\\_effect\\_of\\_entrepreneurial\\_marketing\\_on\\_fir](http://www.academia.edu/.../The_effect_of_entrepreneurial_marketing_on_fir)
- [www.marketing-schools.org/...marketing/entrepreneurial-marketing.htm](http://www.marketing-schools.org/...marketing/entrepreneurial-marketing.htm)

## **Course Title: SOCIAL ENTREPRENEURSHIP**

Course Objectives:

In the development sector there is a shift, for various NGO projects grants have shrunk. A new wave for more sustainable development came in the role of social entrepreneurship, wherein on the basis of seed money, an enterprise strives for self sustainability by profit sharing within all the stakeholders and reinvesting profit in the enterprise. The course will make understanding clear about social enterprise, skills and methods required for its formation including legal aspect. How different agencies like donors, NGO's, investors, government and newly added CSR support social enterprise for fund raising and implementation. The marketing strategy for enterprise's

product/service. The course will also highlight the socio economic impact of social enterprise on community and stakeholders.

#### Course Contents/Syllabus:

##### Module I Introduction to Social Enterprise

Overview of social entrepreneurship, Individual as a social entrepreneur, challenges and future prospects of social entrepreneurship. Type of social enterprises, models of social enterprises, Support of corporate social responsibility activities for social enterprise.

##### Module II Understanding environment and creating social enterprise

Idea generation for social enterprise, social innovation and inclusion, Need identification of product/service of social enterprise. Appraising the idea formation through feasibility analysis. Achieving social objectives with commercial ventures.

##### Module III Mobilizing resource and Networking for Social Enterprise

Society and social problem as resource. Creating Business model and writing business plan. Source of capital for social enterprise. Different fundraising strategies and models.

##### Module IV Managing growth and performance

Strategic framework analysis of social enterprise, crafting alliances between non-profit business & government organizations, different growth models, social enterprise management and sustainability of social enterprise, social audits. Skill development and enhancement. Market research for product/service of social enterprise.

##### Module V Socio-Economic Impact of social enterprise

Profiling the Social Entrepreneur and their Social ventures. Benefits and rewards of social enterprise, Impact of social enterprise on community and stakeholders. Case discussion Bangladesh Grameen Bank, Sulabh International, AMUL, Rangasutra, Jaipur Rugs Foundation, Desi Crew, Pipal Tree, Goonj etc.

#### Text books:

- K.G. Karmakar (2008). Microfinance in India, Sage Publications India, First Edition
- S.B Verma & Y.T Pawar (2005). Rural Empowerment through SHGs, NGOs and PRIs, Deep and Deep Publications Pvt Ltd.
- C.B Gupta & N.P Srinivasan (2009). Entrepreneurship Development in India

#### References:

- Sharma, Apoorv and Joshi, Manoj and Shukla, Balvinder, Is Accelerator an Option? Impact of Accelerator in Start-up Eco-System! (May 19, 2014). Available at SSRN: <https://ssrn.com/abstract=2438846> or <http://dx.doi.org/10.2139/ssrn.2438846>
- Joshi, Manoj and Srivastava, Apoorva and Shukla, Balvinder, International Lessons on Innovation for Socio Economic Development in India (October 13, 2014). Available at SSRN: <https://ssrn.com/abstract=2509060> or <http://dx.doi.org/10.2139/ssrn.2509060>

- Joshi, Manoj and Shukla, Balvinder, A Perspective of Innovation in Entrepreneurial Firms (July 28, 2014). Available at SSRN: <https://ssrn.com/abstract=2442757> or <http://dx.doi.org/10.2139/ssrn.2442757>
- Prahalad C.K.(2007),The Fortune at the Bottom Of The Pyramid, Eradicating Poverty through Profits,Pearson
- Bronstein David (2004),How to change the world: Social Entrepreneurs and the birth of new Idea
- Yunus Muhammad (1999),Creating the world without Poverty:Social Business and Future of Capitalism

Journals:

- Journal of Social Entrepreneurship, Routledge
- Social enterprise journal, Emerald
- International Journal of Social Entrepreneurship and Innovation, Inderscience

### **Course Title: BUILDING ENTREPRENEURIAL CULTURE AND TEAM**

Course Objectives:

Many organizations are flattening their hierarchies and encouraging self managed teams, moving away from centralized decision making to empowerment of its employees for driving creativity and innovation. The entrepreneurs confront issues both at *organizational* (strategizing business, products and processes, building talent and a management team, acquiring resources etc.) and *personal level* (limitations in defining an appropriate leadership role). This course examines the various challenges faced by an entrepreneur in creating an innovation driven entrepreneurial culture and building effective teams. This course aims to provide students to identify initiate and sustain those behavioral skills that will facilitate and lead to augment entrepreneurial culture within organization. The course will help students learn concepts of team dynamics and develop knowledge, skills for designing, leading, and consulting with teams in organizations.

#### **Course Contents/Syllabus:**

Module I Introduction to Entrepreneurial Culture

Concept of Organizational Culture. Relationship between corporate culture and entrepreneurial behavior. Levels of culture. Categories of culture: Macro-cultures, subcultures and Micro-culture. Components of culture that are common in Entrepreneurial driven organizations

Module II Building an entrepreneurial culture

Entrepreneurial culture and set of attitudes. Functions of organization culture- Behavioral control, Encourages stability, Provides source of identity. Determinants of organizational culture that influence creativity and innovation ( strategy, structure, support mechanisms, behaviour and open communication)

Module III Executing Entrepreneurial Culture through leadership role



Influence of founder/ leader in culture. The impact of culture on organizational performance/ relationship between strategy and culture. Leadership and the dynamics of how culture begin, evolve and change. New Approaches of Leadership in Multicultural world. Mechanisms used by leaders to embed and transmit culture- organizational socialization

Module IV Building sustaining organizations through teams

Introduction to Teams / effective groups. Types of teams. Team dynamics- evaluating team effectiveness. How to develop high performance work teams-winning teams. Self managed team

Module V How Entrepreneurial culture emerges in new teams / groups?

Stages of group evolution- Group formation, Group building, Group work & functional familiarity and Group maturity. Linking culture, structure and strategy.

### **Text & References:**

- Alzira Salama (2011), *Creating and Re-creating Corporate Entrepreneurial Culture*, Ashgate Publishing Limited
- Ashis Gupta (2009), *Indian Entrepreneurial Culture: Its Many Paradoxes*, New Age International Pvt Ltd Publisher
- Edgar Schein (2004). *Organizational Culture and Leadership*, Jossey- Bass, John Wiley & Sons, 3<sup>rd</sup> Edn McGraw-Hill Professional
- Mendenhall, M.E., Osland, J.S., Bird, A., Oddou, G.R., Maznevski, M.L. (2013). *Global Leadership: Research, Practice and Development* (2nd Ed.). New York: Routledge
- Robert Hisrich & Claudine Kearney (2011). *Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company* ,
- Schermerhorn, J.R. Jr.; Hunt, J.G. & Osborn, R.N. (2008), *Managing Organizational Behaviour*, 9<sup>th</sup> Edition, John Wiley & Sons
- Yukl G ( 2009). *Leadership in Organizations*, Pearson Prentice Hall, Inc

### **Course Title: Cost and Management Accounting for Decision Making**

Course Objectives:

To develop an understanding of basic elements of cost and its classification, allocation and how the costing techniques are useful in the process of managerial decision-making. To expose the students to the latest techniques to facilitate the process of decision making in today's dynamic business world.

Course Content/Syllabus:

Module I Cost Accounting – Introduction & Elements

Cost concepts and cost object, cost classification, cost organization and its relationship with other departments. Elements of cost and cost determination: Cost accounting records — cost ledgers, reconciliation of cost and financial accounts

#### Module II Process Costing

Process costing — treatment of normal and abnormal losses and gains, valuation of work-in-progress using first-in – first-out and average methods (equivalent production), inter-process transfer and pricing, concepts and accounting for joint products, by- products, waste, scrap, spoilage and defectives, research and development expenses.

#### Module III Cost Analysis for Planning, Control & Decision making

Cost-Volume-Profit Analysis, Using CVP analysis for decision making ( Short run and Long Run), CVP analysis in Service and Non-Profit Organizations. Pricing decisions and Cost Management

#### Module IV Specialized Costing

Service or operating costing — unit costing and multiple costing, application, identification of cost unit and cost determination and control; Uniform costing, Inter-firm comparison, cost reduction, value analysis/engineering including value management

#### Module V Costing Methods and Accounting Systems

Costing and accounting systems - activity based costing, customer profitability analysis; direct product profitability; just-in-time and back flush accounting; Target costing; life cycle costing, parametric cost control.

Text:

- Horgren, Datar, Foster, Rajan, Ittner, Cost Accounting- A Managerial Emphasis, Prentice Hall
- Jain, S.P. & Narang, K.L., Cost Accounting- Principles and Practice, Kalyani Publishers
- Khan, M.Y. & Jain P.K. (2012), Cost Accounting, Tata McGraw Hill

### **Course Title: Corporate Tax Planning & Management**

#### **Course Objectives:**

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices. To give an understanding of the relevant provisions of Goods & Services Tax Act, 2017

#### **Course Contents / Syllabus:**

Module I Basic concepts, nature and scope of tax Planning and Management

General Framework of Direct Taxation in India. Different direct tax laws and their inter-relationship in the scheme of taxation in India. Residential status of companies and tax incidence; tax concession and incentives for corporate decision; Tax liability and minimum alternate tax with special emphasis on SEZ and companies under 80IA/IB ; Tax on distributed profits; tax planning

for depreciation; carry forward and set off losses. Concept of Tax Planning: Meaning, Scope, Importance, Objectives of Tax Planning. Tax Avoidance, Tax Evasion and Tax Planning.

#### Module II Areas of Tax Planning

Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization. Tax planning with reference to financial management Decision -Capital structure, dividend including deemed dividend and bonus shares; Purchase of Assets out of own Funds or out of Borrowed Funds.

#### Module III Tax Planning in Special Situations

Tax planning with reference to specific management decisions-Make or buy; own or lease; section 43B. Tax planning with reference to employees' remuneration. Tax planning with reference to sale of scientific research assets.

#### Module IV International Taxation

Double Taxation Avoidance Agreements (DTAA), Double Taxation Relief Agreement with Foreign Countries or Specified Territories, Countries with which no agreement exists. Transfer Pricing Issues (Including International & Domestic Transactions), Application of Generally accepted Cost Accounting Principles and Techniques for determinations of Arm's Length Price. Advanced Pricing Agreements (APA)- Concept & Application.

#### Module V Goods & Services Tax Act, 2017

Overview of GST Act- Registration & Exempted Goods & Services. Meaning and Scope of Supply of Goods & Services. Time & Valuation of Supply, Types of Supply. Tax provisions related to Input Tax Credit, ISD. Tax provisions related to Job Work & E-Commerce

#### **Text & References:**

- Dr. Girish Ahuja & Dr. Ravi Gupta Simplified Approach to Corporate Tax Planning & Management (Bharat Law House),
- Singhania V K & Singhania Monica, Corporate tax planning and Business tax procedures, Taxmann publications

#### **References**

- Singhania V K & Singhania Monica ,Systematic Approach to Income Tax and Central Sales Tax
- Girish Ahuja and Ravi Gupta Corporate Tax Planning & Management Bharat Law House 2014
- Dr. B B Lal, Direct Taxes, Konark Publications
- Rajeev Puri and Puja Gaur, Corporate Tax Planning and Management, Assessment Year 2017-18, Kalyani Publishers,
- Taxmann's statutory manual for chartered accountants, company secretaries, cost and works accountants, advocates. - New Delhi: Taxmann,

- Ready Reckoner Taxmann- Goods & Service Tax, 2017
- TAXMANN's Basics of GST, Nitya Tax Associates, 2017

## **Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### Course Objectives:

This course aims at developing an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. It aims at providing an in-depth knowledge of the theory and practice of portfolio management. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions in the context of portfolio investment.

### Course Contents/Syllabus:

#### Module I Nature and Scope of Investment Management and Portfolio Analysis: Overview

Basics of stock markets. Investment versus Speculation, Investment Alternatives and Their Evaluation, Financial Markets, Portfolio Management Process, Approaches to Investment Decision Making, Common Errors in Investment Management, and Qualities of Successful Investing. Role of Portfolio Management, Portfolio Management Practices in International markets.

#### Module II : Basic Concepts and Methods

Risk and Return –Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk. Fundamental Analysis: Economic Analysis, Industry Analysis , Company Analysis Framework Technical Analysis : Basic Tenets of Technical Analysis – Dow Theory – Behavior of Stock Prices – Major Trends – Charts and Trend Lines – Resistance and support Lines – Different Patterns, Elliot Wave Theory, Efficient market theory.

#### Module III : Modern Portfolio Theory

Portfolio Theory: The Benefits of Diversification, Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio. Capital Asset Pricing Model – Assumptions – Inputs Required for Applying CAPM, The Capital Market Line – Security Market Line, Pricing of Securities with CAPM. FAMA French Model, Limitations for all models.

#### Module IV : Equity Valuation

Equity Valuation: Balance Sheet Techniques- Book value, Liquidation value, Replacement cost. Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model. Relative Valuation Techniques: Price-earnings ratio, Price-book value ratio, Price-sales ratio.

#### Module V: Portfolio Management

Specification of Investment Objectives and Constraints, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation. Latest Developments, Trends and Practice. Structure of Forward and Future Markets. Interpretation of Future and Option Price Quotations.

Text Reading:

- Investment Analysis and Portfolio Management, Chandra, P (Tata McGraw Hill Publishing Co. Ltd.)

References:

- Security Analysis and Portfolio Management, S. Kevin (PHI Publications)
- Investment Analysis and Portfolio Management, 6e, Frank K. Reilly and Keith C. Brown (Dryden Press)
- Modern Investments and Security Analysis, Fuller R J; Farrel JL (McGraw Hill)
- Security Analysis and Portfolio Management, 6e, Fischer DE & Jordan R J (Prentice Hall).
- Portfolio Construction, Management & Protection, 3e, Strong, R.A., Thomson Learning Pvt. Limited
- Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R (Tata McGraw Hill Publishing Co. Ltd.)
- Investments, 6e, Bodie, Zvi; Kane, Alex; Marcus, Alan J; Mohanty, Pitabas (Tata McGraw Hill Publishing Co. Ltd.)
- Modern Investment Theory, 5e, Haugen, Robert A (Pearson Education)
- Investments: Analysis and Management, 8e, Jones, Charles P (John Wiley & Sons)

## **Course Title: Management of Financial Services**

Course Objectives:

To understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. Examine the present status and Fintech development that are taking place in the financial services sector. Developing an integrated knowledge of the functional areas of financial services & industry in the real world situation.

Course Contents/Syllabus:

Module I : Introduction to Financial Services & Regulations

Financial Services: Meaning, Importance & Role of Financial Services in the Indian Financial System, Merchant & Investment Banking Service- Project Counseling and Appraisal, Procedural aspects of New Issue Management Book Building, Pre-Issue and Post Issue Management of Public Issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors.

Module II : Non Banking Finance Companies (NBFCs) & Mutual Funds

NBFC: Scope and meaning – importance of NBFC's in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds & Nidhis: Issues and Legal framework. Mutual fund services, MF - concept, need and scope, MF - types of schemes, MF - Recent SEBI guidelines for mutual funds

### Module III Leasing, Hire- purchase and Consumer Credit

Leasing and Hire Purchase Services, Types of Leasing, Pricing Methodology, Taxation, and Legal Framework for Leasing and Hire Purchase Companies, Leasing Vs. Buying- NPV, Consumer Credit- factors affecting demand for consumer credit, Terms of finance - fixed and floating ROI, merits & demerits, Bills Discounting,

### Module IV Venture Capital and Private Equity Financing Other Financial Services

Characteristics of Venture Capital Financing, Stages of VC financing, Structure & sources of VC financing in India, , difference between angel investors, venture capital & private equity, basis for Investments for VC firms, Exit route for VC, Private Equity and its growth in India. Credit Rating: Concept, Types and Advantages of Credit rating, Credit Rating Agencies and their methodology and rating process, Factoring and Forfeiting Services – Features, Merits and Demerits

### Module V: Developments Trends & Practices

Overview of Indian fintech market-Digital Payments, InsurTech, Wealthtech, Managing risk, Emerging technologies disrupting the financial sector

### Main Text Book

- Khan, M.Y., Financial Services, TMH,
- Siddaiah, Financial Services, Pearson, perusal

### Additional Readings

- Pathak, Indian Financial System, Pearson,
- Khan, M.Y., Financial Services, TMH,
- Bhole L M ,Financial Institutions and Markets , Fourth edition
- Fabozzi, Frank J, Foundation of financial markets and institutions,3rd ,Tata McGraw Hill, New Delhi,
- Auerbach, Robert D, Money, Banking and Financial Markets, Macmillan Publishing Co.; New York and Collier MacMillan Publisher; London.
- Avadhani, V.A, Investment and Securities Market in India, Bombay, Himalaya Publishing House.
- Khan, M.Y, Indian Financial System - Theory and Practice; Vikas Publishing House
- Mishkin, Frederics, S, The Economics of Money Banking and Financial Markets; HarperCollins Publisher; New York
- K. Sriram, Hand book of leasing, hire purchase & factoring
- Vij, Dhawan, Merchant Banking and Financial Services, Tata McGraw Hill
- Gurusamy, Financial Services and System, Tata McGraw Hill

### Journals:

- CFO Asia

- SEBI Bulletin
- RBI Publications

Online Resources:

- [www.cfoasia.com](http://www.cfoasia.com)
- <http://economictimes.com/>
- <http://www.sebi.gov.in>

## **Course Title: PROJECT PLANNING, APPRAISAL AND CONTROL**

Course Objectives:

The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. This also aims to acquaint the students with the application of mathematical and statistical tools for analyzing managerial problems in order to select the projects.

Course Contents/Syllabus:

Module I : Planning of Projects

Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Project Rating Index, Formulation of Detailed Project Report

Module II : Technical Analysis

Manufacturing Process, Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Work, Environment Aspects, Project Charts and Layouts, Work Schedule

Module III : Financial Analysis

Estimation of Cash Flows, Basic Principles for Measuring Project Cash Flows, Cost of Project, Means of Finance, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi Year Projections

Module IV : Project Risk Appraisal

Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Social Cost Benefit analysis – UNIDO and Little Mireless Approach

Module V: Project Management and Review

Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management, Prerequisites for Successful Project Implementation, Time Estimation, PERT Model, CPM Model, Performance Audit. Latest development in project management – Situational analysis, cyber security, Internet of Things.

### Text Reading:

- Chandra P., 2009, Projects: Planning, Analysis, Financing, Implementation & Review, 7th Ed. Tata McGraw-Hill Publishing.

### References:

- Meredith J.R. & Mantel S.J., Jr., 2000, Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons.
- Patel B.M., 2000, Project Management: Strategic Financial Planning Examination & Control, Vikas Publishing House Pvt. Ltd.
- Finnerty J. D., 1996, Project Financing: Asset-Based Financial Engineering, Wiley
- Newbold C.R., 1998, Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press
- Diwan P., Project Management, Deep & Deep Publications
- Anthony R.N. & Govindrajan V., 1998, Management Control Systems, 9th Ed. Tata McGraw-Hill
- Desai V., 1997, Project Management, 1st Ed. Himalaya Publishing House
- Thakur D., 1992, Project Formulation & Implementation, Deep & Deep Publications
- Dayal R., Zachariah P. & Rajpal K., 1996, Project management, 1st Ed. Mittal Publications
- Goel B.B., 2001, Project Management: A Development Perspective, Deep & Deep Publications

### Reading:

- Clifford Gray, Project Management,

### **Course Title: Recruitment, Selection and Retention**

#### **Course Objectives:**

This course aims to equip students with knowledge and skill in carrying out recruitment and selection duties in an organization. This course is intended to provide you with an understanding of recruitment and selection methods and processes as well as give you an opportunity to develop a critical approach to R&S. This critical approach is necessary because choosing who to employ is an important way in which employers pursue their interests in the workplace.

#### **Course Contents/Syllabus:**

##### Module I : Human Resource Planning

The planning process: Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Staffing models. Linking human resource planning with strategic human resource management.

##### Module II: Job Analysis



Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Factors influencing job design methods. Job analysis techniques. Assessing job analysis methods.

#### Module III : Recruitment of Employees

Recruitment Challenges. Recruitment Sources. Methods of recruitment. Assessing recruitment methods. Legal Compliances in Recruitment and selection

#### Module IV : Selection of Employees

Influences on recruitment and selection. Pre employment Testing. Background and Reference Checks. The Selection Process. Ethical issues in the selection process. Role of HR analytics in effective R&S.

#### Module V Retention Strategies for Employees

Retention of Manpower-Models of Retention. Succession Planning. Retention Strategies - Executive education- Flexi timing- Telecommuting Quality of work, Work life balance- Employee empowerment –Employee involvement –Autonomous work teams

#### **Text Reading:**

- Gary Dessler, Varkkey, Human Resource Management, Pearson Education India
- Roberts Gareth, Recruitment and Selection, CIPD Publishing

#### **References**

- Diane Arthur, Recruiting, Interviewing, Selecting & Orienting New Employees, PHI Learning Private Limited, New Delhi
- Managing Human Resources - Arun Monappa Strategic HRM- Agarwal, Oxford University Press , New Delhi.

#### **Additional Reading:**

- OmearaBernard Handbook on Strategic Recruitment and Selection -A system Approach, Emerald Publishing
- Khanka SS, Human Resource Management, S.Chand Publishers.

#### **Any other Study Material:**

- Articles in Business Magazines like HR review, HBR etc

### **Course Title: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

#### Course Objectives:

The main objective of this course is to explore the dynamics of global business environment and to prepare the students about examining the maximization of returns in context with human resources. The paper would familiarize the students about the implications of the globalization process, challenges that changes in the international economy and manage the diversity of HRM

in an international context and the key HR challenges facing organizations working internationally.

Course Contents/Syllabus:

**Module I : Globalization and Human Resource Management:**

Introduction to IHRM Definition, Features, elements Approaches to IHRM, Globalization and International HRM. Domestic Vs international HRM Internationalization of firms. Case Study.

Module II : The diffusion of International HRM in MNCs:

Global versus local strategy and structure in MNCs. Transfer of HR practices in MNCs. Knowledge management and international HRM. Cross cultural management. Global work life management. Case Study.

Module III : The management of international HR practices in MNCs:

Talent Acquisition , retention of international managers; Women Expats; Repatriation, International management training and Development. International pay, key components of international compensation, Approaches to international compensation, Global compensation: emerging issues. issue of double taxation, Performance management of international Employees, Rewards and Recognition strategy. Global talent management. Case Study

Module IV : Employee relations:

International perspective of Industrial relations IHRM trends and future challenges. Corporate social responsibility and sustainability in HR Labour regulation in a global economy. Diversity and diversity management. Case Study.

Text:

- Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson.
- Bhatia S K, Title :International Human Resource Management-a global perspective: Publisher: Deep & Deep Publications Pvt. Ltd.
- International Human Resource Management- Tony Edwards & Chris Rees: Pearson, 2008.

References:

- Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press.
- Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press.
- Human Resource Management – Wayne Mondy: Pearson, 2010
- Human Resource Management- David Lepak & Mary Gowan: Pearson, 2009
- Human Resource Management- Snell & Bohlander: Cengage, 2007
- Managing Human Resource- Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw: Cengage, 2006

- In Search of The Right Personnel- Manas K. Mandal: Macmillan, 2008.
- Strategic Human Resource Management- Jeffrey A. Mello: Thomson, 2007.

Any other Study Material:

- Briscoe R. Dennis , Schuler S. Randall :International Human Resource Management: Policy and Practice for the Global Enterprise.
- Mathew Mary, Jain C. Harish :International human resource management in the Indian information technology sector: A comparison of Indian MNCs and affiliates of foreign MNCs in India

## **Course Title: COMPENSATION AND REWARD MANAGEMENT**

### **Course Objectives:**

The Objective of the course is to equip students with the development and maintenance of internally equitable and externally competitive wage and salary programs. To educate students in compensation with sufficient role of compliance along with discretionary organizational requirements in the matter. In addition to learning contemporary concepts, approaches, techniques and terms, students will be taught the use of technology and measurement in compensation and benefits.

### **Course Contents / Syllabus:**

#### Module I : Foundation of Compensation Management

Introduction to Pay Model, Defining Compensation, Concept of Wage, Economic Theory of Wages, Strategic Perspectives of Compensation, Internal Alignment, Concept of Equity, Job Evaluation and Methods of Job Evaluation, Hay Guide Chart

#### Module II : Designing Pay Level

Defining External Competitiveness, Concept of Base Pay, Salary Progression, Contextual Influences on Pay – Allowances: Legal and Unrestricted, Legal Compulsions in Compensation - Labor Laws Applicable to Compensation, Pay Commission, Wage Board and Wage Agreements

#### Module III: Benefits and Social Security

Defining Benefits, Mandatory Benefits, Benefit Determination Process, Discretionary Benefits, Flexible work schedule, Employee Stock Option Plans, Factors affecting the Benefit Package, Administration of Benefits and Services

#### Module IV: Pay for Performance

Individual Incentive – Merit Pay, Commission, Team / Group Incentives , Gain sharing and Profit Sharing, Concept of Bonus

#### Module V: Total Salary Structure and Administration

Analyzing Salary Surveys, Designing a Salary Structure, Ethics in Compensation, Deductions, Severance Pay, Flexi and Customized Compensation, Competency Based Compensation

## Module VI: Extending the Structure and Latest Trends

Perspectives on Reward, Person focused Pay, International Pay Systems, Metrics in Compensation, Technology enablers in Compensation, Latest Trends in Compensation and benefits.

### **Text:**

- Milkovich T. G., Newman M. J., Venkata Ratnam C.S. (2017) 'Compensation', 9th Edition, Tata Mc Graw Hill, ISBN: 007015158X

### **References:**

- Martocchio Joseph (2018) 'Strategic Compensation – A Human Resource Management Approach', Ninth Edition, Pearson. ISBN: 9332584834
- Henderson, Richard I (2007) 'Compensation Management in a Knowledge-Based World', 10<sup>th</sup> Edition, Prentice Hall, ISBN: 8131711102

## **Course Title: Strategic Human Resource Management**

### Course Objectives:

This course is an attempt in the direction of understanding the dimensions related to strategic HRM activities which contributes to an organization competitive edge and examine the irrelevance in the current globalized scenario with special reference to organizations operating in India and abroad.

### Course Contents/Syllabus:

#### Module I The Concept of Strategic Human Resource Management

The Concept of Strategic Human Resource Management (SHRM), Strategic HRM Defined, The evolutionary stages of Strategic HRM, Objectives of SHRM,, An Investment Perspective of HRM, Competencies of HR Professional in a SHRM Scenario, Emerging Issues in SHRM,HRM Environment, The Evolving Strategic Role of HR

#### Module II Models of SHRM

Value proposition through HR, General models-The Best practice approach, Best fit approach and The Universalistic, Contingency and Configurational approaches, The Resource based Strategic HRM, Resource based models-The high performance management, High commitment management and High-involvement management.

#### Module III Human Capital Management

Human Capital Management Defined, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement

#### Module IV Strategic HRM in in Action

HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, key concept and process issues, Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, Corporate Ethics, Values and SHRM

#### Module V Impact of SHRM on Business Performance

The strategic impact of Human Resource Practices, Human Resource Evaluation-Definition and Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations, Evaluating the Effectiveness of SHRM.

#### Text & References:

- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
- Agarawala Tanuja (2007) Strategic Human Resource Management, Oxford University Press.
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- MaheyC and SalmanG.,(1996), Strategic Human Resource Management, Oxford Blackwell.
- Srinivas R. Kandula,(2002), Strategic Human Resource Development, Prentice Hall India.

### **Course Title: Measurement in HR**

#### **Course Objectives:**

Enable students to understand the techniques of identification and measurement of costs and expenses associated with various HR functions. Help students practice the tools and techniques of measuring HR which can be subsequently used to quantify several parameters for effective management of human capital. Enable students to pitch HR as a strategic business partner and develop skills to communicate with and influence key decision- makers within an organization.

#### Course Contents/Syllabus:

##### Module I: Introduction and The Challenges of Measurement

Introduction: Meaning & Definition of HR Measurement – Importance; Development of Concept. HR Measurement for HR Professionals; Investment in Human Resources. Efficient use of Human Resource, Adopting the Right Perspective: Understanding the Role of Workforce in Strategy Implementation

##### Module II: Developing Measurement Metrics

Understanding and Developing The Right Metrics: Tools to Manage The Implementation Of Strategy, Implementing The Metrics. Benchmarking HR, Different Types of Scorecards- Balance Score Card, HR Score Card. Case studies on benchmarking HR

Module III: Principles of Good Measurement. Cost-Benefit Analyses for HR Interventions

Measuring HR Alignment. Measuring Hiring and Staffing, Measuring the Value of Compensation and Benefits. Measurement of Training and Development. Case study on calculation of ROI

Module IV: Specific Topics in Measurement

Measuring the Value of Employee Relations and Retention Program, Models for Assessing Return on Investment, Assessing Value of Outsourcing and Call Centers. Case study on outsourcing of HR

Module V: TQM and HRIS

Role of TQM in HR Measurement. HR Audit, Implementing HR Audit, Methodology and Issues, HRD Scorecard, HRD Audit – The Indian Experiences and Cases, People Capability Maturity Model (PCMM), Measuring Intellectual Capital and Web Based HR Systems Human Resource Information System

Role of Information System in Human Resource Decision Making, Designing and Implementation of HRIS, Organizing Data, Personnel Audit and Personnel Research, Computer Applications in HRM Functions (uses and trends). Case study on HR Audit and Accounting.

**Text & References:**

- Fitz-Enz Jac,(2001), How to Measure Human Resource Management, McGraw Hill
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press.
- Rao T.V.(1999), HRD Audit, Response Books.

**Course Title: I.T. PROJECT MANAGEMENT**

Course Objectives:

IT Project management is an area of project management that has an emphasis on computer technology. Often projects failure due to the approach towards its implementation. Software project management consists of the various methodologies and tools that assist in the successful completion and implementation of an Software project. This course covers the nitty-gritties of project management where students will learn what project management involves and how to approach it successfully.

Course Contents/Syllabus:

Module I

Introduction to Project, Project Management and IT Project Management. Project dimensions, Portfolio Management, Program Management, and Relationship between Project, Program and Portfolio Management. Project vs. Operations Management, PMO Functions, Enterprise environmental factors. Role of Project Manager and Competences of Software Project Manager, Stakeholders, Project Roles, Role of Organisations Culture, Style and Structure on Project Management, Product and Project Life cycle. Process Overview, Project Management Process Interaction, Introduction to PMI Process Groups and Knowledge Areas, Project and Product Life

cycles. Software Development Product Life Cycle Processes and Activities, SDLC selection criteria.

## Module II

Project Charter, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control project work, Perform Integrated Project control, Close project or phase. Define goal and scope, Verify scope, Control Scope, Flexibility Matrix, Creating Project Charter, SPMP, Approaches to create WBS. Define Activities, Sequence Activities, Dependencies consideration, Estimate Activity Resources, Estimate Activity Duration, and Activities for various Life Cycle Models.

## Module III

Different Size Measures, process of Estimating the Size of a software, Reuse Estimation, LOC, Function points. Scheduling fundamentals, Gantt Charts Control Schedule, PERT, CPM Scheduling Levelling Resource Assignment, Crashing and Fast Tracking. Implementation on MS Project 2010.

## Module IV

Project Cost Management, Effort Measures, Types of Cost Estimates Model, Cost Estimation Tools and Techniques, COCOMO Cost Estimation Model, Problems with Cost Estimation, Cost Budgeting, Preparing Cost Baseline. Project Progress Management Earned Value Management and Earned Value Tracking.

## Module V

Risk Management Introduction, Risk Management Models, Risk Identification, Analysing and Quantifying Risks. Monitoring and Controlling Risks, Risk Categories, Sensitivity Analysis, Risk response Planning Developing Risk Management Plan. Quality planning, Quality Assurance, Quality Control, Total Cost of Quality, Building SQAP. Keys to Managing People, HRP, Acquiring, developing and managing the Project Team, Resource Assignment, Loading and Levelling. Communication Planning, Information Distribution, Performance Reporting, Managing Stakeholders. Planning purchase and acquisition, Planning Contracting, Administering the Contract and Closing the Contract. Identification of objects in s/w conf., version control, change control, configuration audit, status reporting. Handling challenges of Large Projects.

## Text & References:

- PMI-PMBOK 4th Edition
- Shaffer & Shaffer(2006),Quality Software Project Management, Pearson Education.
- Hughes B & Cotterell M (2010), Software Project Management, Tata McGraw-Hill
- Leffingwell D (2009), Managing Software Requirements: A Unified Appr
- Henry J (2009), Software Project Management, Pearson Education

## **Course Title: Business Intelligence & Data Analytics**

### Course Objectives:

Data mining is the discovery of hidden information from historical data. With data mining, it is possible to better manage product warranties, predict purchases of retail stock, unearth fraud, determine credit risk, and define new products and services. This course introduces basic data mining technologies and their use for business intelligence.

### Course Contents/Syllabus:

#### Module I : An Overview of Business Intelligence, Analytics and Decision Support

A Framework for Business Intelligence (BI). Intelligence Creation Use and BI Governance. Transaction Processing Versus Analytic Processing. Successful BI Implementation. Analytics Overview. Brief introduction to Big Data Analytics.

#### Module II Data Warehousing

Data Warehousing Process Overview. Data Warehousing Architectures. Data Integration and the Extraction, Transformation, and Load Processes. Data Warehouse Development. Data Warehousing Implementation Issues. Real-Time Data Warehousing. Data Warehouse Administration, Security Issues and Future Trends

#### Module III Business Reporting, Visual Analytics and Business Performance Management

Business Reporting Definitions and Concepts. Data and Information Visualization. Different Types of Charts and Graphs. The Emergence of Data Visualization and Visual Analytics. Performance Dashboards. Business Performance Management. Performance Measurement. Balanced Scorecards. Six Sigma as a Performance Measurement System

#### Module IV: Data Mining

Data Mining Concepts and Applications. Data Mining Applications. Data Mining Process. Data Mining Methods. Data Mining Software Tools. Data Mining Myths and Blunders.

#### Module V: Text and Web Analytics

Text Analytics and Text Mining Overview. Natural Language Processing. Text Mining Applications. Text Mining Process. Sentiment Analysis. Web Mining Overview. Search Engines. Web Usage Mining (Web Analytics). Social Analytics

#### Module VI Big Data and Analytics

Definition of Big Data. Fundamentals of Big Data Analytics. Big Data Technologies. Data Scientist. Big Data and Data Warehousing. Big Data Vendors. Big Data and Stream Analytics. Applications of Stream Analytics

#### Module VII Analytics: Emerging Trends and Future Impacts

Location-Based Analytics for Organizations. Analytics for Consumers. Recommendation Engines. The Web 2.0 Revolution and Online Social Networking. Cloud Computing and BI.



Impacts of Analytics in Organizations: An Overview. Issues of Legality, Privacy, and Ethics. The Analytics Ecosystem

Text Book:

- Business Intelligence: A Managerial Approach (2011) Turban, Sharda, Delen, King, Publisher: Prentice Hall, Edition: 2nd, ISBN: 13-978-0-136-
- Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications by Larissa T. Moss

Reference Text

- The Visual Display of Quantitative Information by Edward R. Tufte
- Business Intelligence: Making Better Decisions Faster by Elizabeth Vitt , Michael Luckevich, Stacia Misner
- Business Intelligence Competency Centers: A Team Approach to Maximizing Competitive Advantage (Hardcover)by Gloria J. Miller

### **Course Title: E-Business and Trade**

Course Objectives:

To acquaint the students with basic principles e-commerce and to develop a broad understanding of e-business and its dimensions, including driving forces and impact on business, individuals, culture, and global economics. Also, to know the various aspects of e-commerce transactions.

### **Course Contents/Syllabus:**

Module I: Foundation of Digital-commerce

Digital Commerce Foundation. Definitions Advantages and Limitations of EC. The Driving Forces behind EC. Impact of Digitization on business operations. Launching a Business on the Internet. Digital Challenges of a traditional management strategy

Module II: Digital Business Models

E-business: Characteristics. What is a business model. Digital as a business model. Digital business models in practice. Asymmetric business models – creating unfair advantage

Module III: B2B Marketing

What is B2B Marketing. Push & Pull and the 4W's Approach. B2B: Product Marketing. B2B: Price Marketing. B2B: Promotion Marketing. B2B: Place Marketing

Module IV: E -Security & Electronic Payment Systems

Electronic Payment Media. Payment System Models. Cyber Banking. Risks in Cyberspace. Protection and Recovery. Encryption

Module V: Emerging Trends in Digital Business

New trends & technologies (cloud computing, mobile and tablet apps, etc.). Embedding new technology in organisations. Developing competitive advantages through technology. Communities of practice, diverse venture teams and socio-technical systems needed to create successful digital models. The creation and development of a digital transformation plan

**Text Reading:**

- Turban, Lee, King and Chung, Electronic Commerce- A Managerial Perspective, Pearson Education
- Awad Elias M, 2004, Electronic Commerce: From Vision To Fulfillment Prentice Hall, 4th Edition

**References:**

- Joseph P T, 2000- Electronic Commerce: A Managerial Perspective Prentice Hall.
- Ravi Kalakota and Andrew B Whinston, 2002, Frontiers of Electronic Commerce Addison Wesley
- Parag Diwan and Sunil Sharma, 2002, Electronic Commerce (Excel Books, New Delhi)
- Kenneth Laudon and Jane Laudon – Management Information Systems: Managing the Digital Firm 2005, (Ninth Edition) Prentice Hall.
- Raymond Frost and Judy Strauss, 2002, "E Marketing", Prentice Hall

**Course Title: SYSTEM ANALYSIS & DESIGN**

**Course Objectives:**

The objective of this course is to provide adequate understanding of systems concept, system analysis, and systems design, which would help them in having efficient and workable information system for management. To provide an understanding the role of Hardware and Software for realizing organizational Objectives and automation. To provide an understanding of the role of systems analyst and software development firms for their role in distributing meaningful ERP modules and other business intelligent system. To provide an understanding of the role of system analysis and design within various systems development stages. To develop an awareness of the different approaches that might be taken to systems design. To understand the activities of the management and systems analyst, and in the overall development of system. To develop an understanding of Testing software and complying the various software quality parameters. To develop an understanding of how to migrate old data within newly developed system with the help of various techniques.

**Course Contents/Syllabus:**

**Module I – Understanding System Concepts and Use within Industry**

Importance and Meaning of System, Role of system / Information system in creating effective organization, Role of system / information system in value generation within organizational

level/structure Role of automation system in business process and integrated business modules- manufacturing and service industry Traditional versus Online based ERP system Types of Systems and its element.

## Module II – Understanding System Analysis and Design

Understanding the meaning of System Analysis and Design Figure out various reasons for Conducting system analysis Role of Management in conducting system analysis to cater competition and incorporating latest technology within the process Role of Software development firms-SAP, ORACLE, BAAN, PEOPLESOFT, MICROSOFT and GOOGLE in providing ERP and Business Intelligent Software/System. Role of System Analyst and its function Attributes of System Analyst

## Module III – Requirement Determination and Development Life Cycle

Understanding the needs for developing/upgrading system Defining the type of system-Integrated, stand alone, Automated and Online based System Methods / tools used for collecting and recording facts and requirements from users Various system development tools- Computer Aided Software Engineering (CASE), Joint Application Development (JAD) and Rapid Application Development (RAD) Introduction of System Development Life Cycle (SDLC) and Agile

## Module IV Feasibility Study and Negotiation

Understanding / Importance of Feasibility Study/ Analysis Various Consideration while conducting Feasibility Study Steps of Conducting Feasibility Study Understanding feasibility Aspects: - Economical, Technological and Behavioral Understanding the system performance aspects- Data Center, Traditional HDD versus SSD, RAID, Integration of hardware and Software and Mainframe by giving examples of YouTube, Flipkart and Google Services Preparing Feasibility report and presenting final draft for system proposal Negotiation strategy

## Module V- System Analysis, Design and Testing

Understanding the structured Tools- System Flow Chart, Data Flow Diagram, Data Dictionary, Decision Table, Decision Tree, and structured English for defining system specification with examples. Designing candidate system using structured tools Steps in Designing system Designing of –output system, input system, process, file design/Data base and interfaces Understanding the role of testing and its types Understanding the various software quality assurance

## Module VI – System Implementation/ Maintenance and Review

Understanding the importance of Implementation within organization Training to the Users on candidate system Conversion Strategy / integrating old system into new system Choosing the best implementation strategy Maintenance plan/ AMC Review of organizational effectiveness Understanding the various reasons for success and failure of ERP system within organization

## Text & References:

- Avison, D. and Fitzgerald, G. Information systems development: methodologies, techniques and tools, McGraw-Hill
- Silver and Silver, System Analysis and Design, Addison Wesley

- James A. Senn-Analysis and Design of Information Systems
- System Analysis and Design, Elias M Awad

## **Course Title: Web Enabled Business Process**

### Course Objectives:

To acquaint the students with basic principles of the principles of the Internet and the World Wide Web, to develop a broad understanding of digital customers;

### Course Contents/Syllabus:

#### Module I : Web enabled Business fundamentals

Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless, e-Business & e-Marketing. Markets (including B2C, B2B and C2C), the web media landscape - key trends emerging trends, the impact of web on businesses. How significant is web in doing businesses?

#### Module II: Virtual Value Chain

The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts, Consumer Behavior on the Internet: Demographic, geographic, psychographic and behavioral factors.

The Web Marketing Mix: Continuum of purely virtual to purely physical products- Product in the Internet Marketing Mix - presenting product online, building a brand – Price in the Internet Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet Marketing Mix : the importance of fulfillment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the e-consumer

#### Module III: Understanding Online Customer

Understanding customer on the Internet: Motivations for shopping on the net – attributes of online shopping, Sources of data collection on the web, (HitWise, comScore demos), Using surveys, Observational research - click-tracking, heat-mapping ,Third-party data sources, Site centric systems. Principles of website design: customer experience and usability: Alternative approaches to website design, Usability and accessibility, researching your site visitors

#### Module IV : Planning and managing website development:

The role of the website, Planning and briefing web projects - internal stakeholders and selecting / briefing external partners , The project plan - key elements to be included, Web technologies - CMS, XHTML, CSS, mash-ups, XML feeds, AJAX etc., video streaming and rich media, Information architecture - planning customer journeys. Principles of effective website design: content, page layout, style sheets and navigational tools, Copywriting for the web. Wireframes - testing and implementing website designs, Budgeting for web projects

#### Module V: Customer Experience on the web

Customer Experiences on the Web: The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience. Application of web in different businesses: Marketing, Accounting, Human Resource, Advertising, Operations. Regulation, permission and codes of practice: An overview of today's online legal environment - key legislation affecting web businesses, Intellectual Property Rights - how to protect your assets online, Data Protection - everything you need to know about protecting customer data, Digital signatures, Global trading perspectives, Domain names and registered trademarks (TM) online, Social media and the law - what are the implications of Wikis, blogs, peer-2-peer communities etc, Web analytics - what are the options and their respective benefits?

Text & References:

- Joseph P T, 2000- Electronic Commerce: A Managerial Perspective Prentice Hall.
- Ravi Kalakota and Andrew B Whinston, 2002, Frontiers of Electronic Commerce Addison Wesley
- Parag Diwan and Sunil Sharma, 2002, Electronic Commerce (Excel Books, New Delhi)
- Kenneth Laudon and Jane Laudon – Management Information Systems: Managing the Digital Firm 2005, (Ninth Edition) Prentice Hall.
- Raymond Frost and Judy Strauss, 2002, "E Marketing", Prentice Hall
- Online Marketing- Richard Gay, Alan Charlesworth and Rita Esen,
- Understanding Digital Marketing –Damian Ryan and Calvin Jones

## **Course Title: INTERNATIONAL CURRENCY MANAGEMENT**

Course Objectives:

Each entity engaged in international business activity needs foreign currency. The course aims to introduce students to the basics of currency risk, trading and its management in international business transactions/operations. The course will involve understanding the need for international currencies, types of associated risks, an idea of the trading mechanics in Indian & International Currency Markets, linkages to Money Markets, Interest rates, Economic and World events. The course will also teach how to manage currency risk and impart knowledge of the Mitigation Tools (Forwards/Futures/Options/Swaps) and strategies (Hedging/Speculation/Arbitrage) which traders or businesses can adopt.

Course Contents/Syllabus:

Module I: Importance of International Currency Management in Global Business

Importance of foreign currencies in International Trade & Business. Volume, Participants, Risk from Currency Volatility and experiences of MNC's in cross border transactions. Role of market-makers.

Module II: Introduction to International Currency Markets & Terminologies

Spot and Forward Markets, Trading Terminologies & Mechanism, Currency Convertibility, Major/Minor currencies. ISO Currency codes, linkages to other Global Markets & Events, Interest Rates, benchmarks LIBOR/MIBOR. RBI compliance for Remittance.

### Module III: Calculation of Currency Rates

Exchange Rate Determination – Bid/Ask, Margins, spread. Cross-currency calculations – Practice exercise on the arithmetic of various currencies. Interest Rate & Purchasing Power Parity, Negotiating rates for inflow/outflow for different international transactions.

### Module IV: Currency Risk/Exposure & Trading Strategies

Transaction, Translation and Operating Exposure. Trading Strategies for Hedging, Speculation & Arbitrage.

### Module V: Currency Risk Mitigation & Management Tools

Concept of Hedging. Hedging strategies of Corporates. Currency Risk Management using Currency Derivatives like Forwards, Futures, Options & Swaps.

### Text & References:

- Apte P.G. , International Financial Management, Tata McGraw-Hill Publication
- Copeland, L.S. (2013), Exchange Rates & International Finance, Pearson Education
- Thummuluri Siddaiah , International Financial Management, Pearson Education
- Levi, M.D. , International Finance, McGraw Hill International
- Errunza, V.R., Singh, D. and Srinivasan, T.S. , International Business Finance, Global Business Press
- Hull, J.C. , Introduction to Futures and Options Markets, Prentice Hall of India
- Edwards, F.R and Ma C.W. , Futures and Options, McGraw-Hill International.
- Kolb, R.W. , Understanding Futures Markets, Prentice Hall of India
- Rebonato, R. , Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic Interest Rate Options, John Wiley and Sons
- Kohn, M, Financial Institutions and Markets, Tata McGraw Hill Publishing

## **Course Title: WTO AND INTERNATIONAL REGULATORY ENVIRONMENT**

### Course Objectives:

The primary objective of this course is to focus on the role of International Trade Institutions in promoting international Trade. The course also focuses on rapidly expanding legal system of the World Trade Organization (WTO) and also to provide a basic insight into the institutional and substantive law of the WTO.

### Course Contents/Syllabus:

#### Module I: Role of International Institutions in International Trade

World Bank, IMF, WTO, UNCTAD, International Trade Centre (ITC), Geneva, USTR (United State Trade Representative), CBI (Centre for Promotion of Imports from Developing Countries)

#### Module II Origin of WTO

Evolution of GATT, From GATT to WTO, Multilateral and Plurilateral Agreements, Principles of GATT, Exceptions to WTO Commitment

### Module III Regulatory Frame work of WTO

Sanitary and Phytosanitary Measures, Technical Barriers to Trade, Safeguards, Rules of Origin, Agreement on Agriculture, Agreement on Textile and Clothing, Subsidies and Countervailing Measures, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS)

### Module IV General Agreements on Trade and Services

Objective and Need for GATS. Services covered under GATS, Obligations, Commitment and Schedules under GATS, Special and Differential Treatment under GATS

### Module V Dispute Settlement Mechanism

Stages in Dispute Settlement Mechanism, Procedure for Appeal, Implementing Recommendations of DSB

Text:

- Rao, M B & Guru Manjula, WTO and International Trade, Vikas Publication, 2001

References:

- Barua Alokesh, Stern Robert M, WTO and India
- Mattoo Aaditya, Stern Robert Mitchell, India and the WTO, Oxford University Press, (2003),
- Qureshi Asif Hasan, Interpreting WTO agreements: Problems and Perspectives, Cambridge University Press (2012),
- Ezeani Elimma C., (2011), The WTO and its development obligation: prospects for global trade, Anthem Press,
- Das Bhagirath Lal, WTO: The Doha Agenda : The new negotiations on world trade, Zed Books, (2003)
- Bhaumik T. K., The WTO: a discordant orchestra, Sage Publications, (2006)
- Mathur, Vibha, WTO and India, New Century, New Delhi, 2005
- Garg, Hema, W T O and regionalism in world trade, New Century Publications, New Delhi, 2003
- Chauhan Sandeep-GATT to WTO – Deep & Deep Publication Pvt. Ltd., 2001 Edition
- Online references available on WTO website
- Introduction to the WTO

### **Course Title: GLOBAL COMMODITY TRADE**

Course Objectives:

Commodities like cereals, crude oil, coffee, sugar, gold, rubber, cotton etc dominate global trade. The course imparts knowledge of which countries dominate world production/ export/ import of

various commodities, familiarity with the function and mechanism of Indian and International Commodity Exchanges, identification of commodity risks faced by suppliers & consumers of commodities and suitable strategies to mitigate commodity market risk.

Course Contents/Syllabus:

Module I: Introduction to Commodities & Top Commodity Producing & Trading Countries

Changing Int'l Trade scenario & in 21st Century, Commodities – Definition, Features, Types, History, Participants, Structure & systems of commodity trade, Top Exporter & Importer countries of World's most traded Agri commodities, Crude oil, Gold, Silver etc, India's place in World Commodities

Module II: World's Commodity Exchanges

World's Major Commodity Exchanges - USA, Canada, Latin America, Europe, China, Asia, Africa & Oceanic □ History, Shareholding pattern, Products & Contract specifications of Commodities traded on world's top Commodity Exchanges

Module III: Indian Commodity Exchanges

Turnover, Evolution, Forward Market Commission, Contracts Act, Regional & National Commodity Exchanges, Structure, Shareholding, Turnover, Products Traded on National Exchanges MCX, NCDEX, NMCE, ICEX, ACE, UCX, Case study on National Spot Exchange Ltd (NSEL)

Module IV: Commodity Derivatives

Derivatives - Definition, Types, OTC vs Exchange Traded, Participants, Evolution, Economic Functions & benefits, Risks, Commodity Futures & Options - Characteristics, Terminologies, Margins, Physical Delivery, Assignment, Warehousing, Quality specifications, Membership, Charges, Trading, Clearing & Settlement, Strategies for Hedging, Speculation & Arbitrage, Types of Orders, Difference between & Options & Futures, Right/Obligation of Buyer/Seller, Call/Put Options

Module V: World's Most Traded Commodities

Presentations on Cotton, Edible oils (Rapeseed, Soy, Palm Oil), Tea, Coffee, Sugar, Wheat, Crude Oil, Steel, Rice, Pulses, Rubber, Gold, Silver, Copper etc - World Trade, India's share, Production, Global demand & supply, Consumption & price patterns, Quality, Trading, Contract specifications, substitutes etc.

Text & References:

- Niti Nandini Chatnani, Commodity Markets - Operations, Instruments and Application, Tata McGraw Hill Education Private Limited, New Delhi
- NCDEX Institute of Commodity Markets & Research (NICR), Study Manual for Commodity Trading

**Course Title: International Business Negotiation**



## Course Objectives:

The central aspect of international business involves negotiation: the establishment of the terms under which a business transaction will take place. Negotiation involves techniques, procedural steps, tactics and strategy. You must have an understanding of the role of authority, power and influence in negotiation. International negotiation involves a further factor—the role of culture. Culture has an impact on how negotiations are conducted and what behaviors are and are not acceptable and effective.

## Course Contents/Syllabus:

### Module I International Negotiation in Theory and Practice

Theory, processes, and practices of negotiation. The Nature of Negotiation. Negotiation framework. Negotiation strategies & tactics, Strategy: Distributive Bargaining and Integrative Negotiation. Who Negotiates? New Players in the Old Game. Obstacles to Negotiation and Negotiation Phases: Pre-negotiation and problem-solving, bargaining and post-agreement negotiations

### Module II The Process of Negotiation:

Negotiation analysis and planning. Negotiating in groups. Negotiation sub-processes, Perception, Cognition and Emotion, Drivers of Negotiation Process. Communication, Finding and using negotiation Power. Influence: Routes to Influence, Role of Receivers in Influence, Ethics in Negotiation

### Module III Multi-Issue Negotiations & Multiparty Negotiations :

Relationships in Negotiation. Key Elements in Managing Negotiations within Relationships. Parties in Negotiation: Coalitions, The nature of Multi-party negotiation. Negotiation in the Age of Information and Technology. Third-Party Mediation and Negotiation : Types and Roles- The Role of Violence : Negotiation in the Midst of Violence

### Module IV International Negotiation Environment & Culture

International negotiation environment & international negotiator behavior, Negotiation with : Japanese. Chinese. Europeans. Americans. Indians, Managing negotiation complexity, International negotiation best practice

### Module V Endgame: Closure and Planning for Implementation

Planning for Implementation. Art of Closing. Changes and challenges ahead. Strategies to cope with changes and challenges

## Text:

- Negotiation: everyone must win-S L Rao, Excel Books

## References:

- Lewicki, Roy J., Bruce Barry, and David M. Saunders. 2007. Essentials of Negotiation (4th Edition). Boston: McGraw-Hill Irwin.

- Fisher, R., Ury, W.L., & Patton, B. Getting to Yes: Negotiating Agreement Without Giving In 2nd Edition. New York: Penguin Books, 1991. Reserve: BF637.N4 F57 1992
- Lax, David A. and James K. Sebenius (2006) 3D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Boston Harvard Business School Press. Reserve: HD58.6.L388 2006
- Salacuse, J.W.The Global Negotiator: Making, Managing, and Mending Deals Around the World in the Twenty-first Century . New York: Palgrave Macmillan, 2003.Reserve: HD58.6 .S246 20
- Adopting a Dual Lens Approach for Examining the Dilemma of Differences in International Business Negotiations. Tinsley, Catherine H.; Curhan, Jenifer J.; Kwak, Ro Sung | International Negotiation | 19994:1, | 5(18)
- Negotiating the Spirit of the Deal. Fortgang, Ron S.; Lax, David A.; Sebenius, James K. | Harvard Business Review | 2003-0281:2,

#### Journals:

- Harvard Business Review
- Conflict Resolution Quarterly
- Journal of Conflict Resolution
- Journal of Peace and Research
- International Negotiation Journal
- Negotiation Journal

### **Course Title: INTERNATIONAL BUSINESS AND PRACTICE**

#### Course Objectives:

This course provides a comprehensive overview of the role that international business plays in the global economy. This knowledge shall help to understand the complexities, risks and opportunities of international business and provide a global perspective on international trade, including foreign investments, impact of financial markets, international marketing, and the operation of MNC's. Students would get to know business practices organizations adopt to tap global opportunities. It will also create awareness on career opportunities that exist in international business and MNC's.

#### Course Contents/Syllabus:

##### Module I: Globalization & Multinational Corporations

Int'l Business in 21st century; World's Top Economies. Globalization - Meaning and implications; Drivers of Globalization; The globalization debate - arguments for and against. Multinational Corporations- Definition, Types, Organization, Design & Structures, Head quarters and Subsidiary relations ; EPRG Model

##### Module II : Introduction to International Marketing

Differences between domestic and international business; Different Modes of entry into international markets – Factors & Types – a) Export & b) Production Abroad. Export – Indirect

and Direct Export. Production Abroad - Assembly/Contract Mfg, Licensing, Franchising, Joint Ventures, Mergers & Acquisition, Wholly owned subsidiary.

#### Module III: Introduction to International Trade

Theories- Theory of Mercantilism, Absolute advantage, Comparative Advantage, Hecksher-Ohlin theory, The New product life cycle theory, The New Trade theory, Porter's Diamond Model ; Tariff & Non-tariff barriers. GATT, WTO, TRIPS, TRIMS, GATS, Ministerial Conferences, WTO round of negotiations.

#### Module IV: International Business Environment

External Environment - STEEPLE / PESTLE Analysis. Implication of environment differences due to Economic, Social, Political, Legal, Cultural variations. Hofstede Model

#### Module V: Introduction to International Financial System

International Financial Markets – Equity, Debt, Foreign Exchange & Commodities. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment-basis. FDI's & FII's.

#### Text & References:

- Daniels, J.D.,Radebaugh L.H.,Sullivan D.P. & Prashant Salwan (2013), International Business: Environments and Operations, Pearson Hall, Delhi
- Varma, Sumati (2012), International Business, Pearson Hall, Delhi
- Sundaram and Black,(2013), International Business Environment, Prentice Hall Of India Pvt. Ltd.
- Hollensen & Banerjee, Global Marketing, (2012), Pearson Hall.
- Warren & Bhargava, Global Marketing Management (2013), Pearson Hall.
- Bhalla and Raju,(2012), International Business Environment, Sage Publication
- Francis Cherulinam,(2012), International Business, Himalaya Publishing House
- Charles Hill,(2012), International Business, McGraw Hill
- Copeland, L.S. (2013), Exchange Rates & International Finance, Pearson Education

### **Course Title: Project Management**

#### **Course Objectives:**

1. To provide theory and practice and the roles and responsibilities of the project manager.
2. To familiarize the student on the criteria of selection and identification of a project and carry out a rational appraisal
3. To understand project planning and be familiar with project control systems.
4. Explain global project management

#### **Course Contents/Syllabus:**

Module I Context of Project Management

Concept of Projects, Project Classification, Types and Categories of Projects; Infrastructure Projects, Project management in established firms, New Product Development Projects, Product/ Process Improvement Projects, Technology Induction & Assimilation Projects, Strategic Implications of Project Management Activities; Project Goals, Functions; Phases of Projects, 7S' of Projects; Project Life Cycles.

#### Module II Project Selection and Appraisal

Criteria for selection: Identification of the project; Project Portfolio Management; Request for Proposal; Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Payback Period, NPV, IRR

#### Module III Project Planning and Organization

Project Planning: Planning steps, Master plan; Defining Project Scope, Work Breakdown Structure, Cost Breakdown Structure, Resource Breakdown Structure; Project Activity, Project Coordination, Scheduling Charts; Schedule, Gantt Charts, PERT & CPM, Allocation of Resources & resource leveling; Crashing of Projects, Project Team, Role of the leader; Project Organization: Pure, Matrix, functional

#### Module IV Cost & Time Estimation, Budgeting, Risk Analysis

Cost & Time Estimating methods, Budgets and Estimates; Cost-Time Overrun Issues and Implications; Project Risk Management process and Change control Management

#### Module V Project Review and Control

Project Monitoring and control; Project Quality Control; Critical Chain Project Management; Project Termination and Abandonment Analysis; Project Audit & closure

#### Module VI Recent Trends & Software Applications

Scrum Project Management. PERT Simulation. A hands on to MS Project software. Project Management in multi-cultural context

#### Text Reading:

- Badiru, A. B. (2012), Project Management: Systems, Principles and Applications, CRC Press (Taylor & Francis), 9781420083194
- Dalal, A.F. (2012), The 12 Pillars of Project Management, CRC Press (Taylor & Francis), 9781439849125
- Gray & Larson, Project Management, 5/e, Tata McGraw-Hill, 978-0-07-340334-2
- Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals), 9781591399247
- Keyes, J. (2011), Implementing the Project Management Balanced Scorecard, CRC Press (Taylor & Francis), 9781439827185
- Kloppenborg (2012), Contemporary Project Management, Cengage, 9780538477024
- Maley, C. H. (2012), Project Management: Concepts, Methods and Techniques, CRC Press (Taylor & Francis), 9781466502888
- Nagarajan (2012), Project Management, New Age Publishers, 9788122433241

- Nicholas and Steyn (2012), Project Management for Business, Engineering, & Technology, Taylor & Francis, 9780080967042
- Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, 9788131727157
- Wysocki (2011), Effective Project Management, Wiley, 9788126533848

## **Course Title: Supply Chain Management**

### Course Objectives:

This course aims to develop an understanding of the supply chain management practices and their interrelationships with other organizational functions. This course provides students the necessary analytical tools and prepares them for managing the supply chain operations. Students completing this course will have basic knowledge of procurement, logistics, vendor management and supply chain management. The course also provides exposure to the latest developments, trends and practices in this field. Industry experts would be invited to present the practical issues in managing the function.

### Syllabus:

Module I: SCM concepts. Sourcing Process and Managerial Issues.

Understanding the Supply Chain, Understanding logistics. Evolution of Logistics and Supply Chain Management in the Overall Organization's Functioning, Objectives of a Supply Chain. Process views of a Supply Chain. Value Chain of a Company. SCM drivers and Metrics.

Purchase Management, Sourcing Process, Strategic Sourcing, Total Cost of Ownership, Global Sourcing, INCO Terms, E-Procurement/E-Commerce. Vendor Management and Development.

Module II: Logistics Management

Logistics defined, Scope of logistics; Value added logistics services. Logistics at the centre of World Trade. Global logistics operation and its document handling. Types of shipment. Containerization in SCM, Role of logistics in Distribution channel. Multi-modal transportation. Logistics outsourcing: 3PL and 4PL logistics. Reverse Logistics and Closed-Loop Supply Chain.

Module III: Managing the Supply Chain Performance .

Warehousing operations, Inventory Management, Supply Chain Cycle Inventory ,Safety Inventory, Vendor Managed Inventory, SCM and Information Technology, Application of RFID, ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card, SCOR Model..

Module IV: Latest Development, Trends and Practices

Application of Block chain, Artificial Intelligence and Internet Of Things in SCM, Risk Management in Supply chains, Governance issues and role of Ethics, Sustainability and the Supply Chain. Best Practices in SCM.

## **Text & References:**

- Agarwal (2010), Supply Chain Management, Macmillan India
- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2019), Supply Chain Management: Strategy, Planning, and Operation, Pearson Ed.
- Rangaraj, et al (2009), Supply Chain Management for Competitive Advantage, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill, Sople (2010), Logistics Management, Pearson Education.
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Sharma (2010), Supply Chain Management, Oxford University Press
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

## **Course Title: SERVICE OPERATIONS MANAGEMENT**

### **Course Objectives:**

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.

### **Course Contents/Syllabus:**

#### **Module I : Understanding Service Operations**

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

#### **Module 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

#### **Module 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

#### **Module 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

Module VI Incorporating AI and Other Latest Technologies in Service Operations

Introduction to AI and other new age technologies. AI as a service (AIaaS). Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc in service operations

Text Reading & References:

- Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico
- Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
- Haksever, et al. (2006), Service Management and Operations, Pearson Education
- Hollins (2007), Managing Service Operations, Sage Publications
- Johnston & Clark (2009), Service Operations Management, Pearson Education
- Metters, et al. (2006), Service Operations Management, Cengage Learning
- Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.

## **Course Title: Capacity Planning and Management**

Course Objectives:

The objective is to familiarize the students with the aspects of planning and control of capacity in an organization for enabling its economic utilization, as well as the ongoing changes required in it over the life cycle of the organization in consonance with changing environments. The aim is to instill sharper understanding about the economics of trade-off in outlaying an optimized capacity toward delivering competitive products and services nationally and worldwide in right quality, right quantity, at right time.

### **Syllabus:**

Module I: Dimensions of capacity

Operational perspectives on capacity; Goods production and service creation capacity; Designed capacity and capacity utilization; Effective transformation capacity; Capacity efficiency; Collaborative capacity; Tactical and strategic dimensions

Module II Economics of Capacity

Rough cut & composite capacity requirement planning; Capacity forecasting on demand assessment; Capacity creation on Short-, Immediate-, and Long-Term capacity need & trade-off; Capacity creation typology; Create-hire-acquire capacity additions; Greenfield and brown field mode of capacity enhancement

Module III Optimizing Capacity

Service level-focus of capacity; Surge capacity; Manpower-, technology-, & facility-oriented capacity strategy; Capacity value vs. cost optimization; Capacity learning in goods and services; . Capacity reengineering

## Module IV Capacity Management & Control

Queue management & service enhancement principles; Flow variability and demand management; Capacity maintenance; Applying Lean, 5S for capacity productivity. Capacity Re-Balancing. Capacity lifecycle management: installation through renewal

## Module V Recent Trends

Flexible Manufacturing Systems. Subcontracting. Outsourcing. Technological advancement

### Text Reading:

- Anupindi, et al., Managing Business Process Flows, New Delhi: Pearson Education
- Beckman and Rosenfield, Operations Strategy, McGraw-Hill International
- Chapman, The Fundamentals of Production Planning and Control, New Delhi: Pearson Education
- Johnston and Clark, Service Operations Management, New Delhi: Pearson Education
- Metters, et al., Successful Service Operations Management, Cengage Learning
- Mohanty and Deshmukh, Advanced Operations Management, New Delhi: Excel Books
- Narasimhan, McLeavey, Billington, Production Planning and Inventory Control, New Delhi: Prentice-Hall
- Nichloas, Competitive Manufacturing Management, Tata McGraw-Hill
- Wisner and Stanley, Process Management, New Delhi: Cengage Learning
- McNair and Vangermeersch, Total Capacity Management, Florida, U.S.A.: CRC Press

## **Course Title: OPERATIONS PLANNING, SCHEDULING AND CONTROL**

### **Course Objectives:**

The objective is to familiarize the students with the aspects of scheduling, planning and control of operations in an organization for enabling economic utilization of resources with regard to changing market dynamics over the planning horizons. The aim is to instil sharper understanding about the economics of trade-off in outlaying an optimized capacity toward delivering competitive products and services nationally and worldwide in right quality, right quantity, at right time.

### **Course Contents/Syllabus:**

#### Module I Role of operations planning, scheduling and control

Role of operations planning, scheduling and control in goods and service businesses; Systems and processes; ATO, MTO and MTS scenarios; Matching supply with demand; Pre-planning operations; Managing Marketing and Finance interface activities; Orienting manpower for essential performance measures

#### Module II Forecasting and aggregate planning

Forecasting and aggregate planning in goods & services; Master schedules; Make or buy; Material requirement planning; Capacity engagement planning; Facility preparedness assessment; Manufacturing resources planning; Work order generation; Handling random priorities; Managing operational variability and flexibility



### Module III Job-shop, flow-shop, and service sequencing

Work-order registration; Job-shop, flow-shop, and service sequencing; Operations resource allocation; Resource loading; Facilitating off-line setup; Operations activity control; Improving P: D ratio; Order closure and material redeployment; Generating work progress and variance reports for management information

### Module IV Resource Management and JIT

Ascertaining schedule performance and gaps; Coordinating outsourced and in-house production; Bottleneck resource management; Process-based & capability-based flow control; Lean MRP; Toyota system and Kanban; JIT-I and JIT-II; Managing cycle time reduction and cost reduction imperatives; Factoring operations learning

### Module V Recent Trends

An introduction to TPM. An introduction to ERP. Role of ERP in changing era

#### **Text:**

- Phillips, Robert. 2005. Pricing and Revenue Optimization. Stanford University Press, Stanford, CA.

#### **References:**

- Ingold, A., Yeoman, I., and U. McMahon-Beattie, Yield Management: Strategies for the Service Industries.
- Talluri, Kalyan T., Garrett J. van Ryzin. 2004. The Theory and Practice of Revenue Management. Kluwer, Boston, MA.
- Yeoman, I., and U. McMahon-Beattie, Revenue Management and Pricing: Case Studies and Applications, London: International Thompson Business Press, 2004.

## **Course Title: MERCHANDISING AND CATEGORY MANAGEMENT**

### Course Objectives:

The course highlights the finer details of the retail operation called merchandising. Apart from giving the theoretical overview of the concepts and important terms, procedures and practices, the contents emphasize the planning and control aspect along with the extended applications like retail branding decisions.

### Syllabus:

#### Module I: Merchandise & Merchandising

Concepts & philosophy, Components of merchandising Management, The Merchandising Management process, devising merchandising plans. Forecasts, innovativeness, assortment, brands, timing and allocation.

#### Module II: Merchandising Planning and Forecasting

Implementing Merchandise plans. Selecting and interacting with merchandising sources. Evaluating merchandise, negotiating the purchase. Concluding the purchases, receiving and stocking the merchandise. Recording the merchandise. Re-evaluating the on a regular basis. Merchandise forecast and budgeting, Designing control units, Sales forecasting, Inventory level planning. Planning purchases, Planning profit margins.

#### Module III: Logistics Management

Logistics and order processing and fulfillment. Transportation and ware housing. Customer transaction and Customer service.

#### Module IV: Inventory management

Inventory management. Retailer's tasks. Inventory levels. Merchandise security. Reverse logistics. Inventory Analysis. Inventory valuation- the cost method and the retail method.

#### Module V: Category Management

Category management. Concept of Category, Category management & category captainship.

#### Module IV: Latest Development, Trends & Practices

Software used in Merchandising and Product Planning

Text & References:

- Swapna Pradhan, Retail Merchandising, Tata McGraw Hill
- Rosemary Varley, Retail Product Management: Buying & Merchandising, Routledge
- Levy & Weitz, Retailing Management, Tata McGraw Hill
- Berman & Evans, Retail Management- A strategic Approach, Pearson Education
- Bajaj, Tuli & Srivastava , Retail Management, Oxford
- Images Retail

### **Course Title: Sourcing and Vendor Management**

Course Objectives:

In present times, global sourcing and vendor management is a critical and complex organizational function as it involves processes, technology, systems and management skills. Finding the right vendor and solutions for customized products, services and applications and managing lead times are challenges that purchase managers face on a daily basis. The objective of this paper is to equip students with skills relating to vendor management, strategic procurements and risk management and to develop their knowledge on contemporary trends and issues in global sourcing and vendor management.

Syllabus:

Module I: Understanding Sourcing as a Strategic Organizational Function

Evolution of purchasing, Purchasing, sourcing and vendor management as a key organizational function, Purchasing objectives, Impact of strategic purchasing on profitability, Make or Buy Decisions, Types and methods of sourcing in retail; centralized vs decentralized, single sourcing vs multiple sourcing, day-to-day vs long range sourcing

#### Module II: The Sourcing Process

Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, Fundamental steps of the buying process, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and EProcurement, Reverse Auctions, Expanded role of global purchasing

#### Module III: Vendor Selection and Management

Vendor selection process, Evaluation of existing vendors, Developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing, Key supplier account management, Vendor relationship development, Vendor monitoring, Promoting SME suppliers.

#### Module IV: Cross functional Approach to Sourcing

Overview of material management function and supply chain alignment, Role of purchasing in supporting inventory objectives, Goals of Inventory Control, Hedging vs. Forward Buying, Risk management, matching supply with customer demand, managing inward logistics, Transportation modes and warehousing.

#### Module V: Issues in Sourcing

Legal, socio-cultural issues in international buying, Measurement of sourcing performance, Benchmarking in Retail Purchasing. Module VI: Latest Developments, Trends & Practices 20% Dealing with international suppliers, UNO and GATT conventions Environmental issues-Green Purchasing- Industry Best Practices

#### Text & References:

- Sollish, F. and Semanch, J. (2007), Strategic Global Sourcing: Best Practices, Wiley Publications
- Chartered Institute of Purchasing and Supply (CIPS), UK – Case Studies
- Chopra and Miendl (2003), Supply Chain Management: Strategy, planning and operation, Pearson Books
- Pooler, V.H. (1997) Purchasing and Supply Management: Creating the vision, Springer

### **Course Title: MALL MANAGEMENT**

#### Course Objectives:

The course contents provide a detailed outline of Malls and its design and retail components. Special emphasis is given to the practical aspects. The objective of the course is to impart skills necessary for taking up positions in Mall administration.

## Course Contents/Syllabus:

### Module I: Concept of Mall

Definition, Types and Genesis of malls, growth of malls globally, Diffusion of the concept to India, growth of malls in India, future trends and projections, advantages of mall over other retail formats, comparison of Malls in USA and India.

### Module II: Mall Architecture

A description of the various components of mall architecture and their significance like Facade, Atrium, Parking, circulation path and utilities.

### Module III: Handling a Mall project

Choosing the macro and micro locations, identifying the catchments, Deciding Tenant-mix and anchor tenant(s), concept planning and retail zoning, a comment on suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints.

### Module IV: Components of Mall Management

Concept and Tenant-Mix Planning, Lease Management, Marketing and Space Selling, Facilities & Utilities management, Security & Information Systems, Mall promotion & Events management.

### Module V: Latest Developments, Trends and Practices

Innovations at Mall in India, Use of Technology in Mall Management

#### Text

- Harvinder Singh, Srini R Srinivasan (2012), Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Pvt. Ltd

#### References:

- Levy & Weitz (2011), Retailing Management (5th ed), Tata McGraw Hill
- Burman & Evans(2011), Retail Management-A strategic Approach (8th ed), (Pearson Education)
- Paco Underhill (2007), Simon & Schuster ,Call of the Mall

## **Course Title: RETAIL SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

### Course Objectives:

It is the supply chains that competes, and not the companies in the present global market. More so in the retail sector where the profitability and competitiveness of a company is directly linked to the efficiency and responsiveness of the supply chain. The objective of this course is to develop an understanding of the strategic role of a retail supply chain and logistics management of its various components.

### Syllabus:

## Module I: Overview of Retail Supply Chain

Introduction to retail supply chain. Comparison with manufacturing supply chain. Essentials of retail supply chain management. Customisation in retail supply chain

## Module II: Supply Chain Issues of Various Retail Formats

Supplier Relationship Management and Sourcing Decisions. Pricing Dynamics and Dynamic Pricing in Supply Chain. Customer Relationship Management Process. Inventory Management. Communication and Inter-Functional Coordination

## Module III: Supply Chain Issues

Waste Elimination and Lean Thinking in Supply Chains. Supply Chain Balanced Score Cards. Managing Supply Chain Risks. Supply Chain Operations Reference (SCOR) Model. Use of IT applications in Supply Chain; Bullwhip Effect in Supply Chain

## Module IV: Strategic Retail Logistics Planning

Transportation, Ware housing, packing and unitization, containerization. Multimodal Logistics. logistics strategy, Implementation, assorted and space management. Reverse logistics and Managing Returns

## Module V: Retail Channel

Marketing Channels – structure and functions. Channel Design and Implementation – segmenting, targeting, and establishment of new channels or refining existing channels, identifying power sources, and channel coordination

## Module VI: Latest Development, Trends and Practices

Technological advancement in Supply Chain. Radio Frequency Identification its uses and benefits. Supply Chain Games

## Text & References:

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill • Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

## **Course Title: PRINCIPLES OF RETAILING**

### Course Objectives:

This course is designed to give a thorough idea about Retail practices in India and other parts of the World by integrating dynamics of Retail environment with the theoretical framework. It introduces the field of retailing, the basics of retail formats, the importance of building and maintaining retail stores.

Syllabus:

#### Module I: RETAILING

Concept, definition and functions. Evolution of retailing. Global retailing scenario, growth of retailing in India. Organized retailing in India: key drivers for growth and future prospects. Retail formats and their characteristics: Store formats-Supermarket, Department store, Hypermarket, The Mall, Discount store, Category Killers, Kiosks, Convenience store, Specialty store. Non-store formats- E-retailing, direct selling, Television Home shopping, Vending Machine retailing.

#### Module II: STORE LOCATION PLANNING

Levels of locations decisions, city selection, location options-High-street location, free standing location, Shopping center/mall location, site selection, factors affecting city, location and site location decisions. Store design and Layout: Exterior design components and their significance, Interior atmospherics, store layout and space planning, visual merchandising.

#### Module III: MERCHANDISING MANAGEMENT

Deciding the merchandise mix- variety, assortment, branding, quality, price points, factors affecting merchandise mix- budget constraint, space limitation, product turnover rates, stock replenishment, economic order quantity, Vendor identification and selection criterion, negotiating with vendors, category management.

#### Module IV: RETAIL PRICING & COMMUNICATION

Factors affecting pricing, developing a retail price strategy- retail objectives, deciding a pricing policy, price adjustments. Retail communication: concept of retail image, classification of the elements of retail communication mix, retail advertising- types, media decisions, retail sales promotion tools, personal selling, publicity, word of mouth.

#### Module V: RETAIL INFORMATION SYSTEM

Meaning, Data warehousing and mining, Electronic Data interchange (EDI), improved supply chain management, quick Response Delivery system, Universal Product Code (UPC), Point-of-sale Terminals, Radio Frequency Identification (RFID), Self-check-out systems.

#### Module VI: LATEST DEVELOPMENTS, TRENDS AND PRACTICES

Software used for designing Store Layout Smart Draw FDI in retailing-pros and cons, Impact of organized retailing on small grocery stores.

Text & References:

- Bajaj, Tuli & Srivastava, Retail Management- Oxford University Publications
- Ogden & Ogden, Integrated Retail Management- Biztantra Publications

- Gibson G Vedamani, Retail Management: Functional principles & practices- Jaico Publishing House
- Swapna Pradhan, Retailing Management, Tata –Mcgraw Hill Publications
- Berman & Evans, Retail Management: A strategic approach, Pearson
- Levy & Weitz, Retailing Management, Tata Mcgraw Hill

Any other Study Material:

- Retailer - Magazine
- Journal of Retailing
- Retail-Wall Street Journal
- Global Retail Development Index – AT Kearney

## **Course Title: RURAL POVERTY AND LIVELIHOODS PROMOTION**

### **Course Objectives:**

The purpose of the course is to educate the students about various aspects of poverty, government and other aspects of partners to eradicate poverty and role of rural managers in poverty eradication. This knowledge will help students in understanding the dimensions of poverty alleviation and livelihoods promotion as well as guide them to fulfill their professional obligations in near future.

### **Course Contents / Syllabus:**

#### Module I Basic Concepts

Poverty in India : Facts & Figures, Factors responsible for Poverty, Poverty Line: Concept & Implementation, Concept of Food Security, Salient Features of National Food Security Act 2013, Important Institutions: Rural Banks, DRDAs, Community Based Organizations

#### Module II Supportive Mechanism & services

Public Distribution System: Current Mechanism & Innovations by Tamilnadu, Chhattisgarh & Madhya Pradesh, Social Security Programme, Madhya Pradesh Samagra Samajik Suraksha Mission : Functions & Achievements

#### Module III Government Schemes

Self-Employment & Wage Employment Programs, NABARD and SHG Bank Linkage Programme, Deendayal Antyodaya Yojana- National Rural Livelihoods Mission & its Achievements, MGNREGA: Objectives & Provisions, Mission Antyodaya

#### Module IV Livelihoods Aspects

Livelihood: Conceptual framework, Farm and Non-Farm means of livelihood generation, Socio-economic conditions related to Rural Livelihood, Livelihood promotion, Factor & Demand Conditions, 3M Methodology, Triangulation exercise, 3E exercise to short list livelihood options,

Module V Latest Developments

Aajeevika Missions in different states: Core Areas of Interventions and Achieved Benefits, Skill development Programs and their impact towards employment, Innovative Income generation activities

### **Text & References:**

- Radhakrishnan, R. & Ray, Shovan. (2006). Handbook on Poverty, Perspective Policies and Programmes, Oxford University Press,
- Bhatt, M.S. (2004). Poverty and Food Security in India: Problems and Policies, Aakar Books, New Delhi
- Sharma, Vipin (2013). State of India's Livelihoods Report 2012, Sage Publication, New Delhi
- World Bank, ( 2011). Perspectives on Poverty in India, Washington, US
- Deaton, A., and V. Kozel. 2005. The Great Indian Poverty Debate. New Delhi: Macmillan.
- Sundaram, K. 2007. "Employment and Poverty in India, 2000–2005." Economic and Political Weekly, July 28.

### **Course Title: CSR PRACTICES IN RURAL AREAS**

Course Objectives:

The objective of the course is to provide the knowledge about the conceptual framework of Corporate Social Responsibility and its different models as well as to showcase the importance of CSR as management of a company's impact on its stakeholders, the environment and the community in which it operates. Also CSR practices /initiatives will be discussed to provide students a grassroots level perspective of the course.

### **Course Contents / Syllabus:**

Module I- Concept and Framework

Business ethics and responsible business, Introduction to corporate social responsibility & Corporate Philanthropy, Concept of Universal Human Rights & Guidelines for Companies, Creating CSR framework

Module II- Models of Corporate Social Responsibility

Models of Corporate Social Responsibility: Trusteeship, Stakeholder, Ethical model, Statist model, Liberal model, Contemporary approach on Corporate Social Responsibility

Module III- Development Issues and CSR



CSR and Inclusive development, Development Issues: Sustainability, Environment issues, Social and Cultural Factors of business in sensitive areas of business, Integrating Triple Bottom Line Measures in CSR

#### Module IV- Legal Norms & Successful Interventions

CSR-from theory to practice, Legal Provision for CSR in Company Act 2013, Indian Corporate scenario: Current practices and emerging perspectives on Corporate social Responsibility, Successful CSR interventions in rural areas

#### Module V- Key Relevant Aspects

Corporate Responsibility, Accountability and Sustainability, Sustainable Development Goals and Role of Business, Community Investment and CSR Intervention's Future

#### **Text Readings:**

- Chatterji, Madhumita. (2011). Corporate Social Responsibility, Oxford University Press
- Samli, Coskun. (2001). Social Responsibility in Marketing, Quorum Books
- Mandal, B. N. (2011). Corporate Social Responsibility In India, Global Vision Publishing House

#### **References:**

- Crane, Andrew., Matten, Dirk. & Spence, Laura J. (2007). Corporate Social Responsibility: Readings and Cases in a Global Context, Routledge
- Porter, M.E., Kramer, M.R. (2002). The Competitive Advantage of Corporate Philanthropy. Harvard Business Review, December, 5- 16.

#### **Additional Reading Material:**

- Pushpa, Sundar. (2000 Journals). Beyond Business, Tata Mcgraw Publication, New Delhi
- Steve, May., Cheney , George. & Roper, Juliet. (eds.) (2006). The Debate over Corporate Social Responsibility. Oxford: Oxford University Press

### **Course Title: RURAL MICRO FINANCE MANAGEMENT**

#### Course Objectives:

This course will intend to expose students in the area of rural credit and finance. This course will help students comprehend complex dynamics pertaining to micro finance services and role of SHGs in spearheading micro-finance in India.

#### **Course Content/Syllabus:**

Module I: Introduction to Micro – finance

Micro-Finance: Definitions, Scope & Assumptions, Types of Microfinance, Overview of Microfinance Industry, Credit Delivery Methodologies, SHG concept, origin, Formation & Operation of Self Help Groups (SHGs), Joint Liability Groups (JLG), SHG-Bank Linkage Model and GRAMEEN Model: Achievements & Challenges,

## Module II: Institutional Mechanism

Microfinance Institutions (MFIs): Constraints & Governance Issues, Institutional Structure of Microfinance in India :NGO-MFIs, NBFC-MFIs, Co-operatives, Banks, Microfinance Networks and Associations; Business Correspondents and Business Facilitators

## Module III: Products & Services

Microcredit and saving products, Micro-Insurance services, Micro-Leasing services, Money Transfer Services (Remittances), Non-financial Services, Some innovative and creative Microfinance Models, JAM (Jandhan, Aadhar and Mobile) Model and its Achievements

## Module IV: Legal & Regulatory Framework

RBI and it's directives for Microfinance, Voluntary mechanism of MF governance, Problems faced by MFIs, Existing Legal Provisions regarding MFIs, Salient Features of Draft legislation on Microfinance Services

## Module V: Emerging Trends

Mudra Yojana : Introduction, Salient Provisions and Impact, Services with Livelihoods Approach, Role of Technology in Microfinance Delivery, Successful Ventures (Bandhan, Sewa etc.)

### **Text Reading:**

- Indian Institute & Finance,(2009) Microfinance Perspectives & Operations, Mumbai, Macmillan India
- Dutt, Ruddar. & Sundharam, K. P. M. (2013) Indian Economy, S. Chand & Company

### **Reference**

- Karmakar, K. G. (2008). Microfinance in India, Sage Publication

### **Additional Reading**

- Srinivasan, N. (2012) Microfinance India : State of the sector Report 2011, Sage Publication
- Puhazhendhi, Venugopalan. (2013). Microfinance India : State of the sector Report 2012, Sage Publication

## **Course Title: FUNDAMENTALS OF RURAL MANAGEMENT**

### **Course Objectives:**

The purpose of the course is to educate the students about various aspects of rural management and its importance in today's scenario. To improve business prospects in rural areas, it is very important to understand the prevailing conditions and emerging trends at grassroots level. This knowledge will help students in professional life to manage their professional assignments efficiently.

### **Course Content /Syllabus:**

Module I: Basic Concepts

Rural Management: Introduction, Scope & Importance, Rural Entrepreneurship: Concept & Characteristics, Rural Infrastructure and its challenges, Development Interventions and Flagship Programs, Farm and Non-Farm means of livelihood generation, Livelihood promotion in rural areas, Factor & Demand Conditions,

#### Module II: Rural Business Operations

Profiles of Rural customers and their Characteristics, Rural Business & Its Contribution towards Entire Business Volume, Rural Industries and its challenges, Khadi & Village Industries Corporation : Schemes and Interventions, Basics of Rural Marketing, Rural marketing Challenges & Opportunities

#### Module III: Stakeholders of Rural Management

Stakeholders of Rural Management: Companies operating in Rural Areas, Rural Banks, Microfinance Service Providers, Development Organizations, Cooperatives, Panchayati Raj Institutions at three levels, District Rural Development Authorities, NABARD, CAPART, District Industry Center

#### Module IV: Corporate Social Responsibility Initiatives

Corporate Social Responsibility: Concept & its relevance, Inclusive development: A Case for CSR (Sustainable Development Goals and Role of Business), Legal Provisions for CSR, Successful Initiatives of CSR

#### Module V: Emerging Trends

RURBAN Mission: Introduction and Impact at grassroots level. Digital services and Common Service Centers, Rural Credit : Jandhan and Mudra Scheme, Microfinance and IT Services and its Benefits to poor

#### Text Readings :

- Indian Institute & Finance, Mumbai.(2009). Microfinance Perspectives & Operations, Macmillan India
- Mandal, B. N. (2011). Corporate Social Responsibility In India, Global Vision Publishing House
- Radhakrishnan,R. & Ray, Shovan (2006). Handbook on Poverty, Perspective Policies and Programmes, Oxford India Press

#### References:

- Bhatt, M.S. (2004). Poverty and Food Security in India: Problems and Policies, Aakar Books, New Delhi
- Soundarapandian, M. (2004) Rural Industrialization: Problems and Prospects, Anmol Publications
- Mishra, Ravindra Kumar. (2012). Rural Industrialization: Problems and Prospects, Avon Publications

**Course Title: Rural Marketing**

## Course Objectives:

Rural markets represent a substantial portion of the Global Marketplace. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products. The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamic involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.

## Course Content/Syllabus:

### Module I- Rural Marketing - An Overview

Rural Marketing an Overview. Principles of Marketing as Relevant to Rural Marketing. Evolution of Rural Marketing, Rural Marketing Mix. Rural Economy. Profiles of Urban & Rural customers and Differences in their Characteristics, Rural Consumer Behavior. Agricultural Marketing: Marketing of Agricultural Produce, Agricultural Inputs

### Module II- Rural Environment & Rural Retailing

Rural Environment. Rural Market Strategies with special reference to Segmentation , Targeting and Positioning. Innovation for Rural Market. Products and Services in the Rural Markets. Channels of Distribution and Trade Management, Rural Retailing

### Module III- Rural Communication and Pricing

Rural Communication and communication strategies for rural market. Advertising and Sales Promotion Strategies. New Product launch Techniques for Rural Markets. Pricing in Rural Markets

### Module IV- Rural Market Research & Rural Sales Management

Rural Market Research. Market Information System. Sales Management Practises. Training, Motivation. Sales Quota Strategies

### Module V- Emerging Trends in Rural Marketing

Social Marketing: Corporate Social Responsibility in Rural Markets. The Future of Rural Marketing in India. Rural Marketing of financial Services. Rural Marketing of Consumer Durables Rural Marketing of FMCG Products. Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC eChoupal, HUL Project i-Shakti, DCM Haryali, Godrej Aadhaar

## Text:

- Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers. ISBN: 978-81-317-6035-2
- Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill. ISBN: 81-7992-085-2

- Krishnama charyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN:978-81-317-322

#### Journals:

- International Journal of Rural Management
- Journal of Rural Studies
- The Rural Marketing Journal
- Agricultural Marketing
- Rural Sociology

### **Course Title: FAMILY BUSINESS MANAGEMENT**

#### Course Objectives:

- To addresses the understanding of family business and the unique situations that family businesses face.
- To understand the governance issues and conflict in family business
- To understand the growth and sustainability of family business
- To know the role of non family members and succession planning

#### Course Contents/Syllabus:

##### Module I Introduction

Overview of the family business. Effective governance and the family business, Issue of ownership and conflict in family. Capital structure of closely held business and family business, cash, growth. Issues and challenges in family business and closely held family business.

##### Module II Developing Effective Governance

Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioral issues in closely held and family owned business & managed business. Conflict management and transition in family business

##### Module III Growth Strategy

Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team of advisors, board of directors and corporate governance.

##### Module IV Succession Planning

Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions

##### Module V Future Prospects

Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business

Text book:

- Dutta Sudipt (1999), Family Business in India, Response books

References book:

- Kelin E. Gersick, John A. Davis, Marion McCollom Hampton, Ivan Lansberg, Generation to Generation: Life Cycles of the Family Business

Any other Study Material:

- Amity Business Journal (ABJ)
- Emerald emerging market case studies (EEMCS), Emerald
- Family Business Review (FBR), Sage
- Harvard Business Review (HBR)
- International Journal of Entrepreneurship & Innovation (IJEI), IP Publishing
- International Journal of Globalisation and Small Business (IJGSB), Inderscience
- Journal of Business Venturing (JBV) - Elsevier
- Journal of Chinese Entrepreneurship (JCE), Emerald
- Journal of Entrepreneurship in Emerging Economies (JEEE), Emerald
- Journal of Family Business Management (JFBM), Emerald
- Journal of Family Business Strategy (JFBS), Elsevier
- Journal of Small Business Management (JSBM), Blackwell Publishing
- SIU Journal of Management, Shinawatra International University, Thailand
- Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald
- World Review of Entrepreneurship Management and Sustainability Development (WREMSD), Inderscience

## **Course Title: ENTERPRISE GROWTH AND SUCCESSION**

Course Objectives:

The course focuses on turning a small business into a successful and professionally managed organization along with managing the succession process. This course will focus on the challenges of building, managing and enduring a successful organization or renewing the vitality of an existing organization. The focus of this course is to learn how to use theories of entrepreneurship, strategy, family business, innovation and management to understand ways to grow an existing business. It also strives to make the students understand what management tools, strategies and methods “will” and “will not” be effective in the growth objectives. Conclusively, the course will help in analysing the issues concerning growth strategies and succession planning.

Course Contents/Syllabus:

Module I Introduction

Scope, focus, and requirements of managing a small emerging enterprise. Motivation and desire to expand. Identifying and building on opportunities to grow the business

Module II Setting Direction for Growth

Changing goals, roles and responsibilities and setting the direction. Desire for growth and ability to manage the growth. Choosing Growth Strategies, Expansion, Diversification, Merger, Acquisition and Franchising. Entrepreneurs and managers: concept of organizational life cycles; family business issues.

### Module III Valuation of Business

Placing a value on a business and why it matters in entrepreneurship. Approaches to valuation: quantitative and qualitative issues, structuring the deal. Negotiable terms and negotiating issues, purchasing a business.

### Module IV Harvesting the Business

Choosing your exit strategies. Successful exit routes. Harvesting firm's value. Process and results, Succession planning for business

### Text

- Vega Ronaldo F. Evolution, games, and Economic behavior (OUP, 1996) (ISBN0198774737) (O) (222s).
- Friedman J.W. Oligopoly Theory (CUP, 1983) (ISBN 9780521282444) (T) (256s)\_GC\_djvu
- Das S.P. Microeconomics for Business (Sage, 2007) (ISBN0761935924) (O) (373s)\_GC.

### References:

- Chell, E. Haworth, J.M & Brearley, S. S, (1991), The Entrepreneurial Personality: Concepts, Cases and Categories, London: Routledge
- Drucker, P., (1985), Innovation and Entrepreneurship, Heinemann
- Holt H.,D., (2005), Entrepreneurship New Venture Creation, Prentice-Hall
- Kao, J., (1995), Entrepreneurship, Prentice-Hall
- Kuratko F. Donald and Hornsby S. Jeffery, (2009), New Ventures Management, Entrepreneur Road Map, Pearson Education.
- Morris, Kuratko, & Covin, (2001), Corporate Entrepreneurship & Innovation, published by Thomson.
- R.. Baron and S. Shane, (2004), Entrepreneurship: A Process Perspective, Thomson/Southwestern.
- Timmons A. Jeffrey and Jr. Stephen Spinell, (2009), New Ventures Creation; Entrepreneurship for the 21st Century, McGraw Hill.

### Journals

- Amity Business Journal (ABJ)
- Business Strategy and the Environment (BSEVEM), Interscience-Wiley
- Emerald emerging market case studies (EEMCS), Emerald
- Family Business Review (FBR), Sage
- Foundations and Trends in Entrepreneurship (FET), Now Publishers
- Harvard Business Review (HBR)

## **Course Title: Creating and Managing New Businesses in Emerging Markets**

### Course Objectives

The objective of the course is to provide a fundamental understanding of the underlying dimensions of creating and managing a new business in an emerging market. The student will first be made aware as to what is meant by emerging markets. The course will also provide a practical guide on how to create a new business in emerging markets and how to manage it in a competitive context. The objective of the course will be fulfilled by a combination of lectures, case studies and interactions with relevant experts from the industry.

### **Course Contents/Syllabus:**

#### Module I: What are emerging markets?

Definition of emerging markets. Description of BRICS countries (Brazil, Russia, India, China) MIKT as next four Largest Markets (Mexico, Indonesia, South Korea & Turkey). ASEAN-CHINA Free Trade Area as a regional emerging market

#### Module II: Business opportunities in emerging markets?

PESTEL Analysis of individual countries in emerging markets (Political, Economic, Social, Technological, Legal & Environmental factors.). Newer Business Models in emerging markets Increasing opportunities for profitable trade and investment in emerging markets.

#### Module III : Specific countries in the emerging markets and their characteristics

Scanning the business environment of emerging markets. SWOT analysis of emerging markets

Demographic characteristics of individual markets like gender, age, ethnicity, knowledge of languages, mobility, home ownership, employment status, religious belief or practice and income level. Regulatory factors in individual countries like acts of parliament and associated regulations, International and national standards and, local government by laws and mechanisms to monitor and ensure compliance with these.

#### Module IV : Market Mechanisms in emerging markets

How to capitalize on enormous opportunities for emerging markets. Develop market mechanisms where none exist. Develop enduring concepts that shape the practice of management in BRICS countries.

#### Module V : Business Plan specific to emerging markets

Developing management and strategy in emerging markets. How to size an emerging market. Assessing the market from several angles to approximate potential market share. Looking at competitors, customers, market factors and case studies. Creating a business plan suited to each individual country in emerging markets.

### **Text :**

- Hisrich R.D. , & Peters M (2012) *Entrepreneurship*, 9<sup>th</sup> Edition McGraw Hill Education
- Roy, R (2012) *Entrepreneurship*, 2<sup>nd</sup> Edition Oxford University Press



- Holt, D Entrepreneurship *New Venture Creation* 4<sup>th</sup> Edition PHI

### References:

- Kotler & Armstrong (2004) *Principles of Marketing* 10<sup>th</sup> Edition Pearson Education
- Drucker, P.F. Kotler & Armstrong (2004) *Principles of Marketing* 10<sup>th</sup> Edition Pearson Education
- Kotler & Armstrong (2004) *Principles of Marketing* 10<sup>th</sup> Edition Pearson Education

### Journals:

- Emerald Emerging Market Case Studies, Emerald
- Journal of Entrepreneurship in Emerging Economies , Emerald
- Harvard Business Review
- International journal of entrepreneurship and innovation
- International Journal of Emerging Markets, Emerald Insight
- Global Journal of Emerging Market Economies, Sage Publications
- International Journal of Entrepreneurship & Innovation (IJEI), IP Publishing
- International Journal of Strategic Business Alliances (IJSBA), Inderscience

## Course Title: CREATIVITY & INNOVATION IN BUSINESS & ENTREPRENEURSHIP

### Course Objectives:

This course is designed to introduce the student to the practices necessary to stimulate and manage innovation in a business. Students will be given frameworks and methods for designing, developing, and implementing innovation in real work situations. The aim of the course is to provide the perspective and skill base necessary to manage innovation-focused projects, people, and ventures. This course will help in developing creative problem-solving skills to identify emerging opportunities and challenging conventional wisdoms. The creative and innovative solutions that come from interactive learning experiences are examined for their ability to be successfully exploited as innovations, in the competitive market.

### Syllabus

#### Module I Introduction to Innovation

Defining innovation and its relevance. Need and importance of innovation, types of innovation, innovation v/s invention. Lateral & horizontal technique of innovation. Need for Creativity and Innovation in start-ups and existing organizations. Drivers to Innovation; Barriers and Challenges to Innovation. Game changer

#### Module II Idea Generations

Creativity & Innovation. Nature of Creativity: Person, Process, Product and Environment. Generation of ideas, Capturing & Processing of thoughts. Methods for generating and evaluating creative ideas including brainstorming, mapping, metaphors, networking, intuition, judgment and imaging

### Module III Idea Conversion

Evaluating ideas, conversion and implementation of ideas. Business Dimension of Innovation and nature of Innovation. Making the Idea a reality, Connecting the dots, Lasting & differentiating leadership, motivation & success

### Module IV Models of Innovation

Static and dynamic models of Innovation, Incremental versus Radical innovation. Abernatty-Clark Model, Henderson Clark Model. Disruptive Technological Changes

### Module V Managing Creativity and Innovation

Assessing Personal Creativity and Ability to Innovate. Enhancing Creative and Innovative Abilities. Entrepreneurial Tools for Creativity and Innovation—Exploring the Intersection, Developing and Contributing to a Creative-Innovation Team. Evolving a Culture of Creativity and Innovation in Organizations

Text:

- The Seed of Innovation, Dundon E, PHI, ISBN: 978-8120332683
- Getting to Innovation, VanGundy A.B., PHI, ISBN: 978-8120335782

References:

- Sharma, Apoorv and Joshi, Manoj and Shukla, Balvinder, Is Accelerator an Option? Impact of Accelerator in Start-up Eco-System! (May 19, 2014). Available at SSRN: <https://ssrn.com/abstract=2438846> or <http://dx.doi.org/10.2139/ssrn.2438846>
- Joshi, Manoj and Shukla, Balvinder, A Perspective of Innovation in Entrepreneurial Firms (July 28, 2014). Available at SSRN: <https://ssrn.com/abstract=2442757> or <http://dx.doi.org/10.2139/ssrn.2442757>
- Research on Innovation: A Review and Agenda for Marketing Science, Hauser J, Tellis G J, Griffin A, Marketing Science Vol 25, No. 6, November- December 2006
- Disruptive Innovation for Social Change, by Christensen C M, Baumann H, Harvard Business Review, December 2006

### **Course Title: PRINCIPLES AND PRACTICES OF LIFE INSURANCE**

**Course Objectives:** This Course aims at familiarizing the students with the Principles and practices of Life Insurance starting from designing of product to settlement of claim. This includes both theoretical and practical inputs on all functions/ operations carried but by Life insurance companies.

Course Contents/Syllabus:

<b>Module I</b>
<p><b>Life Insurance Industry:</b> Historical perspective of life insurance, insurance Companies as business organizations &amp; as financial Intermediaries, role of life Insurance in the economy; determining appropriate distribution system.</p>
<b>Module II</b>
<p>Descriptors/Topics Risk &amp; insurance</p> <p>Introduction to concept of Risk, Management of Risk, Risk and Insurance, Risk differentiated from peril etc. Concept of insurable interest, Insurance Contract, definition , essentials &amp; need for insurable interest</p>
<b>Module III</b>
<p>Descriptors/Topics</p> <p><b>Utmost Good Faith (Uberima Fides)</b> Legal background of insurance contract , types of Contracts, essentials of a contract, insurance contract vis-a-vis general contracts, principle of Utmost Good Faith (Uberima Fides), reciprocal duty, material facts, duration of duty, breach of duty of Utmost Good Faith, misrepresentation, non-disclosure, void &amp; voidable Contract, Indisputability of policy</p>
<b>Module IV</b>
<p>Descriptors/Topics</p> <p><b>computation, Calculation &amp; Types of Premiums</b> Premium – First Premium/ First year Premium/ Renewal Premium Level Premium, Net Premium, Gross Premium Divisible Surplus Calculation of premium – Practical Exercises</p>
<b>Module V</b>
<p><b>Insurance Documentation</b> Proposal, FPR, Policy, Renewal Notice, Renewal Receipt Legal basis of Documentation <b>Insurance Products &amp; Riders</b> Term, Pure Endowment, whole life, Combination Plans, Annuities Children Self study, Deferred Plans, linked &amp; Non-linked Plans &amp; Riders</p>
<b>Module VI</b>
<p><b>Policy Conditions</b> Premium Payment, Non-forfeiture Regulations, Lapsation of Policies, Revival of Policies, Assignment, Nomination, Loan, Surrender, Suicide Clause, Foreclosure, Dividend options, Settlement options, Free look Period etc</p>
<b>Module VII Administering Claims</b>
<p>Overview of claim function, Types of claims, Maturity Claims, Survival Benefit Payments, Death Claims, Non-early claims, Early Claims, Claim-decision Process, Claim Investigation, Disputed Claims, Claim Repudiation, Calculation of Claim Amount.</p>

Course Learning Outcomes (CLOs):

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

1. To explain economic & legal basis of life insurance & its need for ensuring social security.
2. **To interpret principles and practices of life insurance.**
3. **To design the processes & procedures in vogue in a life insurance office from designing a product to final settlement of claim to the policy holder.**
4. **To appraise the different types of claims in a life insurance company**
5. **To compare different types of insurance products in India**
6. **To analyze & understand typical problems faced in an insurance office.**

**Course Title: PRINCIPLES AND PRACTICES OF GENERAL INSURANCE**

**Course Title: MOTOR INSURANCE & UNDERWRITING**

**Course Objectives:** This course has been designed to acquaint the students with the concept, process, practices, tariff and legal provisions of Motor vehicle Insurance based upon Motor Vehicle Act, 1988

<b>Module I</b>
Introduction and history of Motor Insurance, application of basic Principles of Insurance
<b>Module II</b>
Types / classification of vehicles, legal necessity of Third Party Insurance
<b>Module III</b>
Motor Policies – Private vehicles and commercial vehicles – Package Policy, Liability only policies – Motor Trade Policies – coverage, exclusions and policy conditions
<b>Module IV</b>
General Rules and Regulations applicable to conduct of Motor Insurance, related provisions of M.V. Act, 1988, Rating and premium calculation – present scenario
<b>Module V</b>
Motor underwriting & documents
<b>Module VI</b>
Claims – Own damage, documentation, Survey and calculation of claim amount Claims - Third Party – M.A.C.T., Lok Adalat, Jald Rahat Yogna, Solatium Fund – Case Studies

**Course Learning Outcomes (CLOs):**

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

- 1) To understand, comprehend and interpret the concept of Motor Insurance
- 2) To recognize the importance of Motor Insurance for the industries.
- 3) To implement the Fire Insurance underwriting process by demonstrating the Motor Insurance competencies.
- 4) To process and settle the claims of Motor Insurance
- 5) To formulate strategies to help his unit/organization achieve their goals.

**Course Title: Fire and Consequential Loss Insurance**

**Course Objectives:** This course aims imparting understanding to the students of various aspects of Fire Insurance like coverage, exclusions & conditions of fire policy, rating, underwriting considerations of fire business including claims settlement aspects and procedures.

<b>Module I : Introduction</b>
Meaning of fire; Types of losses covered; Fire Triangle; History – Scenario prior to detariffication
<b>Module II: Application of Basic Principles</b>
Related provisions of Contract Act; Principles of Utmost Good Faith; Insurable Interest; Proximate Cause; Indemnity, Contribution & Subrogation
<b>Module III : Standard Fire &amp; Special Perils Policy</b>
Perils Covered; General Exclusions; Policy Conditions
<b>Module IV : General Rules &amp; Regulations</b>
Rules & Regulations for conducting fire Insurance
<b>Module V: Special Policies and Clauses</b>
Declaration Policy, Floater Policy, Declaration – cum Floater Policy, Reinstatement Value Policy
<b>Module VI: Rating</b>
Familiarizing with rates applicable to different types of Risks; Premium Calculation (Sec. III, IV)
<b>Module VII: Add-on Covers</b>
Forest Fire; Earthquake; Spoilage Material Damage; Omission to insure additions, alterations or extensions; Loss of rent etc
<b>Module VIII: Drafting of Policy and Endorsement</b>
Underwriting aspects and considerations for underwriting proposals
<b>Module IX: Claims Procedural Aspects</b>
Duties of the Insured, Rights of Insurers, Warranties, Payment of Ex-Gratia claims, Calculation of claim amount; Breach of Warranty;
<b>Module X: Consequential Loss Insurance</b>
Introduction–Various definitions – Coverage; Calculation of claim amount

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

- 6) To understand, comprehend and interpret the concept of Fire Insurance.
- 7) To recognize the importance of Fire Insurance for the industries.
- 8) To implement the Fire Insurance underwriting process by demonstrating the Fire Insurance competencies.
- 9) To process and settle the claims of Fire Insurance
- 10) To formulate strategies to help his unit/organization achieve their goals.

## Course Title: HEALTH INSURANCE

**Course Objectives:** This course basic objective is to imparting understanding to the students of various aspects of Health Insurance concept, types of covers available. To familiarize the student with underwriting process, fraud causes, effects and remedial measures, role of third party administrators in health insurance claims settlement.

### Course Contents/Syllabus:

<b>Module I Introduction of Health Insurance</b>
Meaning, Concept, history, current scenario and future of Health Insurance in India, Health Insurance regulation in the Indian Context- Health Insurance regulations (2013 & 2016), Definition of common terminologies. New developments in Health Insurance in India, digital distribution channel in health insurance.
<b>Module II Health Insurance Products in India</b>
Various polices issued in Health Insurance- Concept and features of Mediclaim – Individual and Family floater, Overseas Mediclaim policy, Disease Specific products, Government Sponsored Health Insurance Scheme in India- RSBY & Ayushman Bharat., Critical illness policy. Health Insurance proposal form, policy clauses, Preventive care and wellness program.
<b>Module III Health Insurance Underwriting</b>
Need for underwriting, Risk identification, Risk classification, evaluation and risk management in health insurance ,Underwriting medical risk factors, Methods of underwriting- judgement and numerical rating methods, underwriting manuals, Financial underwriting and medical underwriting, tele underwriting, Genetic Underwriting, Role of IT in health insurance underwriting, Portability benefit.
<b>Module IV Role of Third Party Administrator and Group health Insurance</b>
Regulations of IRDAI (TPA – Health Services Regulations), 2001. Scope of relationship between insurer and TPA. TPA’s relationship with customers and hospitals for effective claim settlement. TPA role in claim settlement and reducing frauds, Current scenario and future of TPA in India. Group Health Insurance Guidelines.
<b>Module V Claims Management</b>
Intimation, admissibility, payment procedure and documents required for claims settlement in health insurance. Role of different stakeholders in claim settlement process in health insurance. Reasons and solution for high claim ratio, Role of IT in health insurance claims management.
<b>Module VI Health Insurance Frauds and Customer Service in Health Insurance</b>
Fraud and abuse in health insurance, Classification of frauds, Stages of frauds in health insurance, parties involved in frauds, triggers, causes, effects and remedial measures to control fraud. Customer protection, Expectations and drawbacks in customer service, Grievance redressal.
<b>Module VII Beyond Classroom</b>
A student centric module which opens opportunities for the students to bring to the class room the current happening in the Insurance Industry from various sources including regulator, consultants firms, websites of insurance companies, conferences, IRDAI Annual report, etc.

Course Learning Outcomes (CLOs):

After successful completion of the course, students will be able:

- 1) **To interpret the concept of principles and practice of Health Insurance**
- 2) **To compare the different types of health insurance policies.**
- 3) **To discuss the types and process of health insurance underwriting.**
- 4) **To explain the working of TPA with reference to claim settlement procedure in Health insurance.**
- 5) **To identify the types, causes, effects and remedial measures to control health insurance frauds.**
- 6) **To discuss grievance redressal mechanism in health insurance**

## **Course Title : .FUNDAMENTALS OF PETROLEUM EXPLORATION**

### **Course Objective:**

This course aims to:

- **support student in the Oil and Gas industry,**
- **let the students learn the fundamentals and language of petroleum exploration**
- **know about drilling and production, which enhance their knowledge in this industry.**

### **Learning Outcome:**

- **After completion of the course student will be know about:**
- **the Hydrocarbon Petroleum Exploration method,**
- **Geological Structures for Petroleum Entrapment,**
- **Geographical Surveys and Oil well drilling operation, which equip the student with necessary knowledge to enter in petroleum industry**

## **Syllabus**

### **Module-I**

Introduction to Petroleum Exploration, Nature of Petroleum, Physical Properties of Petroleum, New Exploration Licensing Policy (NELP), Case Study

### **Module -II**

Origin of Petroleum, Hydrocarbon Generation, Unconventional Oil and Gas, Gas Hydrates, Case Study

### **Module -III**

Migration, Accumulation of Hydrocarbons, Reservoir, Geological Structures for Petroleum Entrapment, Case Study

### **Module -IV**

Geological Methods and Remote Sensing, Geochemical Methods, Geographical Surveys, Methods of Seismic Surveys, Case Study

### **Module -V**

Introduction to Oil Well Drilling, Drilling Operations, Formation Evaluation, New Evolving Technologies, Case Studies

### **Texts and References:**

- Norman, J. & Ph. D. Hyne, Non-technical Guide to Petroleum Geology, Exploration, Drilling, & Production, 3rd Edition, PennWell Corp., 2012
- Sahay, Petroleum Exploration and Exploitation Practices, Allied Publishers, 2001
- Dasgupta, Shivaji N. and Aminzadeh, Fred, Geophysics for Petroleum Engineers, Volume 10 (Handbook of Petroleum Exploration and Production), 1st edition, Elsevier Science, 2012
- Dr. Bommer, Paul M., A Primer of Oilwell Drilling, 7th Edition, The University of Texas at Austin –
- Petroleum Extension Service, 2008

### **Course Name: FUNDAMENTALS OF OIL & GAS BUSINESS**

#### **Course Objective:**

The aim of this course is to:

- **develop understanding of Oil & Gas business in World.**
- **let the students focus on the oil & gas dynamics in India and will explain the value chain in detail.**

#### **Learning Outcome:**

After completion of this unit, the students will be aware of the following topics:

- **Concept of petroleum, its constituents and their significance**
- **Common concepts, definitions and terminologies used with respect to oil and gas**
- **Units Specifically used in Oil and Gas Industry**
- **Trends on prices and business cycles**
- **Strategies being adopted by major companies for competitiveness and to overcome Troughs in the business cycles**
- **Trends on innovation and emerging technologies**

### **Syllabus**

#### **Module-I**

Basic Concepts, Crude Oil and Natural Gas Concepts, The Macro-system, The Indian Perspective, Case Study

#### **Module -II**

The Exploration of Oil, Production Methods, Onshore Oilfield Processing, Offshore Oilfield Processing, Case Study

#### **Module -III**

Gas Processing, Liquefied Natural Gas (LNG), Petroleum Refining, Refinery Requirements, Case Study

#### **Module -IV**



Distillation in Refineries, Petrochemical Industry, Production of Petrochemicals, Transportation of Oil, Gas and Products: Pipelines, Case Studies

### **Module -V**

Transportation of Oil, Gas and Products: Other Modes, Health, Safety and Environment, IT Applications in Hydrocarbon Industry, Economics and Technology Trends, Case Study

#### **Text & References:**

- **Wiegth, FUNDAMENTALS OF OIL AND GAS ACCOUNTING 3ED - Penwell**
- **Sanjoy Chand, Petroleum Pipelines - A Handbook for Onshore Oil and Gas Pipelines, Cambridge University Press India**
- **Joseph Hilyard, THE OIL & GAS INDUSTRY : A NONTECHNICAL GUIDE, Pennwell Books**
- **Will Pettijohn P. E. C., Oil & Gas Handbook: A Roughneck's Guide to the Universe, BERTRAMS PRINT ON DEMAND**
- **Chris Termeer, Fundamentals of Investing in Oil and Gas, Chris Termeer Publishing**
- **Inkpen, THE GLOBAL OIL & GAS INDUSTRY MANAGEMENT, STRATEGY AND FINANCE, PENWELL**

**Course name : PROJECT MANAGEMENT(OEDL334)**

#### **Course Objective:**

Project Management is a broad multi-level activity. The objectives of this course are

- **To provide a thorough understanding of its various essentials to the student.**
- **To implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.**

#### **Learning Outcome:**

At the completion of the course, the student should be able to

- **Apply criteria of selection for identification of a project and carry out a rational appraisal.**
- **Do project planning and be familiar with project control systems.**
- **Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.**

### **Syllabus**

#### **Module I: Context of Project Management**

Concept of Projects, Project Management, importance; Project Goals, Functions; Categories of Projects, Phases of Projects, Life Cycles, Project initiation, Project Identification.

#### **Module II: Project Analysis and selection**

Detailed Project Report, , market & Demand Analysis, Technical Analysis Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Project appraisal criteria, Risk Analysis, Social Cost Benefit Analysis.

#### **Module III: Project Financing and Implementation**

The concept of the lead institution, Financing Projects, Project Management , Cost Estimation, Cost , PERT/CPM for Project Scheduling & Resource Allocation & Leveling .

#### **Module IV: Project Review and Control**

Control Process, Cybernetic controls, Cost Controls, Post controls; Project Quality Control; Performance Evolution, Project control system.

### **Module V: Project Evaluation**

Evaluation of Project, Impact Analysis Project Auditing, Project Termination, Abandonment Value Analysis.

#### **Text & References**

- Gray & Larson (2008), Project Management, Tata McGraw-Hill
- Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals)
- Kerzner (2008), Project Management, John Wiley
- Kloppenborg (2009), Contemporary Project Management, Cengage.
- Maylor (2008), Project Management, Pearson India
- Meredith, Mantel, (2008), Project Management, Wiley India
- Nagarajan (2008), Project Management, New Age Publishers
- Nicholas and Steyn (2008), Project Management for Business, Engineering, & Technology, Elsevier India
- Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, Delhi

### **Course name: PETRO ECONOMICS**

#### **Course Objectives:**

This course aims to develop:

- **Information and expertise across the E & P spectrum**
- **Clear understanding of concepts such as cash flow analysis, organisational challenges, price forecasting, cost drivers and risk management**
- **Discuss major events and developments in the history of the petroleum industry, and the development of the price of oil up until today**

#### **Learning Outcomes:**

- **On the successful completion of this course, students would be able to:**
- **Contribute to planning for field development and operation, and to impact studies of petroleum fields**
- **Be familiar with the global markets for oil and natural gas and their organisation**
- **Formulate and analyze simple economic models of resource depletion and market competition**
- **Explain how local, regional and global policies and institutions affect energy markets and prices**

### **Syllabus**

#### **Module I**

Introduction to Petro Economics, Global Trends in Oil Industry, Indian Oil Industry Exploration and Production, New Explorations and Licensing Policy, Case Study

#### **Module II**

Indian Oil Refining, Deregulation (Oil and Natural Gas, Indian Oil Industry Marketing, Growth and Deregulation of Indian Oil Sector, Case Study

#### **Module III**

Structure of Oil Industry, Logistics and Transportation of Oil in India, Strategy for Petroleum and Natural Gas Trading, Petro Retailing, Case Study

#### **Module IV**

Indian Experience in Petro Retailing, Economics of Crude, Trade and Transport, Geopolitics in Oil and Natural Gas Trading, Case Study

#### **Module V**

International Hydrocarbon Economic Environment, Trend and Structure of Oil and Gas Economy, Globalization and Oil Security for Indian Oil Industry, E-commerce Application in Oil and Natural Gas Industry, Case Study

#### **Text and References:**

- **Introduction to Petroleum Economics by Chris Hinkin**
- **Oil Politics: a modern history of petroleum by Francisco Parra**

### **Course Title: Technology Management and Innovation**

#### **Course Objectives:**

The objective of this course is to introduce the concepts and importance of technology management and innovation. It aims to develop understanding the significance and alignment of strategy and Innovation leading to Innovation led growth. The course seeks to emphasize further their strategic role and aspects of implementation in organizations.

#### **Course Contents/Syllabus:**

<b>Module I Innovation Strategy and technology</b>
<b>Descriptors/Topics</b> Introduction; Overview of technology and innovation management; Understanding Creativity, Business cycles and technology waves; Continuous and breakthrough technologies; Technology as entrepreneurial advantage; Technology leadership and followership; Strategic technology attitudes and processes; Value dynamics in technology and innovation
<b>Module II Technology forecasting, acquisition and development</b>
<b>Descriptors/Topics</b> Technology S-curves; Forecasting market conditions; Rates and directions of technological change; Technological discontinuities; Acquisition processes—technology sourcing and transfer, collaboration, alliance; R&D spectrum and life cycle for technological innovation; Technological learning and knowledge management; Innovation structure management at organizational level.
<b>Module III Technology absorption and diffusion</b>
<b>Descriptors/Topics</b> Implementing technology; Cultural assimilation in organization; Integration and smoothing; Redesigning organizational structures and processes; Technology diffusion characteristics and overcoming barriers; Managing technology platforms and portfolios, Disruptive and emerging technologies; Nanotechnology, Neural networks, Artificial intelligence, expert systems; Fuzzy logic.
<b>Module IV Managing Creativity and Organizational Learning</b>

<p><b>Descriptors/Topics</b></p> <p>Influence of Organizational structure and Characteristics on -Innovation and Creativity. Understanding creative and innovative people, Organizational learning and influence of emerging business realities, role of management, organization past, present and future</p>
<p><b>Module V Recent Trends</b></p> <p>Technology planning road mapping, Technology or people? The future of jobs, application of Artificial intelligence, virtual reality and IOT. Innovation is not optional; Innovation as a management process; Innovation project management; Patenting, Copyright, Intellectual property right, Innovation in SMEs. Cases</p>

**Course Name : HOSPITAL ORGANIZATION**

**Course Objectives:**

- **To prepare graduates for mid-level administrative, managerial, or consultative positions in a hospital or healthcare organization.**
- **To enable students to make a career in hospital management and prevent and manage problems.**
- **Provide knowledge about industry trends in the healthcare sector and the essentials of medical tourism, telemedicine and opportunities in other healthcare domains.**
- **To familiarize students about contemporary healthcare realities**

**Learning Outcomes:**

The student will be able to:

- **Describe components of the current healthcare delivery system in India.**
- **Discuss the key contingencies associated with hospitals**
- **Identify the need for organizational redesign.**
- **Understand how services are grouped in a hospital**
- **Describe some of the approaches that have been used to guide change management.**
- **Apply these theories in practice in a variety of settings in healthcare.**

**Syllabus**

**Module I: Healthcare Organizations in India**

Healthcare as a System; An Overview of India’s Healthcare System; Ecosystem of Industries in the Healthcare Segment; Healthcare Expenditure; Trends; Policy Support; Opportunities in Healthcare

**Module II: Hospitals as Organizations**

Overview: Hospitals as Organizations; Horizontal and Vertical Integration Growth Strategies; Case Study (1); Case Study (2)

**Module III: Organizational Design**

Organizational Design; Traditional Organizational Structures; Contemporary Organizational Structures; Other Contemporary Designs; Which Model is the Best?; Successful Restructuring: Questions to Consider; Restructuring in the Healthcare Sector; Case Study

#### **Module IV: Hospitals and Organizational Structure**

Traditional Structure of a Hospital; Key Roles; Hospital Committees

#### **Module V: Organizational Structure and Hospital Performance**

Key Performance Indicators; Hospital Restructuring; Case Study Reports

#### **Text and References:**

- **Dr Rao, P. Srinivas & Srinivas, R, Principles of Management, Volume 2**
- **Francis, CM & Mario C de Souza, Hospital Administration (2004)**
- **B. J. Hodge, William P. Anthony, Lawrence M. Gales, Organization Theory: A Strategic Approach (6th Edition)**
- **James A. F. Stoner, R. Edward Freeman, Amitabh Deo Kodwani, Daniel R. Gilbert, Ranjeet Nambudiri (Authors), Management (2018)**

#### **Course name: HOSPITAL FUNCTIONS AND SERVICES**

#### **Course Objectives:**

- **To familiarize students with mid-career or executive roles in emergency management, security administration, operations management, coordination, network administration and other administrative roles.**
- **To familiarize students with the functions and services provided by the different clinical departments of a hospital.**
- **To familiarize students with the demands of various critical departments in a hospital.**
- **To enable students to apply their knowledge of departments in solving problems.**
- **To prepare health practitioners and students to manage a hospital budget.**
- **To familiarize health practitioners with how information technology is being used to store and retrieve medical information safely and efficiently.**

#### **Learning Outcomes:**

The student will be able to:

- **Differentiate between the various levels of healthcare available in India.**
- **Explain why the inpatients department is the nerve center of a hospital.**
- **Identify the responsibilities of the nursing administration.**
- **Understand the range of ancillary support services (housekeeping, dietary and food services, laundry and linen services) provided to hospital patients or to support the work of physicians.**
- **Understand the source of funds available to hospitals.**
- **Demonstrate an understanding of the principles of accounting in the context of a hospital.**
- **Understand the source of funds available to hospitals.**

- **Demonstrate an understanding of the principles of accounting in the context of a hospital.**

## **Syllabus**

### **Module I: Hospital Functions and Services**

Introduction; Clinical Establishments and Hospitals Defined; Classification of Hospitals; Other Categories; Categorization by Ownership; Categorization by Type and Size; Other Systems of Medicine; Medical Services

### **Module II: Clinical Services**

Inpatient Services; Outpatient Services (Ambulatory Care); Accident & Emergency (A&E) Services; Operating Theater Services; ICU Services

### **Module III: Clinical Support Services**

Nursing Services; Laboratory Services; Radiology and Imaging Services; Blood Bank; Physiotherapy Services; Mortuary Services; Pharmacy Services

### **Module IV: Ancillary Support Services**

Hospital Housekeeping; Hospital Dietary and Food Services; Laundry and Linen Services; Medical Records; Security Services; Biomedical Engineering; Engineering Services; Patient Transport Services; Social Services

### **Module V: General Support Services**

Accounts and Finance; Human Resources Management; Healthcare Marketing; Materials Management in Hospitals; Supply Chain Management; Inventory Control

### **Text and References:**

- **Dr Rao, P. Srinivas & Srinivas, R, Principles of Management, Volume 2**
- **Francis, CM & Mario C de Souza, Hospital Administration (2004)**
- **N. Chapman Stephen, Arnold J. R. Tony, Gatewood Ann K. , M. Clive Lloyd, Introduction to Materials Management, (Indian Adaptation) Pearson**
- **Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, Procurement, Principles & Management (11th Edition)**
- **Martin Christopher, Logistics & Supply Chain Management (5th Edition)**

## **Course Name: HOSPITAL PLANNING**

### **Course Objectives:**

- **To prepare healthcare professionals to set up and own a hospital**
- **To enable students to use a SWOT analysis to examine the strategic position of a hospital**
- **To prepare students to distinguish between deemed opportunities and threats in the marketplace**

### **Learning Outcomes:**

The student will be able to:

- **Understand how to conduct a needs assessment for a new hospital.**
- **Plan location and space allocation of an outpatient department, an A&E department, a pharmacy, a radiology department, operation theatres, ICUs, maternity units, and the CSSD in a hospital.**
- **Discuss the physical facilities to be planned for in each department.**
- **Provide guidance on designing healthcare facilities for effectiveness and efficiency.**
- **Identify the risks that can be posed by the introduction of information technology in a hospital setting.**
- **Define opportunities and threats that are likely to affect a hospital's decision to expand or diversify.**

## **Syllabus**

### **Module I: Guiding Principles**

Planning as a Management Function; Planning for a New Hospital; Pressures for Change; Planning a Hospital; Construction; Applicable Laws; Permits Required; Standards and Recommendations

### **Module: Facilities Planning**

Architectural Planning; Operational Planning

### **Module: Operational Planning**

OPD Planning; A&E Department; Pharmacy; Radiology; Operation Theaters; ICUs; Maternity Units; Central Sterilization and Supply Department

### **Module: Technology Planning**

Introduction; Healthcare Technologies; Planning Investment; The Strategic Planning Committee; Major Considerations; Case Study

### **Module: Strategic Planning**

Planning for Success; Strategic Planning Tools and Techniques; Phases of Strategic Planning; Case Study (1); Case Study (2); Planning to Close a Hospital

### **Text and References:**

- **G. D. Kunders, Hospitals: Facilities Planning and Management, Tata McGraw-Hill Education, 2004**
- **G. D. Kunders, S. Gopinath, Asoka Katakam, Hospitals: Planning, Design, and Management, Tata McGraw-Hill Publishing Company, 1998**

**Course name: HEALTH INSURANCE AND HEALTH ECONOMICS**

### **Course Objectives:**

- **To prepare graduates for mid-level positions in a hospital or healthcare organization, or in the health insurance sector, or as a healthcare quality professional**
- **To enable students to make a career in hospital management and prevent and manage problems relating to insurance fraud**

- To prepare students for efficient claim management and to comply with regulatory standards
- To familiarize students with how financial challenges are addressed and decisions made on resource-allocation

### **Learning Outcomes:**

At the end of the course Learners would be able to:

- Explain the key principles of an insurance contract.
- Describe the underwriting process followed in an insurance company.
- Maintain standardized documentation as required by IRDA for health insurance claims.
- Explain the insurance regulatory framework of the country.
- Understand the role of economic evaluation in providing information for decision-makers

## **Syllabus**

### **Module I: Basic Principles**

Introduction to Insurance; Essentials in Health Insurance; Risks Peculiar to Healthcare; Insurance Contracts

### **Module II: Health Care Underwriting**

Underwriting Principles and Practice; Purpose of Underwriting; Advantages of Underwriting; Risk Classes; Funding of Insurance: Risk-Rating vs Community-Rating; Rules-Based Underwriting Decisions; Use of General or Standard Exclusions (of Pre-Existing Conditions); Underwriting of Group Health Insurance; Designing an Insurance Product: File and Use Guidelines; Underwriting of Overseas Travel Insurance; Underwriting of Individual Personal Accident Insurance; Monitoring Underwriting Decisions

### **Module III: Claims Management**

Stakeholders in Health Insurance; The Need for Efficient Claims Management; Challenges in Health Insurance; The Health Insurance Claims Process; Factors That Decide the Admissibility of a Claim; Factors That Decide the Amount Payable; Payment of Claims; Managing Deficiency of Documents; Denial of Claims; Detailed Investigations for Suspect Claims; IRDAI Standards and Benchmarks for Hospitals; Documentation in Health Insurance Claims; Claims Management in the Case Of Accidents; The Role of Third-Party Administrators (TPAs) in Claims Management; The Role of Revenue Cycle Management Vendors in Claims Management

### **Module IV: The Indian Healthcare Insurance Scenario**

The Healthcare Insurance Scenario in India; Health Insurance Product Categories in India; Health Insurance Providers in India; Intermediaries; Importance of Insurance Regulations; Insurance Regulatory Framework in India; Key Features of the Standardization Guidelines; Changes to the Regulatory Framework in FY 2017-2018; The IRDAI Insurance Brokers) Regulations 2018; Fraud and Abuse Control

### **Module V: Health Care Economics**

What is Healthcare Economics? Significance of Health Economics as a Discipline; Tasks before Health Economists; Impact of Health on the Economy/Economic Implications of Health; The



Demand for Health; Input and Output in the Health Industry; Resource Allocation in the Health Industry; Economic Evaluation of Healthcare; Techniques of Economic Appraisal or Evaluation; Cost Management in Hospitals

**Text & References:**

- **Dr Rao, PS & Srinivas, R, Hospital Administration, Volume 1 (Module 2, Health and Hospital Economics)**
- **Dutta, Shuvendu Bikash, Health Economics for Hospital Management; 2014**
- **Jay Bhattacharya, Timothy Hyde, Peter Tu, Health Economics; 2013**
- **Sherman Folland, Allen C. Goodman (Links to an external site.)Links to an external site. Miron Stano (Links to an external site.)Links to an external site., The Economics of Health and Health Care, 8th Edition; 2017**
- **Stephen Morris, Nancy Devlin, David Parkin, Anne Spencer, Economic Analysis in Healthcare, 2nd Edition; 2012**

**Course Title: International Finance and Forex Management**

Course Objectives: The objectives of this course is to

- To Introduce the environment of international finance and its implications on international business.
- To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting
- To study the foreign exchange risks and to identify risk management strategies and various risk adjusted models.
- To explore the international sources of long term finance
- To Integrate the global developments with competitive global environment.

**Course Learning Outcomes:**

On the successful completion of this module the student will have:

- Students will be able to understand the environment of international finance and its implications on international business.
- Students will be able to analyze the nature and functioning of foreign exchange markets, determination of exchange rates and their forecasting
- Students will be able to understand foreign exchange risks and to identify risk management strategies and various risk adjusted models.
- Students will be able to integrate the global developments with competitive global environment.

Course Contents/Syllabus:

**Module I : International Financial Environment**

Finance function in global business scenario, WTO and International Monetary System, International Financial Markets-equity, bond, Eurocurrency market, Currency basket, Currency

convertibility –on capital account and current account, Foreign exchange reserve, Balance of payments, balance of trade, current account deficit; bilateral and multilateral agreements relating to financial transactions, Sovereign rating, Flow of funds internationally through FDI ,FII, FPI, ODI, LRS and PN ; Government Policies regarding FII & FDI ;Integration of global developments with the changing business environment in India.

Module II : Foreign Exchange Markets, Foreign Exchange Rate Exposure and Risk Management

Spot and Forward Foreign Exchange Markets, Quotations and Market Rules, direct and indirect quotes, bid and ask quote, spot and forward quote with live data interpretation, cross rates, Speculation and Arbitrage in Foreign Exchange Markets, Transaction, Translation and Operating Exposure, Exposure from Equity and borrowing in International Financial Markets, Hedging tools for Management of Transaction Exposure, Currency Forwards, Currency Options, Currency Futures, Currency Swaps, Impact of technology likely to disrupt the forex market, risk adjusted models.

Module III : Foreign Exchange Rate Determination

Discussion on devaluation or depreciation of Rupee (domestic currency against dollar/pound sterling/Euro); Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Covered Interest Parity, Fisher Effect and International Fischer Effect, Forecasting Exchange Rates – introduction to Technical Forecasting, Time Series Modeling, Fundamental Forecasting. Case studies.

Module IV : International Sources of Finance for the Firm & International Financing Decision

Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Securitized Financing (Euronote), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations, International working capital management, Analysis of International Capital Budgeting– estimation of cash flows, Cost of Capital of a Foreign Investment, Issues in Overseas Funding Choices. APV concept.

Module V : International Accounting &Taxation and Case studies of Currency crisis

Consolidation and harmonization of accounts, International Tax Laws, Transfer Pricing, Tax heavens, double taxation treaties; Concept pf relief for dealing double taxation regulations; International currency crisis & role of state; FEMA, FEDAI, RBI regulations.

Text Reading:

- Levi, Maurice, International Finance, New York, McGraw Hill Inc., 1996.
- Kevin, S. Fundamentals of International Financial Management, Prentice Hall of India, 2009.
- Srivastava, R. International Finance, Oxford University Press,2014
- Gupta, S.L. Financial Derivatives, Prentice Hall of India, 2005.
- Srivastava, R., Misra, A. Financial Management, Oxford University Press, 2011.

References:

- Eiteman, David K., Arthur Stonehill and Michael H. Moffett, (2016) Multinational Business Finance, Pearson,
- Shapiro, Allen C., Multinational Financial Management, (2012), John, Wiley.
- Apte P.G., Multinational Financial Management, New Delhi, Tata McGraw Hill, 1998.
- Errunza, V. R., Singh, D. and Srinivasan, T.S. 1994, International Business Finance, Global Business Press.
- Hull, J. C., (2018), Introduction to Futures and Options Markets, Pearson.
- Kohn, M., (2003). Financial Institutions and Markets, Oxford University Press.

Additional Reading:

- Articles from Journal of Finance
- Business newspapers
- Yahoo finance (<http://finance.yahoo.com/>)
- Investopedia ([www.investopedia.com](http://www.investopedia.com))
- Google Finance ([www.google.com/finance](http://www.google.com/finance))

### **Course Title: Hospitality and Tourism Management**

Course Objectives: At the end of the semester students will be able to-

The course is developed to provide an insight into socio-cultural heritage of India, which can be transformed into a cultural tourism product. The courses also aim at presenting an analytical review of planning and development procedures of infrastructure in India at various levels and also explain the composition of tourism industry. The course is intended to develop the knowledge of tourist resources available in India and then the methodology to market the product developed. Transport is in fact a vital component of travel and tourism industry. Thereby it becomes imperative to learn about different modes of transportation and related policies Government of India.

Course Learning Outcomes: After the successful completion of this course, student will be able to

1. Visualize the importance of hospitality and tourism management to the wider context of Hospitality.
2. Explain and discuss the advanced planning and development procedures of infrastructure in Indian tourism and hospitality firms.
3. Demonstrate the understanding on vital components of travel and tourism industry.
4. Identify the differences between various forms and types of tourism.
5. Evaluate the significant differences between bioserve, National parks and Bird sanctuaries.

6. Explain the differences between the different types of tourists.

Course Contents/Syllabus:

#### Module I Introduction

Definitions and Concepts, tourist destination, Hospitality Services and industry, definition and historical development of Hospitality Industry, Past to Independence, recent and current 1947-2007, Future from 2007 onwards Hospitality and Tourism Management General Tourism Trends. Types of Tourists, Visitor, Traveler, and Excursionist—Definition and differentiation. Tourism, recreation and leisure, their inter-relationships.

#### Module II Tourism Attraction & Hospitality Products

Nature, Characteristics and Components of Tourism & Hospitality Industry. Why it is different from other types of consumer product? Elements and characteristics of tourism products. Tourism product production system, Tourism Product Life Cycle, typology of tourism products. (A special emphasize on Hospitality Marketing)

#### Module III Popular Tourist & Hospitality Resources

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, Sasan Gir, Dachigam, Ranthambhore and Keoladeo Ghana)—Hospitality Resources at these destinations. Hill Stations: Beaches and Islands: Popular Tourist Resources (—Hospitality Resources at these destinations )- Delhi, Agra, Jaipur, Khajuraho, Varanasi, Mumbai, Kolkata, Chennai, Bangalore, Hyderabad, Mahabalipuram, Madurai, Tanjore, Hampi, Ellora, Elephanta, Konark Fatehpur Sikri, Monuments- Qutub Minar, Atala Mosque (Jaunpur), Kirtistambha (Chittor), Sher Shah Suri's Tomb, Sikandara, Red Fort (Delhi), Taj Mahal, Golden Temple (Amritsar), Hawa Mahal (Jaipur), Bara Imambara (Lucknow).

Pilgrimage Destinations: Hindu, Buddhists, Sikhism, Jainism, Christianity, Fairs and Festivals.

#### Module IV : Tourism and Hospitality Marketing

Core concepts in marketing; Needs, Wants, Demands, Products markets of Hospitality Industry. Marketing management philosophies

#### Module V : Tourist Transportation: Air transportation

The airline industry present policies, practices. Functioning of Indian carriers. Air Corporation Act, Air charters.

Surface Transport: Rent-a-car Scheme and Coach-Bus Tour, Fare Calculation. Transport & Insurance documents, All-India Permits Rail Transport: Major Railway Systems of World, (Euro Rail and Amtrak) General information about Indian Railways, Types of rail tours in India:, Place-on-Wheels and Royal Orient, Deccan Odessy, Toy Trains.

Indrail Pass. Water Transport: Historical past, cruise ships, ferries, hovercrafts, river and canal boats, Fly-cruise.

#### Module VI: Types and Forms of Tourism

Inter-regional and intra-regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism and Hospitality Clientele: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' etc.

### **Text & References:**

#### ***Text:***

1. Ancient Indian History by Thapar Romila, Longman India.
2. Greening Your Hospitality Business As business becomes more environmentally conscious, new practices are emerging that help the food and hospitality sector operate sustainability. by Jill Doucette; Deirdre Campbell; J. C. Scott
3. Hospitality Experience Hospitality Experience offers students an exciting introduction to key aspects of hospitality management. by Frans Melissen; Jean-Pierre van der Rest; Stan Josephi; Rob Blomme
4. An International Handbook of Tourism Education by David Airey (Editor); John Tribe (Editor)

#### ***References:***

1. Tourism & Cultural Heritage of India by Acharya, Ram, RBSA Publication
2. Successful Tourism Planning and Management by Seth, P N, Cross Section Publication, New Delhi.
3. Blackwell, R., D., Miniard, P. W., Engel, J. F., 2005, Consumer Behavior (10th ed.), South-Western College Pub.
4. Blythe, J., 2013, Consumer Behaviour (2nd ed.), SAGE Publications Ltd.
5. Bowen, D., Clarke, J., 2009, Contemporary Tourist Behaviour: Yourself and Others as Tourists (CABI Tourism Texts), CABI.
6. Kotler, P., Kevin Lane Keller, K. L., 2011, Marketing Management (14th ed.), Prentice Hall.
7. <https://sustainability-leaders.com/top-10-recommended-sustainability-books-for-tourism-professionals-to-read-in-2017/>
8. [https://www.oreilly.com/library/view/tourism-management-5th/9781118644812/Wiley08898\\_Content.html](https://www.oreilly.com/library/view/tourism-management-5th/9781118644812/Wiley08898_Content.html)
9. [https://www.tutorialspoint.com/tourism\\_management/tourism\\_management\\_tutorial.pdf](https://www.tutorialspoint.com/tourism_management/tourism_management_tutorial.pdf)
10. <https://vtechworks.lib.vt.edu/bitstream/handle/10919/70961/Chapter%2015%20Hospitality%20and%20Tourism.pdf?sequence=20&isAllowed=y>
11. <https://businessblog.trivago.com/must-read-hospitality-books/>
12. <https://library.athenstech.edu/c.php?g=523400&p=3578552>
13. <https://learn.library.ryerson.ca/hospitality/books>

## **Course Title: Service Operation Management**

Course Objectives: At the end of the semester the students would have full knowledge about identify the operational positions available to service, service blue printing, operational strategies, development of products and system and their operations with the optimal network best suited to the business.

Course Learning Outcomes: After the successful completion of this course, student will be able to

1. Visualize customer satisfaction and brand significance
2. Differentiate different warranty and Guaranty.
3. Appraise service value chain.
4. Investigate innovations and service operations
5. Classify various consumer dimensions
6. Evaluate the concept of consumer centric service.

Course Contents/Syllabus:

### Module I: Service Strategy

Consumer Dimension – Brand Significance, Service Execution, Customer Satisfaction, Loyalty;  
Business Dimension – Network Structure, Systems & Processes, I.T. Interface, Measurements & Control Revenues & Profitability – Drivers of Revenue, Known Opportunities, Exploring New Opportunities.

### Module II: Listening to the Consumer

Consumer Centric Service – Bringing Customer to the Centre, Call Centre Operations, Interfacing Front End with Back End, Designing Customer Satisfaction Surveys, Analysis of Surveys & Continuous Improvement

### Module III: Service Quality

Warranties & Guarantees – Measurements & Control, Product & Process Improvements Quality of Product – Continuous Improvement, Launches & Introductions

Quality of Field Contacts – Alignment with Feedback, Segmented Services, Cross Category Learnings, Brand Enhancement Opportunities

### Module IV: Innovation & Service Operations

Concepts, Brand & Business Opportunities, Applications

### Module V: Service Value Chain

Understanding & Concepts, Tracking, Monitoring & Improvements

Text & References:

Text:

1. Service Marketing', Rust, Zahorik & Keiningham
2. Food and Beverage Cost Control .by Lea R. Dopson; David K. Hayes
3. Fundamentals of planning and developing tourism by Bulent I. Kastarlak, Brian Barber.

References:

1. Tourism & Cultural Heritage of India by Acharya, Ram, RBSA Publication
2. Successful Tourism Planning and Management by Seth, P N, Cross Section Publication, New Delhi.
3. Blackwell, R., D., Miniard, P. W., Engel, J. F., 2005, Consumer Behavior (10th ed.), South-Western College Pub.
4. Blythe, J., 2013, Consumer Behaviour (2nd ed.), SAGE Publications Ltd.
5. Bowen, D., Clarke, J., 2009, Contemporary Tourist Behaviour: Yourself and Others as Tourists (CABI Tourism Texts), CABI.
6. Kotler, P., Kevin Lane Keller, K. L., 2011, Marketing Management (14th ed.), Prentice Hall.
7. <https://sustainability-leaders.com/top-10-recommended-sustainability-books-for-tourism-professionals-to-read-in-2017/>
8. [https://www.oreilly.com/library/view/tourism-management-5th/9781118644812/Wiley08898\\_Content.html](https://www.oreilly.com/library/view/tourism-management-5th/9781118644812/Wiley08898_Content.html)

### **Course Title: Managing Front Office in Hospitality**

Course Objectives: To impart the basic knowledge of

1. Reservation handling, procedure to amendment and cancel the reservation
2. Registration process, activities related to guest check-in
3. During the stay activities such as message handling, room change procedure, arrival preparations.
4. Handling different type of guests like VIPs, Walk-in, FIT, etc.

Course Learning Outcomes: After the successful completion of this course

1. Demonstrate reservation activities, book room for guests, amend and cancel reservation.
2. Describe the registration procedure at hotel reception and complete other related activities for guest check-in.
3. Comprehend various activities performed by front office department.

4. Evaluate the systems and procedures for various type of guests at hotel.
5. Assess various procedures related to front office cash counter

Course Contents/Syllabus:

#### Module I: RESERVATION OPERATIONS

1. Reservations and sales
2. Reservation inquiry – CRS, Intersell Agencies, GDS, Internet and Property Direct.
3. Group Reservations
4. Reservation reports

#### Module II FRONT DESK OPERATIONS

1. Information
2. Role Of Information
3. Handling of mails, registered posts, parcels etc.
4. Handling of messages
5. Handling of guest room keys
6. Types of keys and key control
7. Paging
8. Providing information to the guest
9. Aids used in Information section

#### Module III Reception

1. Introduction to reception
2. Coordination between FO and other departments
3. Room change procedure
4. Preparation of expected Arrival & Departure Reports
5. Preparation of Guest History Card
6. Arrival procedure – Group & in General
7. Departure procedure – Group & in General
8. Job description and specification – Receptionist

#### Module IV REGISTRATION



1. Legal obligations
2. Pre-registration
3. Types of registration methods/records
4. Registration procedure – FIT , FFIT, Walk-in, Scanty Baggage, Regular, Corporate, VIP,
5. Crew and Group guests
6. When guests cannot be accommodated – Walk-in Guests, guests with non-guaranteed reservations and guests with guaranteed reservations.
7. Reports Records and forms used.

#### MODULE V FO CASH

1. Role of FO Cash section at various stages of the guest cycle
2. Job description of FOC
3. Departure procedure - FIT , FFIT, Walk-in, Scanty Baggage, VIP, Crew and Group
4. Security Deposit Box handling
5. Importance of security system
6. Credit Card Handling procedure
7. Foreign Currency exchange procedure
8. Reports and forms used
9. Equipment

#### Text books:

- Managing Front Office Operations – Michael L Kasavanna & Richard M. Brooks
- An introduction to hospitality- Dennis L. Foster
- Principles of Hotel Front Office Operations- Su Baker, Pam Bradley & Jeremy Huyton
- Hotels for Tourism Development – Dr. JagmohanNegi

#### Reference books:

- Hotel Reception- White & Beckley
- Hotel Front Office Training-Sudhir Andrews
- Hotel Front Office Operations – Colin Dix & Chris Baird
- Hotel Front Office – James Bardi

#### Online Links:

- <https://slideplayer.com/slide/13941098/>
- <https://www.ihmnotessite.net/front-office>
- <https://www.kullabs.com/classes/subjects/units/lessons/notes/3799>
- <https://educatererindia.blogspot.com/2017/05/basic-front-office-notes.html?m=1>

### **Course Title- Accommodation Management**

#### Course Objective

At the end of the semester students will have a thorough knowledge of the functioning of the accommodation operation department of the hotel.

#### Course Level Outcome (CLO):

Students would be able to understand, apply and analyze the conceptual and practical knowledge of Hotel housekeeping that equips them to operate professionally in the hospitality and service industry in an effective way. On completion of the course the student will be able to:

- Identify the Duties and Responsibilities of Housekeeping staff
- Calculate the budget and staff requirement of the department
- Identify the different elements of interior designing in a guest room.
- Understand how to Deal with emergency situation
- Plan Special Decorations for events with the help of color scheme to be used and designing to be done.
- Plan layout of a guest room

#### Course Contents/Syllabus

##### Module I The Role of Housekeeping in Hospitality Operation

- Role of Housekeeping in Guest Satisfaction and Repeat Business
- Organization Chart Of The Housekeeping Department
- A. Hierarchy in small, medium, large and chain hotels
- B. Identifying Housekeeping Responsibilities
- C. Personality Traits of housekeeping Management Personnel.
- D. Duties and Responsibilities of Housekeeping staff
- Layout of the Housekeeping Department

- Interdepartmental relationship
- Lost and found procedure

#### Module II Cleaning Organization

- Principles of cleaning, hygiene and safety factors in cleaning
- Methods of organizing cleaning
- Frequency of cleaning daily, periodic, special
- Use and care of Equipment

#### Module III Cleaning Agents

- Classification and uses of cleaning agents
- Use of Eco-friendly products in Housekeeping
- Composition, Care And Cleaning Of Different Surfaces - Metals, Glass, Leather, Leatherites, Rexines, Glass, Plastic, Ceramics, Wood, Wall finishes, Floor finishes

#### Module IV Room Layout and Guest Supplies

- Types Of Beds And Mattresses
- Standard rooms, VIP ROOMS, Guest's special requests
- KEYS - Types of keys, computerized key cards, Key control
- Bed making and guest room cleaning
- Eco Friendly Practices ( Bed sheets/Towel replacement on Request)

#### Module V Routine Systems and Records Of House Keeping Department

- Reporting Staff placement
- Room Occupancy Report
- Guest Room Inspection (Safety/security aspects)
- Entering Checklists, Floor Register, Work Orders, Log Sheet.
- Lost and Found Register and Enquiry File
- Maid's Report and Housekeeper's Report
- Handover Records
- Guest's Special Requests Register
- Record of Special Cleaning
- Call Register
- VIP Lists

L. Butler Services

Module VI Laundry

A. Linen Room

B. Uniform Room

C. Sewing Room

D. Onsite And Offsite Laundry

E. Flow Process And Wash Cycle

F. Layouts Of All Areas

G. Laundry Agents

H. Dry Cleaning And Guest Laundry

I. Stain Removal

Module VII Budgeting and Control

A. Budget Process

B. Energy Conservation In House keeping

C. Water Conservation

D. Safety Awareness And Accident Prevention

E. Planning Duty Roaster

F. Stores And Stock Control

G. Purchasing System

Module VIII Interior Designing

A. Elements of Interior Designing

B. Principles -of Design

C. Case study

Module IX Workshop on stain removal, cleaning agents and flower arrangement

**Text:**

- Professional Management of HK by Robert J Martin
- Hotel Hostel & Hospital Housekeeping by Joan C Branson

**References:**

- Professional Housekeeping by Madlin Tucker
- Housekeeping Management by Keppa Margret M

## **Additional Reading**

### **Magazines :**

- Green Hotelier
- Hospitality Technology Magazine
- Five Star Magazine
- Hospitality Style
- Hotelier & Hospitality Design Magazine
- Hotel Business Review by Hammer Publishers Pvt. Ltd.
- Clean India Journal by Mohana M

### **Websites:**

- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1827>
- [hospitalitynet](http://hospitalitynet.com),
- ehotelier
- HospitalityBizIndia.com: India hospitality news, hospitality business analysis
- <http://hospitalitytalk.in/>

### **Blogs:**

- [hospitalitymagazine.com.au](http://hospitalitymagazine.com.au)
- [ehospitalitytimes.com](http://ehospitalitytimes.com)
- [luxuryhospitalitymagazine.com](http://luxuryhospitalitymagazine.com)
- [hospitalitybusiness.co.nz](http://hospitalitybusiness.co.nz)
- [blogs.oracle.com/hospitality](http://blogs.oracle.com/hospitality)
- [hotelierindia.com](http://hotelierindia.com)
- [revenue-hub.com](http://revenue-hub.com)
- [hospitalityparadigm.com/blog](http://hospitalityparadigm.com/blog)

Course Title: Catering Management

### **Course Objectives:**

#### **Followings are the objectives of this course-**

1. The introduction of catering and facilities provided in the catering of a star category hotel.
2. Knowledge about the operating procedures followed in the catering and banquet department.
3. Demonstrate knowledge of the key functional areas of catering management.
4. Explain the importance of catering in the hospitality sector.
5. Describe the different banquet arrangements in the star category hotels.

### **Course Learning Outcomes:**

#### **Upon completion of the program, the course will give an insight to:**

- i. Demonstrate the knowledge of catering operations in a star category hotel. – Hygiene Standards
- ii. Experiment with the different types of catering done in a hotel and the facilities they provide.
- iii. Identify the different banquet arrangements done in a hotel.
- iv. In depth knowledge of flight and In-flight/ Cruise Liners catering services
- v. Comprehend the Menu planning and role of dietician

- vi. Illustrate the Standard operating procedures followed for providing catering services in hotels

**Course Contents/Syllabus:**

MODULE I: Introduction to Catering services

- Introduction to Catering
- catering Terminology
- Space utilisation and management
- Important Catering operations

MODULE II: Catering Operations I

- Introduction to Catering operations
- Important Catering procedures.
- Supervision in catering

Module III : Catering Operations-II

- Types of Catering Operations
- Indoor and outdoor catering
- Contract catering
- Standard operating procedures followed for providing catering services in hotels

MODULE IV: Industrial, Institutional and Hospital catering services

- Introduction to Industrial, Institutional and Hospital catering services
- Scope of catering services in these areas
- Planning, organizing and control
- Menu planning and role of dietician
- Food Handling- Bonded area management•

MODULE V: Cruise liner and In-flight catering

- Introduction to flight and In-flight/ Cruise Liners catering services
- Deck management and menu planning
- Ground management and tray/trolley setup
- Services on craft, Food delivery system

Module VI : Banqueting and banquet operations

- Introduction to banqueting operations
- Types of Banquet setups
- Functional planning, organizing and control
- Planning of banquet equipment and manpower

Text & References:

Text:

1. Introduction to catering operation by Margaret Kappa
2. Managing Catering Operations –by Aleta Nitschke

3. Hotel Catering services and operations – Sudhir Andrews (Tata McGraw Hill).

4. The Professional Catering manager – Schneider, VNR.

References:

1. Branson C. Joan and Lennox Margert L., Hotel, Hostel and Hospital Housekeeping, ELBS.
2. Chakrabarty B.K.: A Technical Guide to Hotel Operations, Metropolitan, New Delhi.
3. Kaul R.N.: Dynamics of Tourism, A Trilogy Vol. 2 Accommodation; Sterling Publishers Pvt. Ltd. New Delhi, 1985.
4. Andrews Sudhir: Hotel House Keeping, Tata McGraw Hill, New Delhi, 1990.
5. Jagmohan Negi: Professional Hotel Management, 1997, Sultan Chand and Sons, New Delhi.

Online resources:

1. [www.fnbclasses.blogspot.com](http://www.fnbclasses.blogspot.com)
2. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1827>

## **SEMESTER IV**

### **COURSE TITLE: MANAGEMENT IN ACTION-SOCIAL, ECONOMIC AND ETHICAL ISSUES**

#### Course Objectives:

The broad objectives of this course are to Bring students closer to reality by developing their understanding of the professional prerequisites to practice of management in terms of required skills and attitude to respond proactively to rapid discontinuous change in business environment. Develop students the attributes of a consultant. Develop not theoreticians but practitioners who are expected to sense the ongoing conflict between environmental change and internal desire of management for stability.

#### Course Contents/Syllabus:

##### Module I: Introduction

Modern Management Practices and Issues Involved, Outsourcing Management Services and Evolution of Management Consultancy, Skills-set required for Management Consultants. Consulting and performance counseling.

##### Module II: The Process of Management Consulting

Consulting Proposals. Identification and Definition of Problem, Fact-Finding Leading to Solution Development and Implementation, Developing Strategic and Tactical Plans and Subcontracting, Pricing of Consultancy, Acquiring and Developing Talents for Consulting.

##### Module III: In-house Management versus Management Outsourced

Why a Sense of Skepticism and Unease Towards Management Consultants. Cost versus Value of Advice, Separating Consulting Success from Consulting, Disaster. Some Revealing Situations.

##### Module IV: Cross Cultural Management Systems and Processes

Types of organizational culture, Strength of organizational culture, Function of organizational culture, Importance of culture to the organization, Cultural Models, Cross- Cultural Perspectives, Geert Hofstede and Cross- Cultural Issues

##### Module V: Economic and Social Issues in Management

Adaptation to Changing Environment in General and Economic Environment in Particular, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors including Social Sector, Management Practice and Cultural Issues, The global Political Situation, The Global Competitive Environment and the internal scene in India, War Game.

##### Module VI: Ethical Issues in Management

Relationship among Various Stakeholders, Reasons for Conflict of Interests Among Stakeholders, Corporate Governance and Ethics. Why Unethical Decisions Leading to Conflicts are Taken, Power and Politics, Initiatives on Corporate Governance by the Governments.

#### References:



- Parekh, Deepak S, (1999), The Real Meaning of Corporate Governance, Indian Management.
- Cogner, Jay A, David Finegold and Edward E Lawler III, (1998), Appraising Boardroom Performance, Harvard Business Review.
- Kumar Mangalam (1999) ,Birla Committee Report on Corporate Governance – Legislation alone is not Enough, Activating Adult Committees. Shareholder – Friendly Steps, The Hindu,
- Sodarn, Kailash, (1999), Transparency in Corporate Governance, Indian Management, Vol. 38, No.10.

## **Course Title: Digital Marketing**

### **Course Objectives:**

The aim of the Digital Marketing Course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; to make SWOT analysis; to define a target group; to get introduced to various digital channels, their advantages and ways of integration; how to integrate different digital media and create marketing content; how to optimize a Web site and SEO optimization; how to create Google AdWords campaigns; social media planning; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing. The application of the gained knowledge, skills and competences will help future managers in forming digital marketing plan in order to manage a digital marketing performance efficiently.

### Syllabus:

#### Module I : Digital Marketing Fundamentals

What is digital marketing?

How is it different from traditional marketing, ROI between Digital and traditional marketing

New trends and current scenario, Digital marketing a boon or a Bane?

How can digital marketing be a tool of success for companies?

Study and Analysis of recent infographics released by companies about digital marketing?

How did digital marketing help the small companies and top Organisations.

Categorization of digital marketing for the business, Swot analysis of business, present website and media or promotion plan, Inbound vs Outbound Marketing

#### Module II : Website Planning and Structure

Understanding a website, What is a website, Levels of websites

Diff b/w Blog, Portal and Website

Diff b/w websites: static or dynamic, Domains, Buying a Domain

Website Language & Technology

Core Objective of Website and Flow,

One Page Website, Strategic Design of Home Page

Strategic Design of Products & Services Page

Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page

Call to Action (Real Engagement Happens)

Designing Other Pages, SEO Overview

Google Analytics Tracking Code, Website Auditing, Designing Word press Website

Design a New Website and Promote it using techniques taught.

Module III Search Engine Marketing:

Introduction to Search Engine Marketing. Tools used for Search engine Marketing. PPC /Google Adwords Tool, Display advertising techniques, Report generation. Search Engine Optimization (SEO). On page optimization techniques, Off page Optimization techniques. Reports, Email Marketing

Module IV: Social Media Optimization (SMO)

Introduction to social Media Marketing

Advanced Facebook Marketing, Word Press blog creation

Twitter marketing, LinkedIn Marketing

Google plus marketing

Social Media Analytical Tools

Design a Social Media Campaign to promote Indian Tourism

Module V: Web Analytics

Web Analytics and Integrating with Website

Measurement Metrics

Google Webmaster Tool

Setting up Tool for SEO

Adding and Managing Assets

Integrating WebMaster Tool, Site Map and Site Links

Search Traffic and Links, Google Indexing Managing Crawl Errors

Managing Security Issues

Jobs in Marketing Analytics

Analyse your website using web analytics and suggest strategies to improve the views.

Text & References:

- Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
- The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.
- Chaffey, Chadwick, Johnston, Mayer, Internet Marketing,3<sup>rd</sup> edition, 2009, Pearson Publication
- Strass, El-Ansary, Frost , e-Marketing, 5<sup>th</sup> edition, Pearson Publication
- Carter-Brooks-Catalano-Smith, Digital Marketing for Dummies, Wiley Publication
- [Godfrey Parkin](#), Digital Marketing: Strategies for Online Success, 2009, New Holland
- Urban, Digital Marketing Strategy: Text and Cases,1/e, 2004 Prentice Hall

## **Course Title: ADVERTISING & SALES PROMOTION**

Course Objectives:

This course will help students learn the fundamentals of advertising & its strategies. The course will introduce students to concepts of Media Planning, Media planning and measuring effectiveness of different media. The objective of this course is to give the student an insight towards the various underlying dimensions and challenges of the concept of Integrated Marketing Communication (IMC). The concept will be extensively discussed with individual promotional elements such as public relations, sponsorship, direct marketing and personal selling with special emphasis on Advertising and Sales Promotion.

### **Course Contents/Syllabus:**

Module I Introduction to Advertising

- Definition, Importance and Functions of Advertising
- Importance of Advertising in Modern Marketing.
- Classification /Types of Advertising,
- Economic, Social and Ethical Issues in Advertising
- Regulation of Advertising in India: Role of ASCI

## Module II Advertising Planning & Strategy

- Advertising Department: Objectives and functions
- Role of Advertising Agencies
- Selection of Agencies
- Types of Advertising Agencies,
- Setting of Advertising Objectives, DAGMAR Approach,
- Advertising Budget and budgeting methods.
- Agency Compensation and Remuneration: Fees, Commissions and Performance.

## Module III Creativity in Advertising

- Advertising Appeals and Execution styles,
- Advertising Message: Preparing an effective advertising Copy.
- Elements of a Print Copy: Headlines, illustration, body copy, slogan etc.
- Art of Copywriting
- Elements of Broadcast copy.
- Process of Developing an Ad Campaign

## Module IV Media Planning and Evaluating Advertising Effectiveness

- Media Planning
- Print, Broadcast & Interactive Online Media,
- Emerging medias and trends
- Reasons to measure Advertising Effectiveness
- Methods to measure Advertising Effectiveness

## Module V Sales Promotion and Other tools of Integrated Marketing communication

- Concept and Rationale of Sales Promotion,
- Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices
- IMC and other Tools: Personal Selling, Public Relations, Event Marketing, Direct Marketing,
- Surrogate Advertising
- Social Media Marketing
- Relationship marketing

## **Text & References:**

- Shah Kruti, D'Souza Alan, (2011), Advertising and Promotions An IMC Perspective, Tata McGraw Hill Education Private Limited
- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin. 8th edition.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2009), Advertising Management, Pearson Education.
- Kazmi, S.H (2005): Advertising and Sales Promotion. Excel Books.

### **Journals**

- International Journal of Advertising
- Journal of Advertising Research
- Journal of Advertising

### **Any other Study Material:**

- Pitch Magazine
- Brand Equity (The Economic Times weekly supplement)
- Ogilvy. David (1963), Confessions of an Advertising Man, 1st ed. New York: Atheneum

## **Course Title: Customer Relationship Management**

### Course Objectives:

An understanding of ways the firms can create and enhance the sources of value to the customer through value explorations and CRM value proposition An understanding of the strategic framework of CRM An understanding of CRM strategies in Sales, Marketing and Customer Support and familiarize with different CRM technology solutions. Impact of CRM on customer experience, satisfaction and loyalty Using Customer Lifetime Value to Make Marketing Decisions Develop an understanding of recent developments in CRM usage in the social media.

### Syllabus:

#### Module I: Introduction to CRM

Pre-Industrial age, Industrial age, Service Economy age, Knowledge Economy Age. □ Relationship Marketing Theory □ Introduction to CRM, Transition from Product focus to Customer focus. □ Relationship marketing and Value exploration and creation of value chain

#### Module II: Introduction to CRM and its Fundamentals

Strategic framework of CRM – CRM continuum, Five generic interrelated process model, Strategic operational, analytical model, Buttle's CRM value chain □ CRM Cycle, □ Customer Segmentation as a prerequisite to CRM. □ Types of CRM: Sales Force automation, Campaign

Management, Sales Intelligence. □ E-CRM .□ Customer Touch points management. Identification of customer journeys and the touch-points □ Contact center management systems, front desk management technologies, web-based knowledge management, Customer Experience Management (CEM)

Module III: Managing different stages of CRM

Building Customer Relationships- Loyalty Ladder, □ Bonding with Customers, □ Customer Service/ Sales Profile Models. □ Customer Acquisition Strategies, □ Customer Retention Strategies □ Customer Equity and Customer Metrics, calculating customer lifetime value and customer equity. □ Customer loyalty and Life time value

Module IV: Overview of CRM in service sector (B 2 C Market)

Service Business Characteristics and Classification □ Service Recovery □ Marketing of Services- Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry and Telecom Industry □ CRM in Product Markets

Module V: Overview of CRM in B2B Markets

□ Importance of CRM in B2B Markets, □ Key Account Management □ Supplier-Channel Management □ Internal CRM and Employee Management,

Module VI: Implementation of CRM

CRM Implementation Road Map, □ Future Trends: Usage of Social CRM by corporate.

Module VII: Introduction to CRM Software

Social CRM □ Major CRM Software in market □ Basic functional aspects of a CRM: - Key entities: Contacts, Accounts, Leads, Opportunities, Campaigns - Key entity interaction

Text Reading:

- G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach
- Zikmund, McLEOD, Gilbert, Customer Relationship Management

References:

- G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach
- Zikmund, McLEOD, Gilbert, Customer Relationship Management
- J N Sheth, Atul Parvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill

Additional Reading:

- Brown, Stanley A 2001, Customer Relationship Management, John Wiley& Sons
- Anderson, Kristin , 2002, Customer Relationship Management, Tata McGraw-Hill
- Greenberg Paul, CRM at the Speed of Light, Tata McGraw Hill.

## **Course Title : Marketing of Services**

### Course Objectives

This course is designed to strengthen and develop the students' ability to analyse and understand, evaluate and manage services in the international market.

### Syllabus:

#### Module I: International Services Marketing - An Overview

Importance of Services Sector in various countries globally

Cultural fit and the service seller-buyer dyad

Internationalization of Services Sector

The limits of ICT and internet in international services marketing

Impact of Technology on service marketing

Drivers of Technology enabled service marketing

Effect of Service Marketing on Customer Loyalty

#### Module II: Service Quality Management at Cross Cultural Level

Global differences: Consumer Search, Consumer Choice, Experience and post experience evaluation

Managing Customer Perceptions and Expectations cross-culturally

Models of Service Quality

International Customer Service Systems

Strategic Issues in Managing Service Quality

Gap Model, Service Encounters

Competitor Intelligence, Service Recovery

#### Module III: Market Strategies for Service Organizations

Creating Value in market-oriented service organization

Strategic Pathway

Competitive advantage and competitive position

Generic Strategies to go to market

Service Profit Chain

#### Module IV: Services Development and Design

Global challenges of service innovation and design

New service development process

Types of Service Innovations

Stages in service innovation and development- cross-cultural considerations

Service Blueprinting

Service standardization Vs adaptation

Pricing services across borders

Module V: Managing the International Servicescape

Physical evidence

Strategic role of service escape

Servicescape effects on cross cultural consumer behaviour

International service escape strategy

Module VI: Delivering and Performing Service

Strategies for delivering Service quality through people globally

E-services-Emergence & growing importance of e-services

Electronic Channels of Delivering Services

Challenges in distributing services through electronic channels

Future of delivering services: Impact of Artificial Intelligence, Big Data etc.

Text Reading:

- Valarie A. Zeithaml, Mary Jo Bitner, And Dwayne D. Gremler, Services Marketing, 2008

References:

- Christopher Lovelock, 2010, Services Marketing, Prentice Hall, 6th Edition
- Christopher Lovelock and Jochen Wirtz, Services Marketing, 7th Edition, 2010

Additional Reading:

- Raymond P. Fisk, Stephen J. Grove, and Joby John, Interactive Services Marketing Third Edition, 2007
- Laurie Young, Marketing The Professional Services Firm: Applying the principles and the Science of Marketing to the Professions, 2005
- Kasper Hans, 2006, Services Marketing Management: A Strategic Perspective, John Wiley & Sons, 2nd Edition

Any Other Study Material:

- Journal of Service Research
- Journal of Service Marketing



## **Course Title: MANAGING INNOVATION PROCESS**

### Course Objectives:

A well-executed innovation plan is the basic ingredient to succeed in a highly competitive market. The students who opt for the course will develop an innovative concept and present an execution plan at the end of the semester. The course intends to give a platform to the students to establish themselves as entrepreneurs or intrapreneurs using product, process or service innovation. This course will help the students appreciate the role and need for innovation in an organization. It would also help the student create an ability to be a 'change agent' for the organization he/ she works for. The course is designed to help the student use theoretical frameworks to interpret case studies and implement the learnings in real-life scenarios.

### Course Contents/Syllabus:

#### Module I Exploring innovations

1. Creativity and Innovation 2. Difference between Invention and Innovation; Idea generation process 3. Disruptive Innovations 4. Components of Innovation 5. Types of Innovations (Product, Process and Services) 6. Levels of innovation : National Level, Enterprise level and Individual level 7. Linear and flexible innovation process; Open innovation; innovation networks 8. Moving Innovations to market: Idea broking; Understanding the need of the consumers

#### Module II Executing innovations

1. Customer centered innovation map 2. Discovery-driven planning 3. Steps to execute innovation 4. Matching execution to company strategy 5. Finding and recognizing talent 6. Building core teams across departments to execute proposed innovation 7. Structuring the incentives to effectively allow individuals to execute innovation process 8. Measuring performance

#### Module III Exploiting innovations

1. Reverse Innovation 2. Building scenarios on impact of innovation 3. Value of innovation: Consumers perspective, Competitors' perspective 4. Building product portfolios and portfolio management 5. Strategies to be considered to exploit the true value of innovation

#### Module IV Renewing innovations

1. Cultivating innovation 2. Processes, structures and strategies of renewing innovations 3. Analyzing competition and disruptive innovations 4. Exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations

#### Module V Working with the innovation

The Student will work on his/ her dream innovation under the guidance of a Mentor, either from the industry or a senior academician. The student is expected to consider all of the following aspects: 1. The innovation/ innovative idea 2. Practicality of Innovation/ Innovative idea 3. Substitute analysis and success factors 4. Testing the innovation 5. Innovative launch plan

Text:

- Getting to Innovation, VanGundy A.B., PHI, ISBN: 978-81-203-3578-2
- Business Innovation, Gupta Praveen, S. Chand, ISBN: 81-219-2945-8

#### References:

- Is Your Company Ready for Open Innovation?, Lichtenthaler U, Hoegl M and Muethel M, MIT Sloan Management Review, Fall 2011 (<http://sloanreview.mit.edu/article/is-your-company-ready-for-open-innovation/>)
- The 5 Myths of Innovation, Birkinshaw J, Bouquet C, and J.-L. Barsoux, MIT Sloan Management Review, Winter 2011 (<http://sloanreview.mit.edu/article/the-5-myths-of-innovation/>)
- A Taxonomy of Innovation, Luma Institute, Harvard Business Review – January – February, 2014 (<http://hbr.org/2014/01/a-taxonomy-ofinnovation/ar/1>)
- Innovation and Research Strategy for Growth, BIS, December 2011, (<http://www.bis.gov.uk/assets/biscore/innovation/docs/i/11-1387-innovation-andresearch-strategy-for-growth.pdf>)

### **Course Title: CORPORATE ENTREPRENEURSHIP**

#### Course Objectives:

Corporate entrepreneurship is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's rapidly changing global business environment, companies must be faster, creative, flexible and innovative. Resource availability may be limited or non-existent to support innovations and initiatives. In other words, organizations must be more innovative and entrepreneurial. This course focuses on the processes, by which teams within an established company conceive, foster, launch, and manage existing and new business that is distinct from the parent company. The ability to simultaneously integrate (see what is similar) and differentiate (see what is different) between a company's existing and new business is crucial to the success of any corporate entrepreneurship effort. The course emphasis will be placed on the skills needed to promote and manage corporate entrepreneurship including opportunity recognition, orientation and transition management. The main focus is to build "Intrapreneurial" mindset in managers to think differently beyond the traditional managerial concept.

#### Course Contents/Syllabus:

##### Module I Concept of Corporate Entrepreneurship

1. The changing nature of the strategic challenge confronting organizations, the nature of entrepreneurship; the entrepreneurial process
2. Meaning of Corporate Entrepreneurship or Intrapreneurship
3. Distinction between entrepreneurship & Intrapreneurship, need & importance,

## Module II Need for Corporate Entrepreneurship

1. The organizational life cycle
2. Why stay and why leave, why do corporate entrepreneurship
3. Getting started, a framework for understanding the obstacles to corporate entrepreneurship.

## Module III Developing Corporate Entrepreneurship

1. Building an organizational environment conducive to entrepreneurial endeavors, embracing new business models, corporate incubators
2. Function and organization of new venture units, new approaches: incorporating creativity into the corporate process.

## Module IV Types of Intrapreneurship

1. Life cycle of Intrapreneur
2. Classification of Intrapreneur
3. Changing rate of traditional managers

## Module V Stages of Corporate Entrepreneurs

1. Stages of Intrapreneurial team development- solo phase, network phase, bootleg phase, format team phase
2. Changing environment for corporate Intrapreneurs, implications & future for Intrapreneur
3. Corporate entrepreneurship in developing economies, corporate entrepreneurship in the social sector.

## Text & References:

- Blackwell, E. (1998), How to Prepare a Business Plan, Kogan Page
- Gifford Pinchot, (1985), Why you don't have to leave the corporation to become an entrepreneur?, Harper & Row
- Histrich D. Robert and Peters P. Michal Shepherd A Dean, (2007), Entrepreneurship, McGraw Hill
- Holt H. David, (2005), Entrepreneurship New Venture Creation, Prentice-Hall
- Kuratko F. Donald and Hornsby S. Jeffery (2009): New Ventures Management, Entrepreneur Road Map, Pearson Education.
- O'Rourke S. James (2009): Writing and presenting business plan, Cengage Learning
- Raymond W Y Kao, Tan Wee Ling, Entrepreneurship and Enterprise Development in Asia, Prentice Hall
- Schollhammer, Hans (1992): Internal Corporate Entrepreneurship,
- Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. (2000), New Business Ventures and the Entrepreneur, McGraw-Hill, Singapore.
- Stutely, R. (2002), The Definitive Business Plan, FT Prentice Hall
- Timmons A. Jeffry and Jr. Stephen Spinell (2009): New Ventures Creation; Entrepreneurship for the 21st Century, McGraw Hill.

## **Course Title: LEADING CHANGE IN FAMILY BUSINESS**

### Course Objectives:

The course is designed to provide students an understanding of change management in family business. The course is designed to provide students for defining the role and responsibility of members within a Family business. The course is designed to provide an understanding on how to drive change within Family business

Course Contents/Syllabus:

#### Module I Introduction

Family business, readiness of family and family business. A strategic management model for the family and the family business, understanding the pattern of family business, family and board culture, growth of family business

#### Module II Need to Change

Describe the roles& responsibilities, culture, value towards sensing transformation in family business. Issues and challenges in family business. Best practices in family business. Managing the leading change in family business

#### Module III How to Drive to Change?

Mindset, people, players, individual, team, group towards role and responsibilities .Decision making process in family business. The impact of culture on the family business, Stakeholders perceptions of culture and management practices in family and family business.

#### Module IV Lead the Change

How family meetings lead to collective action. Communication skills and conflict resolutions; getting things straight, conflict management strategies used in successful family businesses.

Text & References:

- A Bakr Ibrahim & Willard H Ellis,(1994), Family Business Management: Concepts and Practices, Published by Kendall/hunt Publishing Company.
- Butler, J.E,(2001), E – Commerce and Entrepreneurship, Information Age
- Chell, E. Haworth, J .M & Brearley, S. S,(1991), The Entrepreneurial Personality: Concepts, Cases and Categories, Lomnon: Routledge

### **Course Title: Principle & Practice of Banking**

Course Objectives:

The objective of this course is to facilititate study of theory and practise of banking and finance. The course is intened to introduce Indian banking and touches on almost every aspect, from the Indian financial system to contemporary issues and developments in the industry.

Course Contents/Syllabus:

#### Module I : Indian Financial System

Recent developments in Indian Financial System, Market Structure and Financial Innovation, RBI, SEBI, IRDA and their major functions; Role & Function of banks; Regulatory provisions; Enactments Governing Banks( Banking Regulation Act 1949, RBI Act 1935 etc.);Basic concepts of Retail banking, Wholesale banking, International Banking; Role and function of Money Market-CP ; -Bancassurance;Importance of Risk Management in Banks(credit, market, liquidity, operational and Interest rate risk);Basic concept of VaR Analysis; Banking Codes, Impact of Basel I, II & III & Capital Adequacy Ratio.

#### Module II: Functions of Banks(Deposit)

Banker-customer relationship( As per Indian contract Act) ; Know Your Customer (KYC) guidelines; Different deposit products, services rendered by banks( locker etc.);Mandate & Power of Attorney;Paying & Collecting Banker( remittance, drafts etc.);Protection available under Negotiable Instruments Act; Endorsements;Forged Instruments;Bouncing of cheques and their implications, Ancillary services: Remittances, Safe Deposit Lockers, etc.

#### Module III : Functions of Banks(Credit)

Recommendations of Tandon Committee, Chore Committee & Nayak Committee;Principles of lending; Working Capital & term loans;Appraisal techniques(for loans);Credit Monitoring;NPA Management( DRT/DRAT, SARFAESI Act 2002, Competition Act 2005);Priority sector lending( credit appraisal mechanism);Financial Inclusion- PMJDY Agriculture,SMEs,SHGs,SSIs;Tiny sector financing(i.e. Microfinance);New product & Services- Credit cards/ Personal loans/Consumer loans-brief outlining of Procedures and Practices; Nachiket Mor committee Report, Payment Banks and Small Banks, Business Correspondence, Concept of Base Rate and its calculation & Prime Lending Rate, Treasury Management

#### Module IV : Banking Technology

Banking Technology;Core Banking(CBS); Electronic Products;Banking Technology; Distribution Channels, Teller Machines at the bank counters;Cash dispensers;ATMs, Home banking;Electronic Payment System;Online Banking-Personal Identification Numbers and their Use in Conjunction with magnetic cards of both credit and debit cards, Smart Cards;Signature storage and Display by Electronic Means;Cheque Truncation;Microfiche;Note and Coin counting devices;Electronic Funds Transfer-SWIFTS,RTGS,NEFT;Information Technology-RBI NET, Datanet, Nicnet,I-NET, Internet, Email; Global developments & Banking Technology; Impact of Technology on banks;Cyber security-protecting the confidentiality and secrecy of data;Phising attack;Cloud Computing; Moble Phone Banking

#### Module V: Support Services-Marketing of Banking Services/Products

Marketing Management; Product Research & Development, Test Marketing of Bank Products,;Cross selling,Upselling;Product life cycle; Product Modification, New Product Development;Packaging & Branding of Bank Products( Re-engineering);Diversification;Importance of Pricing;Distribution;Factors influencing Direct & Indirect Channels of Bank Products;Physical distribution;Promotion;Promotion Mix, Role of Promotion in Marketing;Marketing Information System- Role of DSA/DMA in bank Marketing;;Channel Management;Selling Functions of a Bank;Portfolio & Wealth Management; Portfolio & Wealth Management; Telemarketing , Bancassurance,

## **Text & References:**

- Indian Institute of Banking & Finance, Principles & Practices of Banking, Macmillan Publishers Ltd., 2013
- Paul, Suresh, Management of Banking and Financial Services, second edition (Pearson)
- Berry, Leonard L., Donnelly, Jr, James H., Marketing for bankers, American Institute of banking, American Bankers Association, 1975
- Patodiya, S.N., Bank Marketing Management, Macmillan Publishers Ltd., 1984
- Kaptan, S.S. and Choubey, N.S., Indian Banking in Electronic Era, Sarup & Sons, New Delhi, 2003
- Agarwal O.P. Practices & Law of Banking CAIIB-Guide, Skylark Publications
- Sobti, Renu, Banking and Financial Services in India- marketing Redefined, New Century Publications, 2003
- Soni S. and V. Aggarwal, Computers and Banking, Sultan Chand & Sons, New Delhi
- Verma, J.C., Negotiable Instruments Act, Bharat Law House Private Ltd., New Delhi
- Jain, Alok K. Marketing, Challenges for Commercial Banks of India, Swajay Publishers, 1997

## **COURSE TITLE: CORPORATE RE-STRUCTURING, MERGERS & ACQUISITIONS**

Course Objectives: Corporate Re-structuring, Mergers and Acquisitions has become topics of great importance in the global corporate arena. The students will learn to examine the reasons to acquire, choice of target and recognition of the anticipated challenges, risks and pitfalls of the approach. They will also study some instances of corporate restructuring, whether they are driven by strategic considerations of external pressures, and again, the potential sources of value creation, risks and challenges.

### Course Contents/Syllabus:

#### Module I: Basics of Corporate Re-structuring, Mergers and Acquisitions

Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between Demerger and Reverse Merger. Takeover Tactics and Takeover Defenses

#### Module II: Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions

Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.

#### Module III: Introduction to Acts and policies

Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Role of Merchant Bankers in Mergers & Acquisition.

#### Module IV : Valuation of Target Companies

Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.

#### Module V: Taxation Aspects in M&A

Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers.

#### Module VI: Mergers and Acquisitions: Applications and Cases

Cases on Mergers and Acquisitions: Indian and International context. Post Merger Issues and Challenges.

Text:

- J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI, Mergers, Restructuring and Corporate Control.

References:

- Rajeshwer C H, 2004, Merger and Acquisition - New Perspectives ICFAI Press
- Sudi Sudarsanam: Creating Value from Mergers and Acquisitions: The Challenge, Pearson Publications
- Prasad G. Godbole: Mergers Acquisitions and Corporate Restructuring, Vikas Publications.
- B Rajesh Kumar: Mergers and Acquisitions, Text and Cases, Tata McGraw Hill.
- Ramaiya : Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
- M.C. Bhandari : Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur
- K. R. Sampath : Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
- S. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI

### **Course Title: Strategic Financial Management**

Course Objectives:

The objective of the course is to enable the students to acquire multidimensional skills as to equip them to comprehend the process of strategy formulation and thereby helping them to take financial and investment decisions.

Course Contents/Syllabus:

## Module I : Introduction to Financial Strategy and Planning

Meaning of Strategy and Planning, Definition of Strategic Financial Management, Financial Forecasting and their techniques. Financial Planning Process, Decision making and Problem solving Process

## Module II : Risk evaluation in Capital Budgeting

Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information, Sensitivity Analysis, Risk Adjusted Discount rate, certainty Equivalent

## Module III : Valuation of Business

Value of Share and Company, Asset based Valuation, Valuation relative to Industry Averages, DCF valuation Models, Valuation based on Company fundamentals

## Module IV : Sources of International Long term Finance

Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments.

## Module V: International Trade Finance

Forms of Export Finance, Documentary Credit, Export Credit and Insurance, Bilateral Credit, Special Economic Zones, Disinvestment and their strategies. Latest Development, Trends & Practices in strategic financial management - Corporate Governance, Fintech strategies, Management Buyouts

### Text Reading:

- Jakhotiya G P Strategic Financial Management Vikas Publishing House, 2010

### References:

- Khan, M.Y. & Jain, P.K., Basic Financial Management, Tata McGraw Hill, ND, 2009
- Khan, M.Y., India Financial Services, Tata McGraw Hill, ND, 2008
- Ravi M, Kishore, Strategic Financial Management Taxmann's 2011 Edition.
- Damodaran, A. 2004, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons.
- Van Horne, J.C. 2006, Financial Management and Policy, 12th Ed., Prentice Hall of India.
- Brearly, R. A. and Myers, S. C. 2006, Principles of Corporate Finance, 8th Ed., Tata McGraw Hill
- Pike, R and Neale, B. 1998, Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Rustagi, R.P. 1999, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Pandey, I.M. 1999, Financial Management, 9th Ed., Vikas Publishing House
- Wadhwa, Ritu 2018, Strategic Financial Management, Kojo Press

**Course Title: Training and Development**



## Course Objectives:

Organizations today function in a dynamic and complex environment. Faced with increased competition, expanded regulations, sophisticated technology, and limited resources, organizations must respond to extraordinary demands for quality, productivity, and cost efficiency. Organizations must implement processes to continuously train and develop their most important resource – their people. Through the learning experiences provided in the Training and Development, students master the concepts, knowledge, and skills necessary to manage a training and development function within an organization.

## Course Contents/Syllabus:

### Module I : Introduction to Training and Development

- Overview and Trends in training
- Important concepts and meaning of training
- Difference between Training and Development
- Aligning Training with strategy
- Strategic Training and Development Process

### Module II: Need Assessment

- Why is Needs Assessment necessary?
- Who should participate in Needs Assessment?
- Methods used in Needs Assessment
- The Needs Assessment Process
- The TNA model Need assessment methods and techniques

### Module III: Design and Development

- Principles of Training Design
- Design Process
- Models of Training Design

### Module IV: Training Methods

- Introduction
- Presentation Methods: Lecture, Audio visual techniques
- Hands- on Methods; On- the job training, simulations, case studies, Business games, Role plays, Behavior Modeling
- Group Building Methods: Adventure Learning, team training, action learning
- Choosing a training Method
- E- Learning and use of Technology in Training

### Module V: Evaluation of training

- Meaning
- Models of Training Evaluation
- Data Collection for Training Evaluation
- Designs for training Evaluation

## Text

- Noe, R. A. (2008). Employee Training and Development (4th Ed). McGraw-Hill
- P. Nick Blanchard and James Thacker, Effective Training: Systems, Strategies and Practices

## References:

- G.Pandu Naik, Training and Development, Text , Research and cases
- Training in Organizations by Irwin L. Goldstein, Kevin Ford.

## **Course Title: MANAGERIAL COUNSELLING**

### Course Objectives:

To understand the concept and process so as to develop the professional counseling skills among the students.

### Course Contents/Syllabus:

#### Module I: Introduction

Self-Development of Managers as Counselors, Barefoot Counseling, Assertiveness and Interpersonal Skills for Counselors, Counseling Relationship.

#### Module II: Approaches to Counseling

Development of Counseling Skill, Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counseling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

#### Module III: Counseling Process

Counseling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback.

#### Module IV: Counseling at Work

Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

### **Text**

- Welfel E.R. and Patterson Lewis E (2007), The Counselling Process, Thomson
- Singh Kavita (2010), Counselling Skills for Managers, Prentice Hall India

### **References**

- Rao. S.N (2010), Counselling and Guidance, Tata McGraw Hill
- Felthman C. and Dryden W (2010), Brief Counselling- A Practical Integrative Approach, Tata McGraw Hill

## **Course Title: Leadership and Motivation in Organization**

### Course Objectives:

This course provides students with the social science tools needed To solve organizational problems and influence the actions of individuals, groups and organizations. To prepare managers to understand how to best organize and motivate the human capital of the firm, manage social

networks and alliances, and execute strategic change. In addition, to explore the challenge of managing personally the inevitable stresses and dangers of leadership.

Course Contents/Syllabus:

#### Module 1: Introduction to Motivation

- Definition – Motivation; Motivating Others;
- Work related aspects of Motivation: Extrinsic and intrinsic aspects of motivation,
- Factors affecting Motivation in the Business World;
- Self Assessment Questionnaire and Case Studies

#### Module 2: Power and Leadership

- Introduction, Definition of power, Difference among Power, Authority and Influence
- Sources of Power
- Bases of Power in the organization
- Application of Contingency model of power based on French and Raven's and Kelman Theory
- Power Tactics used in Organization –Individual and Intergroup Strategies, Situational Influences, Intergroup Power tactics
- Self Assessment Questionnaires and Case Study

#### Module 3: Organizational Politics and Leadership

- Organizational Politics-The Political Sub system
- Pfeffer rational versus Political model of Organization
- Controlling Political Behavior in Organizations
- Self Assessment Questionnaires and Case Study

#### Module 3: Leadership and Management

- What is leadership; Importance of Leadership;
- Difference between Leadership and Management

Introduction to:

- Servant and Spiritual leadership
- Authentic and Ethical Leadership;
- Charismatic and transformational Leadership
- Self Assessment Questionnaires and Case Study

#### Module 4: Introduction to Leadership Theories:

Discussion on different Leadership theories-Great Man Theory, Trait Theory ,Behavioral Theory, Contingency Theory, Situational theory.

Module 5: Beyond the theory:

The dark side of leadership. Self Assessment Questionnaire and Case Studies

Text & References:

- Leadership: Enhancing the Lessons of Experience by Richard Hughes (Author), Robert Ginnett (Author), Gordon Curphy (Author)Published by Publisher: Tata-McGraw-Hill.
- Leadership and Management Development, Carmichael J., Collins C., Esmell P. and Haydon J., Oxford, 2011, ISBN 9780199699230
- Leadership in Organizations, 8/E, Gary A. Yukl, Pearson.
- Leadership and Team Building, 1/e Uday Kumar Haldar, Oxford University Press.
- Leadership and Management Development, 1/e by Jan L. Carmichael, Chris Collins, Jon Haydon & Peter Emsell, Oxford University Press.
- Leaders and the Leadership Process: Jon L. Pierce and John W. Newstrom.
- Organizational Behavior Text and Cases, Kavita Singh, Pearson.
- Organizational Behavior, An Evidence Based Approach, Fred Luthans, McGraw-Hill

### **Course Title: ENTERPRISE MANAGEMENT**

Course Objectives:

Today Enterprise comprises of various stakes holders, such as employer, partners, customers and managing them is the key factor. This course is designed to provide a comprehensive insight into theoretical foundations, concepts, tools and current practice of enterprise systems. This course exposes students to core business processes and how these processes are implemented with enterprise resource planning (ERP) systems in organizational settings.

Course Contents/Syllabus:

Module I Decision Support and Business Intelligence

Managerial Decision Making and Information Systems, Decision Support Developments, Executive Information Systems, Data Warehousing, Access, Analysis, Mining and Visualization, Group Decision Support Systems, Intelligent Decision Support Systems, Knowledge-based Decision Support Systems, Knowledge Acquisition and Validation, Knowledge Representation, Knowledge Management

Module II Overview of ERP Systems and Business Processes

e-Business Backbone, Introduction to ERP, Mapping business processes in an organization and case for process improvement (BPR), Managerial issues in implementing ERP systems for organization- Risks and Benefits, Implementation Drivers: Critical Success Factors, Implementation Models, Selection Process, “ERP gone bad” Lessons from real-world failures. ERP and Related Technologies, Extending ERP systems to suppliers and customers. (SRM, CRM, SCM), Emerging Trends in Enterprise Systems,

### Module III e-CRM

Commerce in the 21st century, e-Business Models, Enterprise 2.0, Social CRM and CMR – social networks, wikis, blogs, e-Marketing, e-CRM, e-Business Security/Payment Services, Sales 2.0, Sales Intelligence, Analytics.

### Module IV Enterprise Systems and Supply Chain Management

Collaborative Value chain, Overview of Enterprise Systems and Supply Chain Business Processes, The sales order-to-cash process and purchase-to payment, The Procurement Process and SRM Systems, eSCM, e-Procurement, Integrated Processes and Supply Chain, VRM, Logistics Activity Profiling and Mining, Logistics Information Systems, Web Based Logistics, OLTP

### Text & References:

Turban, Efraim; Sharda, Ramesh; Delen, Dursun Decision Support and Business Intelligence Systems Leon, A., “Enterprise Resource Planning”, Tata McGraw-Hill, INDIA Paul Greenberg, CRM at the speed of light, , Tata McGraw-Hill, INDIA Essentials of Business Processes and Information Systems Simha Magal and Jeffrey Word. ISBN-13: 978-0-470-23059-6 Integrated Business Processes with ERP Systems (2010), Magal, S. and Word, J., Wiley Publishing, ISBN: 978-0-470-88424-9. Avison, D. & Fitzgerald, G., Information Systems Development: Methodologies, Techniques and Tools 4th ed., McGraw-Hill Higher Education. Laudon, J.P. & Laudon, K.C., Essentials of Business Information Systems, Prentice Hall.

## **Course Title: INFORMATION SECURITY & RISK MANAGEMENT**

### Course Objectives:

This course focuses on the fundamentals of information security that are used in protecting both the information present in computer storage as well as information traveling over computer networks. Interest in information security has been spurred by the pervasive use of computer-based applications such as information systems, databases, and the Internet. Information security has also emerged as a national goal in the United States and in other countries with national defense and homeland security implications. Information security is enabled through securing data, computers, and networks. In this course, we will look into such topics as fundamentals of information security, computer security technology and principles, access control mechanisms, cryptography algorithms, software security, physical security, and security management and risk

assessment. By the end of this course, you will be able to describe major information security issues and trends, and advise an individual seeking to protect his or her data.

Course Contents / Syllabus:

#### Module I: Introduction of Information Security

Goals of Computer Security . CIA triangle, Identifying the Assets, Threats, Impact, vulnerabilities, User Authentication, System Access Control, Password Management, Privileged User Management, User Account Management , Data Resource Protection , Sensitive System Protection, Cryptography, Intrusion detection , Computer-Security Classifications

#### Module II: Computer Security

Hardening (Operating System and Application Code, File System Security, Local Security Policies, Services, Default Accounts), Network Activity, Malicious Code, Firewall , Fault Tolerant System , BACKUP and UPS

#### Module III: Network Security

Network security issues, threats & solutions, cryptography, algorithms (encryption, substitution, sequential and random, transposition), crypto-analysis, methods of breaking these algorithms.

#### Module IV: Disaster Management

Types of Disaster, Challenge in Global operations, Understanding disaster recovery & business continuity, Business Continuity Management, Preparing BCP – a 10 step process, case (eg WTC)

#### Module V: Management of Security taking Windows OS as example (Practical)

Security Management , Users and Groups Management , Managing Local and Global Groups, Managing User Accounts , Windows NT Domain Management,, Registry Management , Logical Structure , Physical Structure , DNS Management , Managing Group Policy, User Authentication Management, Creating Domain User Accounts, Files and Folder Management, Files and Folder Permission Shared Resources Management, Encrypting File System (EFS)

Text:

- D.P. Sharma, E-retailing Principles and Practice, Himalaya Publications
- Carroll & Broadhead, Selling Online: How to Become a Successful E-Commerce Merchant, Dearborn publishers
- Janice Reynolds, The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business, CMP Media.
- Dennis, Fenech & Merrilees, E-retailing, Routledge Press
- Levy & Weitz, Retailing Management, Tata McGraw Hill

#### **Course Title: BUSINESS PROCESS MANAGEMENT**

Course Objectives:

The course addresses the methods and techniques required to analyze, design, implement, automate, and evaluate business processes. Structured along the phases of the Business Process

Management (BPM) life cycle, students learn to analyze organizational performance from a process perspective, redesign processes using value-focused techniques, design workflows and implement them in BPM systems. Upon completion of this course participants will be able to assess the efficiency and effectiveness of an organization from a process perspective, conduct process improvement projects, and determine the role of technology in supporting corporate processes.

Course Contents / Syllabus:

#### Module I: Business Process Optimization

Understanding Business Process, Cross functional business process, .Business process optimization, Work flow automation, and value chain. BPM road blocks

#### Module II Business Process Management Life Cycle

Implementation of Business Process Life Cycle. Business Modeling, Process Design, and Optimization. BPM best practices

#### Module III Module III: Introduction to Data Modeling Techniques

Methodology, tools and techniques. Systems Modeling, Logical and Physical Models, Data Modeling, Types of Data Modelling, Entity relationship Diagram, Entity, Types of Entities, Attributes, Types of Attributes, Domain

#### Module IV: Introduction to Modern Structured Analysis

Methodology, tools and techniques, process and concepts - Decomposition, Decomposition Diagram, Logical Process and conventions, Structured English, Decision Table, Event Decompositions Diagram, Developing DFD, information engineering, Prototyping, Rapid Application Development model driven development. BPM trends

#### Module V: Introduction to Object Oriented Analysis & Modeling

Reading and interpreting an object model, describing object modeling in the context of systems analysis with the help of class diagram, state diagram and event diagram.

Text:

□ Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco, ISBN-10: 0123741521 ISBN-13: 978-0123741523. □ Metters, King-Metters, Pullman, Walton (2007) Business Process Management. □ Davis, R.: An Introduction to Business Process Modeling: getting started with BPM, (1st ed.) Springer, New York, 2007. □ Dumas, M.; van der Aalst, W.M.P. and A.H.M. ter Hofstede (eds.): Process-Aware Information Systems. Bridging People and Software Through Process Technology, John Wiley & Sons, Inc., Hoboken, NJ, 2005 □ Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, 2006, pp. 464, ISBN 0750669217 □ Jeffery L. Whitten, Systems Analysis & Design Methods, Tata McGraw Hill □ Awad, Systems Analysis & Design Methods, Galgotia Publications □ Hoffer, Systems Analysis & Design Methods, Tata Mc Graw Hill

## **Course Title: Managing Business in Emerging Markets**

### Course Objectives:

The course offers a comprehensive look at emerging markets, especially (but not only) the BRIC countries (Brazil, Russia, India, China), as they integrate with the global economy. We offer a conceptual framework to analyze emerging markets from multiple perspectives: that of indigenous entrepreneurs struggling to overcome constraints to build world-class businesses, that of multinationals from developed countries tapping into emerging markets for their next growth spurt, and that of domestic and foreign investors seeking to profit from investment opportunities in emerging markets.

### Course Contents/Syllabus:

#### Module I Introduction

Overview of emerging markets, Political, legal and cultural framework in emerging markets, Ethical issues, Trade and foreign Investment, Demographic characteristics, Market characteristics, Factors effecting international business,

#### Module II The Economic Environment

Differences in economic environment in emerging markets, Institutional voids, framework and developing institutions, Infrastructure & infrastructural gap, Income distribution, Business Groups,

#### Module III Opportunities and Trend in Emerging Markets

The growth of middle income and rise in consumption level, Growth of mid-sized cities, rural development, Services, technology and telecommunication, inequalities, taking advantage and adopting business models, Business at the bottom of pyramid.

#### Module IV Strategies for the Entry

An overview for the entry in emerging market, Trade based entry strategies, export, Bidding for global tenders, global sourcing and outsourcing, contract based entry strategy, licensing, franchising, technology transfer projects, management contracts, Investment entry modes- marketing subsidiaries, joint ventures, wholly owned entry strategy, Factors influencing entry strategy

#### Module V An Analysis of Selected Emerging Markets

BRIC Economies- Brazil, Russia, India, China New frontier economies in Latin America- Mexico, Chile, Peru Emerging economies of CIS countries Emerging economies of Africa Other emerging Economies in Eastern Europe

### Text:

□ Tarun Khanna, Krishna G. Palepu. 2010. Winning in Emerging Markets: A Road Map for Strategy and Execution. Harvard Business Press.

### References:



□ “Doing Business in Emerging Markets” 2nd edition, by S Tamer Cavusgil, Pervez N Ghauri, Ayse A. Akcal – 2012 published SAGE Publications Ltd. □ “International Business Strategy in Emerging Country Markets: The Institutional Network Approach” by Hans Jansson published by Edward Elgar Publishing House 2008. □ “Emerging Markets Rule: Growth Strategies of the New Global Giants”, by Mauro Guillen, Esteban Garcia-Canal published by McGraw Hill Professional 2013. □ “Emerging Markets: Lessons for Business Success and the Outlook for Different Markets” by Nenad Pacek, Daniel Thorniley published by The Economist in association with Profile book Ltd 2007. □ “The Global Emerging Market: Strategic Management and Economics” By Vladimir Kvin published by Roulledge 2009

## **Course Title: Global Outsourcing**

### Course Objectives:

Outsourcing goods and services on a global basis has become a central part of most companies’ growth strategy. The course aims to familiarize students with key issues related to global outsourcing strategy as a management practice that is today widely used and growing in popularity. Secondly, a key development objective is to build the skills of exploring , learning, analyzing, relationship management and new management practices in outsourcing. Through this course the students will appraise themselves with an understanding of the impact that outsourcing and supply management have on the success and profitability of firms in today’s business environment.

### Syllabus:

#### MODULE-1( INTRODUCTION)

Introduction, Definition, need and relevance of Global Sourcing, Evolution of sourcing. Purchasing a dynamic profession, origins of purchasing and transition to supply chain management. Five major developments- cross functional teams, supply chain and supply networks. supply alliances ,strategic sourcing, e-procurement, global sourcing

#### MODULE-II(Corporate strategy and outsourcing)

How Corporate Strategy Drives Outsourcing Strategy. Roles and Responsibilities in strategy development and execution. Models- Off shoring Business Arrangements

#### MODULE-3(Types of Outsourcing)

Types of Global Sourcing: Global sourcing of HR. Accounting or Finance. Global sourcing of Procurement/Supply Chain. Global sourcing Governance: PMO, contracts, Emerging Trends

#### MODULE-4(Sourcing and Proposals)

Sourcing Activities: Sole Source v. Competitive Selection. Candidate Pool, “Qualified Sources. The Request for Proposal, Bid Evaluation,. Landed Cost”, “Best Value” Selection

#### MODULE-5(Contract and Negotiation)

Contract Formation, Contract Negotiation: Negotiation Objectives, Negotiation Strategy, Negotiation Best Practices, Relationship Management

#### MODULE-6(International Sourcing Decision)

International Sourcing Decisions: Manufacturing/National brands, Private label brands, Premium branding. International sourcing. Costs associated with global sourcing decisions, Foreign currency fluctuations. Tariffs, Free trade zones and Retailing. Managerial issues associated with Global sourcing decisions, International vendor management

Text:

- Lacity, M., and Willcocks, L., Global Information Technology Outsourcing: Search for Business Advantage, John Wiley & Sons, Chichester, 2001

Reference:

- Supply Management; Eighth Edition, Burt, Dobler, and Starling, ISBN: 978-007-126330-6, McGraw-Hill
- Xanadu Course Pack – X 443.5 Managing Outsourced Projects Readings
- World Class Contracting, 4th Edition; Gregory A. Garrett, ISBN 13: 978-0-8080-1611-3, CCH.

### **Course Title: Foreign Trade Policy**

Course Objectives:

India is now aggressively pushing for a more liberal global trade regime, especially in services and has assumed a leadership role among developing nations in global trade negotiations. Our Foreign Trade Policy now has the dual objective not only to encourage exports but also to facilitate those imports into India which are required to stimulate our economy. Regional, bilateral and multilateral trade agreements also play an important role in world trade. An understanding of the Policy, export promotion/incentives available for exports and tariffs imposed on imports is imperative to run an Export/Import business.

Course Contents/Syllabus:

#### Module I: World Trade & Economic Integration

Why Trade, Link between Trade & Economic growth,Complexities & Barriers to free trade,World's leading economies, World's Top Trading Nations & Emerging markets,Free Trade Areas, Customs Union, Common Markets, Economic Unions, Regional Economic Blocks- EU, NAFTA, MERCOSUR, SAARC, SAFTA, APEC, ASEAN, ECOWAS, GCC, OPEC.

#### Module II: World Trade & Standardization Organizations

WTO, IMF, World Bank,WCO Harmonized Commodity Description & Coding System,ISO Currency codes - ICC

#### Module III: Overview of India's Foreign Trade Policy & Major Trading Partners

The Foreign Trade (Development & Regulation) Act, Objectives of India's Trade Policy 2014-19, Post 1991 India's Trade Liberalization, India's Economic Indicators, Export/Import data & Major Trading partner countries, How to start an Export/Import business - Import Export Code (IEC), Registration cum Membership Certificate (RCMC) with appropriate Export Promotion Authority, Role & Types of Export Promotion Councils, Export Documents - Commercial, Financial, Transport, Title, Govt., Insurance, Export Assistance Documents & Certificates used in Exports, Import Documents - Licenses & Customs documents for imports.

#### Module IV: India's Export - Policy, Documentation & Procedures

Fiscal, Financial, Special Schemes & General incentives provided to exporters, Promotion Schemes like Status holders Certificate, FMS, FPS, MLFPS, VKGUY, SFIS, Deemed Exports, Duty Exemption Scheme & Duty Refund Schemes – Export Promotion Capital Goods Scheme, Advance Authorization, Duty Drawback, DEPB scheme, Free Trade Zones & Special Economic Zones - Export-oriented Units, Software Technology Parks., AEZ's etc

#### Module V: India's Import – Policy, Documentation & Procedures

Types of Imports, Basic Import Process, Restrictions on Imports, Basics of Indirect Taxes, Tariff structure and Customs Duties including Anti-Dumping duty, Safeguard duty etc, Calculation of import duty for various category of goods – Raw Material, Capital & Project imports, Concessions and benefits available for certain importers like samples, goods for Exhibitions, Tourists & NRI's

#### Text & References:

□ R.K. Jain (2014), Foreign Trade Policy and Handbook of Procedures (2009- 2014) (Vol 1), Jain Book Depot □ Nabhi (2014), How to Export, Nabhi Publications □ Handbook of Procedures Vol I, II & SION (2014-19)

### **Course Title: OPERATIONS STRATEGY**

#### Course Objectives:

The objective is to develop understanding about the practical aspects of operations strategy, selection of process and infrastructure development. The aim of this course is to make the students familiar with the changes required in the operational strategy with changing environment.

#### Course Contents/Syllabus:

##### Module I: Concept and Framework of Operations Strategy

Role and Objectives of Operations Strategy; Operations Strategy Framework: Incorporating Operations Strategy in the Corporate Strategy; Operations performance essentials; Competition, Competencies & Operations; Defining a Operations Strategy in Overall Environment; Process of Operations Strategy Formulation

##### Module II: Resource View of Operations Strategy

Principles and Concepts of Developing Operations Strategy; Methodology of Developing Operations Strategy; Capacity Strategy: Capacity Types, Flexibility & Consolidation, Capacity Timing & Expansion, Capacity Sizing & Investment; Facility Strategy & Globalization: Infrastructure Development; Supply Network Strategy: Capacity Location, Global Network & Off-shoring, Strategic Sourcing, Coordinating the Supply Chain

#### Module III: Process View of Operations Strategy

Process Technology Strategy: Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, Production Implications of Corporate Marketing Decisions; Strategy Development and Practices; Improvement & Innovation; New Product & New Service Development; Product Variety Impact in Operations Strategy; Operations Strategy Process – Sustainable Alignment

#### Module IV: Competency View of Operations Strategy

Implementation of Operations Strategy; Business Implication of Process Choice: Dynamics of process-product life cycles, Product Profiling, Improving Operations Process by Process Positioning; Cross-Cutting Capability; Operations Strategy Process – Implementation; Prerequisites of Organized and Focused Operations Strategy & Unit; Principles and Concepts of Factory-within-Factory; Involvement of Human Aspects

#### Module V: Redefining Operations Strategy

Operations Redefining & Restructuring; Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach; Risk Management & Hedging: Accounting & Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy

#### **Text & References:**

- Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed,
- Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann)
- Deborah. Competitive Strategies for Service Businesses, New Delhi: Jaico
- Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley
- Lawson. Strategic Operations Management, Routledge (Taylor & Francis)
- Mieghem. Operations Strategy: Principles and Practice, Dynamic Ideas Llc, MA: Charlestown, USA
- Slack / Lewis. Operations Strategy, 2/e, Prentice Hall / Pearson Education
- Walters. Operations Strategy, Palgrave Macmillan -India

## **Course Title: MANUFACTURING AND SERVICES COMPETITIVENESS**

### Course Objectives:

The objective is to familiarize the students with manufacturing and services competitiveness, practices and importance as well as the changes required in the operational technologies with rapidly evolving environments. The aim is to instill sharper understanding about the practical current aspects of creating and delivering competitive products and services nationally and worldwide.

### Course Contents/Syllabus:

#### Module I: Competitiveness Profiling in Manufacturing & Services

1. Product positioning and competitiveness strategy; 2. Taking execution to increase output, reduce cost, and generate more cash; 3. Competitiveness in manufacturing; 4. Evolution of World Class Manufacturing; Early models of Hall, Gunn, Maskel & Schonberger; Later frameworks and current approaches; Core competence model; 5. Service competitiveness; 6. Service strategy; 7. World Bank, OECD, and HSBC PMI indicators; 8. RBI BOP trends

#### Module II: Benchmarking Industry Competitiveness

9. Performance measurement; Measure to motivate; Traditional and non-financial measures; 10. Competitive intelligence; 11. Activity based costing; Transaction costs; 12. Process analysis and service blueprinting; 13. Comparing with efficiency frontier; 14. Competitor analysis; 15. Tracking outcomes for product experience enhancement

#### Module III: Attaining Competitiveness

Aligning strategy, structure, and processes for PESTEL factors; 17. Tracking and improving P: D ratio; 18. Master schedules for 3-R; Design Yield management; 19. Quantity, quality, and service learning; 20. Focused inventory management and service supply chain excellence; 21. Cycle time reduction; 22. Customer analysis and segmented initiatives to deliver faster, better, more and cheaper

#### Module IV: Emerging Trends & Challenges

23. WTO and GATS; 24. Role of subsidies in competitiveness; 25. Agreement on countervailing measures; 26. National Manufacturing Competitiveness Council, 27. National Manufacturing Plan and National Services Competitiveness Council agenda; 28. Technology and knowledge driven competitiveness; 29. Cultural sensitization and skill development for sustainable competitiveness

### Text & References:

Hill and Hill, Manufacturing Operations Strategy: Text and Cases, Palgrave Macmillan. Johnston and Clark, Service Operations Management, New Delhi: Pearson Education Keegan & O'Kelly, Applied Benchmarking for Competitiveness, New Delhi: Jaico Mather, Competitive Manufacturing, Butterworth-Heinemann. Metters, et al., Successful Service Operations Management, Cengage Learning Mitenberg, Manufacturing Strategy: How to Formulate and

Implement a Winning Plan, Productivity Press. Nicholas, Competitive Manufacturing Management, New Delhi: Tata McGraw-Hill Nicholas, John and Soni, Avi (2006), The Portal to Lean Production, Auerbach Publications (Taylor & Francis), 9780849350313 Nicholas, John (2011), Lean Production for Competitive Advantage, CRC Press (Taylor & Francis), 9781439820964 Plenert, G. and Cluley, Tom (2012), Driving Strategy to Execution using Lean Six Sigma, CRC Press (Taylor & Francis), 9781439867136 Mandelbaum, J., Hermes, A., Parker, D., and Williams, H. (2012), Value Engineering Synergies with Lean Six Sigma, CRC Press (Taylor & Francis), 9781466502017

## **Course Title: LEAN SIGMA**

### Course Objectives:

The objective of this course is to make the students understand the importance of a measurement based strategy, which focuses on process and sub-processes improvement through the application of Principles and methods of Lean Six Sigma.

### Course Contents/Syllabus:

#### Module I: Overview of Six Sigma and Organizational Goals

1. The history and methodology, philosophy and goals,
2. Key drivers for business, project selection process, introduction to DMAIC, DFSS, seven basic quality tools.
3. Lean Principles: value chain, flow, pull, perfection, tools commonly used to eliminate waste, kaizen, 5S, error proofing, value-stream mapping. value-added and non-value added activities, excess inventory, space, test inspection, rework, transportation, storage, cycle time,
4. Theory of constraints.

#### Module II: Define Phase

5. Process components and boundaries, process owners, internal and external customers, other stakeholders, translating customer feedback into project goals,
6. Pareto chart,
7. CTQ attributes, VOC,
8. QFD, affinity diagrams, interrelationship digraphs, tree diagrams, prioritization matrices, matrix diagrams,
9. PDPC charts, activity network diagrams, business results for projects, process performance metrics,
10. DPU, RTY, COPQ, DPMO sigma levels and process capability indices, FMEA, RPN,
11. Six Sigma teams, Black Belt, Master Black Belt, Green Belt, Champion, executive, coach, facilitator, team member, sponsor.

### Module III : Measure Phase

12. Process maps, written procedures, work instructions, flowcharts, SIPOC, relational matrices, techniques for assuring data accuracy and integrity,
13. GR&R, measurement correlation, bias, linearity, percent agreement, and P/T,
14. Natural process limits and specification limits, percent defective, Cp and Cpk, Pp, Ppk, Cpm,

Short-term vs. long-term capability, 1.5 sigma shift, sigma level for a process and its relationship to Ppk.

### Module IV: Analyze Phase

15. Exploratory Data Analysis,
16. Create and Interpret Multi-vari studies to interpret the difference between positional, cyclical, and temporal variation; sampling plans to investigate the largest sources of variation,
17. Applications of simple linear correlation and regression,

Hypothesis Testing - Tests for means, variances, and proportions, paired-comparison tests, single-factor ANOVA and Chi squared Test in Six Sigma

### Module V: Improve and Control Phase

18. DOE, SPC, rational sub grouping,
19. X Bar - R, p, np and c, implement and validate solutions,
20. Measurement system capability, re-analysis, and post-improvement capability,
21. Developing a control plan to document and hold the gains, implementing controls and monitoring systems.

#### **Text:**

- Evans, James R., Lindsay, William M., (2011), The Management and Control of Quality, 8<sup>th</sup> Edition, Cengage Learning
- Dale, Barrie G., Wieley, Ton Var Der, Iwaarden, Jos Van., Managing Quality, 5<sup>th</sup> Edition, Wiley India
- SubburajRamasamy, (2008), Total Quality Management, Tata McGraw Hill Education, India

### **Course Title: Retail Branding and CRM**

Course Objectives:

The course involves the objective of imparting comprehensive understanding of the fundamentals of building, measuring, and managing a brand. The emphasis is also on enhancing life time value of customers and developing partnering relationships with profitable loyal customers.

Course Contents/Syllabus:

#### Module I: Concept of branding

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

#### Module II: Brand Re-vitalization & Equity

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands, Components of retail image. Dynamics of creating and maintaining retail image, The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall

#### Module III : Planning Retail Promotional Strategy

Elements of retail promotional mix : Advertising, public relations, personal selling, sales promotions. Point of purchase advertising, Determining promotional objectives. Establishing an overall promotional budget. Selecting the promotional mix, Implementing the promotional mix, Reviewing and revising the promotional plan.

#### Module IV : Creating Customer Value through CRM

Importance of CRM, Rationale and Benefits of CRM; Types of CRM; Emerging Issues and Future Trends of CRM. Customer relationships and channel relationships. Customer Satisfaction: Pre-requisite to customer Relationship; Customer Value; Value Chain Analysis; Customer Life time Value: Concept and Measurement ; Measuring Equity in Customer Relationships

#### Module V: Customer retention strategies

Relationship retailing, Managing Service Recovery and Complaint Handling; Customer Retention Strategy

Text & References:

Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall. Sengupta S. (2010) , Brand Positioning, Tata McGraw-Hill Kapferer J. L. (1994), Strategic Brand Management, Free Press Sheth J.N, Parvatiyar A , Shainesh G. (2001), Customer Relationship Management, Tata McGraw Hill. Dyche J. (2001), The CRM Handbook- A Business Guide to Customer Relationship Management, Pearson Education

**Course Title: E-RETAILING**

Course Objectives:



This course provides an overview of e-retailing from both technological and managerial perspectives. It introduces e-retailing frameworks, and technological foundations; and examines basic concepts such as strategic formulation for e-retailing enterprises, management of their capital structures and marketing an online store. This course is designed to familiarize students with current and emerging electronic retailing changes.

Syllabus:

#### Module I: E-retailing

Meaning, concept, significance, comparison with convention retailing, Transition from Traditional Marketing to e-Marketing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing. Brick & Mortar, Click & Mortar and pure E-retailing, Multi-channel retailing.

#### Module II: E-retailing models, starting an E-store

E-retailing models, Weighing the options, approaches to building an E-store, requirements of an effective E-store, E-store design: web atmospherics, navigability, interactivity, retail information

#### Module III: Marketing Strategies for E-stores

Marketing mix in the age of E-retailing; the roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Promotional strategies of E-retail business, Branding on the web, offline marketing, cross selling, referral services, permission marketing.

#### Module VI: Payment & Security issues

Online payment processing, internet payment gateways, internet security issues, E-malls, future of e-retailing

#### Module V: Customer Relation Management in E-retailing

Building customer loyalty, CRM implementation, Customer service, gift reminder services, contests & promotions, online communities, loyalty programs, personalization

#### Module VI: Latest Developments, Trends and Practices

Inventory Based Model, Market Place Model, Vendor Development, Business Expansion and Legal Implications

Text & References:

• D.P. Sharma, E-retailing Principles and Practice, Himalaya Publications • Caroll & Broadhead, Selling Online: How to Become a Successful E-Commerce Merchant, Dearborn publishers • Janice Reynolds, The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business, CMP Media. • Dennis, Fenech & Merrilees, E-retailing, Routledge Press • Levy & Weitz, Retailing Management, Tata McGraw Hill

### **Course Title: Luxury Retail**

Course Objectives:

To familiarize the students with theoretical concepts of how Luxury segment is a different ball game. The knowledge of handling niche customers will help the student in enhancing their skills in understanding and handling such shoppers. It helps students get exposure to an altogether different segment of Retail.

Course Contents/Syllabus:

Module I: Introduction to Luxury

Fundamentals of Luxury, Genesis of the Luxury segment, Difference between premium and luxury products. Importance of luxury today, Customer Handling, Introduction to Indian Luxury Brands

Module II: Luxury Services and Branding

Luxury Service Scenario in India, What service qualifies for Luxury, Developing brand equity, Brand Stretching, What makes a product part of the luxury segment?

Module III: Anti-laws of Marketing

The laws that defy Marketing Management rules.

Module IV: Pricing and Distribution

Determining price premium, Price fixation, Price reduction/markdowns and Sales. Distribution and then Internet distribution. Luxury Malls in India

Module V: Strategic Perspectives

Luxury business models, Entry & Exit from Luxury, Classic Marketing.

Module VI: Latest Developments, Trends and Practices

Taking Indian Brands Abroad, Making India a Luxury Destination

**Text & References:**

- [Chevalier](#) Michel , Gutsatz [Michel](#) (2010) Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support , Wiley Publications
- Chaddha Radha , Husband Paul (2012), The Cult of the Luxury Brand, Nicholas Breary.
- Benjamin Berghaus, Günter Müller-Stewens, Sven Reinecke (2018) The Management of Luxury, An International Guide, Kogan Page

**Course Title: RURAL PROJECT PLANNING AND MANAGEMENT**

Course Objectives:

Main objective of the course is to help students to learn about: Basic concepts of project cycle and project planning cycle. Developing project ideas using appropriate methodology. Designing a project using Logical Framework Analysis (LFA) and implementing a project at grassroots level

## Course Contents / Syllabus:

### Module I Project Cycle

Generation of project idea, Preliminary Design, Concept of project and project cycle, concept of Project Planning, Macro & Micro Planning, , Feasibility Study (Social, Economic, Technical, Managerial & Environmental feasibility), Implementation, Evaluation, Result Based Management

### Module II Logical Framework Analysis

(LFA) – Concept of LFA, Stakeholder Analysis, Problem Tree and Objectives Tree analysis, Analysis of strategies, Fixing project output and activity, Assumptions and Risks Monitoring and Evaluation indicators

### Module III Project Design & Implementation

Core Components : Objectives, Outputs, Activities and Inputs, Project Implementation concept, Pre-requisites for Project implementation, Process of project implementation planning, Factors Affecting Implementation, Designing Networking techniques for project implementation, Project review and control, Feedback Mechanism, PERT and CPM model

### Module IV Monitoring & Evaluation

Introduction, Planning & Designing a Monitoring plan, Key National & International Monitoring Systems, Evaluation Framework and different models, Steps of Evaluating a Project, Types of Evaluation

### Module IV Latest Developments

Community Resource Mapping, Sustainability Strategy, Budget and Work Plan, Impact Assessment and Social Audits, Association with NGOs and Local Bodies

#### **Text:**

- Pandey, Devendra Prasad. (2008). Rural Project Management, New Age International Publishers, New Delhi
- Mikkelsen, Britha.( 2005). Methods for Development work and research, sage Publications Ltd., New Delhi
- Mosse, David. ( 2005). Cultivating Development, Vistaar Publications, New Delhi
- Bapat, Jyotsna. (2005). Development Projects and critical theory of Environment, Sage Publication, New Delhi
- Chandra, Prasanna. (1987) Projects: Preparation, appraisal, budgeting and implementation Tate McGraw Hill Publishing company Ltd., New Delhi

## **Course Title: RURAL ENTREPRENEURSHIP AND DEVELOPMENT**

### Course Objectives:

This course intends to provide exposure and good understanding to the students on Rural Enterprises and its various aspects. This course educates the students about scientific methodology for learning different enterprises and design modules for rural enterprises. It also helps to develop entrepreneurial qualities among students.

Course Contents / Syllabus:

Module I: Introduction

Rural Entrepreneurs & Rural Artisans, Group & Cooperative based enterprises, Factors influencing Entrepreneurship, Problems and Challenges in Rural Enterprise management

Module II: Institutional Support & Capacity Building

Entrepreneurship Development: Introduction & Strategy, Steps to Develop Rural Entrepreneurship, National Small Industries Corporation (NSIC) : Salient Features, KVIC and its interventions,

Module III: Major Stakeholders

NABARD & its schemes, MSME Ministry, Small Industries Development Bank of India (SIDBI), District Industry Center: Functions & Roles, Incentives & Facilities,

Module IV: Supporting Schemes & Funding Sources

Project Formulation & Implementation, Prime Minister Employment Generation Program (PMEGP), Startup India, Mudra Scheme, State Finance Corporation (SFC). Funding Source: Angel Investors and Venture Capitalists,

Module V: Rural Enterprises and Technology

Use of Technology in Rural enterprise, CAPART and its Interventions, Successful Rural Interventions based on Technology, Rural Innovations : Current Status and Impact on beneficiaries

**Text Reading :**

- Jain, P. C. (2008). Handbook of New Entrepreneurs, Oxford press
- Saini, Jasmir Singh. (2009) Entrepreneurship Development, Deep & Deep Publications, New Delhi

**References:**

- Desai, Vasant. (2009). Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
- Stokes, [David.](#) & Wilson, [Nicholas.](#) (2010) Small Business Management and Entrepreneurship, Cengage Learning Publishers

**Course Title: COOPERATIVE MANAGEMENT**

Course Objectives:

The objective of the course is to provide the conceptual and practical understanding of cooperative management. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management.

Course Contents / Syllabus:

Module I: Introduction

Concept of Cooperatives, Principles of Cooperation, History of Cooperative Movement in India – Various stages, Management in public, private, & cooperative, Status of cooperatives in India, Cooperative Management practices in India

Module II: Cooperative: Board & General Body

Formation and functions of General Body, Formation and functions of Executive Body, By-laws: documentation & amendments, Registration of cooperative societies, Different Committees: formation & functions, Properties and funds management of cooperative societies, Appropriation of net profit, Audit, Inquiry

Module III: Cooperatives: different aspects

Managerial problems in Cooperatives, Cooperative Democracy & Leadership Promotions, Effective Communication with Members, Management Information System, Human resource management, Professionals in Cooperatives, Marketing and Retail operations

Module IV: Cooperative Bodies

Cooperative Banks: Introduction, Internal Organization & MIS, Marketing cooperative : Special Features & Advantages, Dairy Cooperatives : Structure & Functions, Other Institutions– NCDC, NDDB, NAFED, ICA

Module V: Emerging Trends

Consultancy in Cooperatives, Development of Cooperatives into Social Enterprise, Successful Cooperatives in dairy, agriculture and microfinance sectors

**Text:**

- Nakkiran, S. (2006). Cooperative Management, Deep & Deep Publications, New Delhi
- Shah, Tushaar (1995). Making Farmers' Co-operatives Work Design, Governance and Management, Sage Publications
- Ray, Pradip Kumar. (2002). Cooperative Management of Enterprise Networks, Springer US
- Zeuli Kimberly A. & Crophe Robert. Cooperative Principle & Practices, eBook Available at <http://www.cccd.coop/files/CoopsPrinciplesandPractices.pdf>
- GoI. (2002) National Policy on Cooperatives, Department of Agriculture and Cooperation, New Delhi,

**Course Title: SMALL BUSINESS MANAGEMENT**

## Course Objectives:

To study the importance of small business in a developing economy. To know how institutions support SMALL businesses in India. To understand how to acquire necessary resources required to build a growth oriented small business. To study the up gradation and modernization of small business

## Course Contents/Syllabus:

### Module I Introduction

Orientation to small business, Importance of small business in economy. Globalization and small business. Issues facing small businesses in the 21st century, Institution supporting the small businesses and Govt. support. Indian SME Act2006 and international definition of small business. Legal issues for small business in India.

### Module II Growth in Small Business

Strategic planning for the small business: planning is more than just writing a plan, Developing competitive survival and growth strategies for small business, competitive growth, Managing the growth fund, Human resource management for small business

### Module III Role of Family

The role of family in small business, Succession planning in small business, Marketing and public relations .Importance of relationship with stakeholders. Relationship with business and family.

### Module IV Sustaining the Business

Modernization and up gradation of technology, the industrial policy for small business. The Exim Policy. Compensation and financing the SME, Exit route for SME's or extract money from a business, Local government & the small business owner, New company bill 2014

## Text & References:

- Charanatimath M Poornima(2007), Entrepreneurship Development Small Business Enterprise, Pearson
- Longenecker G Justin, Moore W Carlos, Petty J. William, Palich E. Leslie(2006),Managing Small Business ,Cengage Learning

## Course Title: Managing Room Revenue for Hospitality Industry

**Course Objectives:** To impart the basic knowledge of:

- a) Different type
- b) Yield management
- c) Market and Market share
- d) Various strategies related to revenue management

**Student Learning Outcome:** End of the semester, student would be able to:

1. Describe the tariff and different methods of fixing tariff
2. Identify the all types of rate
3. Describe the room inventory and calculation of room inventory
4. Summarize market and market share
5. Analyze and differentiate all revenue methods and compare different revenue methods.

**Course Contents/Syllabus:**

Module I Fixing Room Rate/Tariff

- Definition of Tariff and tariff fixation
- Different type of tariff use in hotels
- Calculation of fix and variable cost
- Tariff on basis of cost of construction

Module II Rate Management

- Dynamic rate and its importance
- Price positioning strategy for fixing tariff in hotels
- Penetration pricing strategy

Module III Revenue Management

- RevPar, its importance and calculation of Revpar
- GopPar and its importance in hotel revenue management
- Advantages of RevPar and GopPar

Module IV Market Share

- Fair market share for hotel
- Actual market share for hotel
- Market Penetration
- Calculation of MPI

Module V Yield Management

- A. Concept and importance
- B. Applicability to rooms division
  - a. Capacity management
  - b. Discount allocation
  - c. Duration control
  - d. Measurement yield
  - e. Potential high and low demand tactics

Module VI Measuring Yield management

- Yield management statistics
- Measuring yield management (Using formulas)

**Text:**

- Managing Front Office Operations – Michael L Kasavanna& Richard M. Brooks
- Principles of Hotel Front Office Operations- Su Baker, Pam Bradley & Jeremy Huyton
- Hotel Front Office Operations – Colin Dix & Chris Baird

- Hotel Front Office – James Bardi

References:

- Hotel Reception- White & Beckley
- Hotel Front Office Training-Sudhir Andrews
- Hotel Front Office Operations – Colin Dix & Chris Baird
- Hotel Front Office – James Bardi

**Course Title: Customer Relationship Management in Hospitality**

**Course Objectives:**

At the end of the semester the students would have full knowledge to understand a comprehensive view of CRM and show them how to successfully implant an enterprise customer focused solution;

**Student Learning Outcomes:**

1. Define CRM and its goals.
2. Evaluate strategies of CRM
3. Differentiate customer data and information for CRM
4. Choose E commerce for CRM.

**Course Contents/Syllabus:**

Module I: CRM- Introduction

Definition

Goal of CRM

CRM Success Factor

Module II: The Customer Service / Sales Profile

The Three Level of Service

The Shape of Customer Service

Managing Customer Service / Sales Profile

Module III: Choosing your CRM Strategy

CRM Strategy Starting Point

The CRM Strategy Creation

CRM Strategy Selection

Module IV: Managing and Sharing Customer Data

Managing Customer Information

Ethics and legalities of Data use

Tools for capturing Customer Information

Module V: E-Commerce Customer relationship

CRM on Internet

Choosing the Right niche

Rules for the Success on the road to E-commerce

Module VI: Managing Relationship through Conflict



Managing the movement of conflict  
Understanding Customers  
Problems  
Solutions  
CRM Marketing Initiatives  
Cross selling & Up-selling  
Customer relation  
Behaviour Predication

Text & References:

Text:

CRM by Kristen Anderson & Carl Kerr, Tata McGraw Hills

The CRM Hand-book by Jill Dyche, Pearson Education Singapore

Hotel & Motel Management & Operation by William S Gray

Hotel Front Office Management by Bardi, John Willy and Sons

Hotel Management by Dr. Jagmihan Negi, Himalayan Publishing House, New Delhi

References:

Management & Public Relation & Communication by Shailesh Sen Gupta, Vikas Publishing House, New Delhi

Consumer Behaviour by Dr. SL Gupta, Sultan Chand & Sons Front Office by Abbott, Butter Worth Hiemann.

Principals of Hotel Front Office Operation by Baker,  
Cossell Check-in – Check-out by Gary K Vallen

Hospitality Management: Current Trends & Practices by Dr. JM Negi, Amity University Press, New Delhi

### **Course Title: Entrepreneurship Development in Food Industry**

#### **Course Objectives:**

The course is concerned and focused on various marketing plan along with the available resources. Emphasis will also be focused on the designing and the various furniture, fixture and counter required for the set up. Discussion will also be done on the layout and design aspect. Apart from the planning of the menu the technological advancements should also be discussed existing from the industry view point.

#### **Student Learning Outcomes:**

Starting your own new Business – Analyze the risk and rewards with starting a new independent business with an existing product and / or service concept.

Evaluating Trends and Opportunities – Identify the differences between an idea and opportunity for a new business. Evaluate environmental and local trends affecting business opportunities. Evaluate the risk and rewards associated with entrepreneurial opportunities.

Identifying your personal strengths and weaknesses as an entrepreneur, the advantages and disadvantages of home-based and web-based business.

### **Course Contents / Syllabus:**

#### **Module I The Entrepreneurial Process**

##### **A Identify and Evaluate the Opportunity**

- 1.1 Establish Vision
- 1.2 Persuade others
- 1.3 Gather Resources
- 1.4 Create New Venture/product or market
- 1.5 Change, adopt with time

##### **B Marketing Plan**

- 1.6 Understanding marketing plan
- 1.7 Characteristics of marketing plan

##### **C Human Resource Plan**

- 1.8 Manpower Planning
- 1.9 Recruitment Selection & Training

#### **Module II Principles of Restaurant Planning with Operations**

- 2.1 Types of Restaurants
- 2.2 Location or site – feasibility study for F&B Service
- 2.3 Sources of Finance
- 2.4 Design Consideration
- 2.5 Furniture, Fixture and Counters
- 2.6 Lighting and Décor
- 2.7 Heavy and Light Equipment required
- 2.8 Formats and Records maintained
- 2.9 Approvals and Licenses required
- 2.10 Space allowance for seating and space for circulation
- 2.11 Space need for the equipment's

#### **Module III Kitchen Layout & Design**

- 3.1 Areas of the kitchen with recommended dimension
- 3.2 Factors that affect kitchen design
- 3.3 Placement of equipment
- 3.4 Flow of work
- 3.5 Kitchen layouts – Types (Multi-cuisine, specialty, Coffee Shop, Bakery & Patisserie)
- 3.6 Automation in Designing

#### **Module IV Restaurant & Kitchen Management**

- 4.1 Managing the restaurant
- 4.2 Kitchen Management
- 4.3 Restaurant & Kitchen Layout
- 4.4 Calculating food cost
- 4.5 Preparing budget & forecasting

#### **Module V Menu**

- 5.1 Menu & its types
- 5.2 Menu Planning
- 5.3 Factors affecting menu planning
- 5.4 Principals of menu planning

Module VI Technological Advancements

A Input

- 1.1 E-commerce platforms for ordering
- 1.2 Conveyer belts for receiving
- 1.3 E-commerce & POS integration
- 1.4 Implementation of UPC

B Output

- 1.5 Wireless POS
- 1.6 Touch Tables & Tablets
- 1.7 Robots & Conveyer belts for service
- 1.8 Laser / 3D projection on tables
- 1.9 Wireless customer pads for feedback
- 1.10 App based services

**Course Title: Practices of Life Insurance Underwriting**

**Course Objectives:** The basic objective of this course is to familiarizing the students with types, process, decision, challenges, operations, fundamentals and underwriting considerations of life insurance underwriting.

**Pre-requisites:** Principles of Insurance, Classification of Life Insurance, They must come prepared to the class by going through the relevant chapter/s of the text book prescribed.

**Course Contents/Syllabus:**

<b>Module I - Life underwriting – Principles &amp; Concepts</b>
Concept and process of Underwriting, factors considered for underwriting, risk classification, possible outcomes of underwriting, Methods of underwriting- The Judgment method, the numerical rating method and combining method, underwriting manuals, concept of Human life value, understanding the underwriting decisions with respect to extra mortality rates, features and types of riders, premium loading and back-dating of policy.
<b>Module II - Underwriting – Structure &amp; Process</b>
The life insurance application process, structure of the underwriting function, Underwriting philosophy and risk management, use of Genetic testing in life insurance, the challenges faced in underwriting, tele underwriting, use of underwriting software and data mining in life insurance underwriting.
<b>Module III - Financial and Medical Underwriting</b>
Concept of financial underwriting, insurable interest, Evaluation of insurance cover amount of an individual, insurance for housewives, minors and key persons, employer-employee insurance schemes, understanding the provisions of insurance under the Married Women Property Act, various sources of financial information. Underwriting medical risk factors, sources of medical information, communicable and non-communicable diseases underwriting,

**Module IV – Occupational, avocational and residential risks**

Concept of occupational risk, sources of Information for occupational assessment, basic risk factors for occupation, high risk occupation categories, concept of avocational risk, basic risk factors for avocation, concept of residential risk, basic risk factors for residence.

**Module V Non Communicable Disease Underwriting**

Diabetes mellitus, Blood disorders disease, Urinary System disease, The respiratory System disease, Gastrointestinal disease

**Module VI Beyond Classroom**

A student centric module which opens opportunities for the students to bring to the class room the current happening in the Insurance Industry from various sources including regulator, consultants firms, websites of insurance companies, conferences, IRDAI Annual report, etc.

**Course Learning Outcomes (CLOs):**

After successful completion of the course, students will be able:

- 1) To explain the fundamentals of underwriting in insurance.
- 2) To explain the underwriting operations in life insurance companies.
- 3) To describe the process of assessing individual risk
- 4) To describe the challenges faced in life insurance underwriting.
- 5) To demonstrate skills while taking underwriting decisions
- 6) To classify different types of risk
- 7) To examine the concept and underwriting implications of financial and medical underwriting
- 8) To recognize various body systems, their main organs, impairments and their impact on underwriting

**Course Title: Group Insurance and Retirement Benefit Schemes**

**Course Objectives:** The aim of this course is to familiarize student with basic principles, underwriting considerations and taxation benefits available under various group insurance schemes including social security schemes and working of Pension Fund Regulatory & Development Authority..

<b>Module I</b>
Descriptors/Topics Principles of Group Insurance, parties in group insurance contract, Differences between Group/ Individual insurance & contributory & non-contributory Schemes.
<b>Module II</b>
Descriptors/Topics Group Underwriting Considerations & processes <ul style="list-style-type: none"> <li>-Reason for group's existence</li> <li>-Size of the group</li> <li>-Flow of new members in the group</li> <li>-Stability of the group</li> </ul>

<ul style="list-style-type: none"> <li>-Participation levels</li> <li>-Determination of benefit levels</li> <li>-Activities of the group</li> </ul> <p>Employer –Employee vs. other groups Manual Rating Experience Rating Blended Rating employer – employee vs. other groups like NBFCs, Credit Life</p>
<b>Module III</b>
<p>Descriptors/Topics : Group Insurance Policy Provisions</p> <ul style="list-style-type: none"> <li>-Eligibility Requirements</li> <li>-Grace Period</li> <li>-Termination of contract</li> <li>-Termination of insurance cover</li> </ul>
<b>Module IV</b>
<p>Descriptors/Topics Group Term Life Insurance Scheme EPFO Group Insurance in lieu of EDLI Scheme Group Saving Linked Scheme Calculation of claim amount Case Study</p>
<b>Module V</b>
<p>Descriptors/Topics Group Gratuity Scheme</p> <ul style="list-style-type: none"> <li>-Need for gratuity to employees</li> <li>-Provisions of Payment of Gratuity Act,1976</li> <li>-Funding of gratuity liability</li> <li>-Calculation of gratuity payable</li> <li>- Case Study</li> </ul>
<b>Module VI</b>
<p>Group Pension / Superannuation Scheme</p> <ul style="list-style-type: none"> <li>-Defined Contribution / Defined Benefit Schemes,</li> <li>- Linked / non linked schemes</li> <li>- Funding of pension schemes</li> </ul>
<b>Module VII</b>
<p>PFRDA Act &amp; Pension schemes Need for Pension Reforms PFRDA Regulations Pension schemes formulated for government employees by PFRDA Other pension schemes for general public including NPS Frame work of PFRDA Government sponsored insurance schemes like Atal Pension Yojana, Shramjeevi Schemes</p>
<b>Module VIII</b>
<p><b>Beyond Classroom</b> A student centric module which opens opportunities for the students to bring to the class room the current happening in the Insurance Industry from various sources including regulator, consultants firms, websites of insurance companies, conferences, IRDAI Annual report, etc.</p>

**Course Learning Outcomes (CLOs):**

After the successful completion of the course, students will be able:

1. To differentiate between individual and group insurance schemes
2. To describe and differentiate need & benefits of employees benefit schemes offered under group insurance to the employers and other organized & unorganized groups.
3. To compare group Insurance schemes initiated by central & state Governments as a social security mechanism for poor & unorganized people with other countries
4. To recognize the need for pension in the modern era & various alternatives available with life insurance companies as well
5. To discuss the role of different regulators like Pension Fund Regulatory & Development Authority, IRDA

**Course Title: Miscellaneous & Agriculture Insurance**

**Course Objectives: The course aims imparting understanding to the students about various miscellaneous types of policies / covers available in General Insurance with special focus on Agriculture Insurance.**

<b>Module I</b>
Introduction – Definition of Accident – Application of Basic Principles. Basic Coverage, Exclusions, conditions, Additional Benefits and group Personal Accident Insurance, Underwriting considerations, Claim aspects
<b>Module II</b>
Introduction, coverage, exclusions, conditions, Underwriting considerations, types of Burglary covers/policies, Claim aspects
<b>Module III</b>
<b>Baggage Insurance, All Risks Insurance, Health Insurance, Underwriting considerations, Claim aspects</b>
<b>Module IV</b>
<b>Descriptors/Topics</b> <b>Money-in-transit insurance, introduction, coverage,, exclusions, conditions, Underwriting considerations, Claim aspects</b>
<b>Module V</b>
<b>Descriptors/Topics</b> <b>Fidelity Guarantee insurance – introduction, coverage, exclusions, conditions, kinds of policies like collective, individual, blanket, Underwriting considerations, Claim aspects</b>
<b>Module VI</b>
<b>Descriptors/Topics</b> <b>Package covers – Shopkeepers, House holders, Office Umbrella, Doctors package and package policies for Credit Societies, Underwriting considerations, Claim aspects</b>
<b>Module VII</b>
<b>Descriptors/Topics</b> <b>Bankers Indemnity and Jewelers Block Insurance – Introduction, coverage, Exclusions, conditions, Underwriting considerations, Claim aspects</b>
<b>Module VIII</b>

**Descriptors/Topics**

**Tailor made policies like Event Insurance, Kidnap & Ransom cover, intellectual Property Rights Insurance, Key Man Insurance, E-Commerce Insurance, Underwriting considerations, Claim aspects**

**Module IX****Descriptors/Topics**

**Agriculture insurance – Agricultural risks, Overview of agricultural insurance, Types of agriculture policies, Underwriting considerations, Claim aspects, Other rural insurance policies, IRDA regulations on rural insurance.**

**Course Learning Outcomes (CLOs):**

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

- **The course will educate the student about the utility of Miscellaneous & Agriculture policies in personal, commercial and industrial establishments.**
- **The knowledge of the subject will be useful to the students while working in General Insurance industry.**
- **The student will be technically competent to face competitive business environment.**

**Course Name: FUNDAMENTALS OF REFINING**

Course Objectives:

This course aims to let the students be:

- **capable of applying knowledge in theoretical basics of petroleum refining processes for professional activity and educational work**
- **able to explain the market drivers for the refining industry**
- **able to understand different terminology in the field of petroleum refining**

Learning Outcomes:

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

- **know fundamentals of petroleum refining, types of energy resources, fundamentals of crude oil treatment and natural gas processing, fundamentals and purposes of re-refining processes and properties of main oil products**
- **Assess implications of changing crude oil feedstocks on refinery configuration and propose strategies to resolve conflicts with degrading crude oil quality and increasingly stringent environmental regulations on petroleum fuels**
- **be able to prepare and deliver reports on the professional topics (petroleum refining).**

**Module I**

Introduction to Oil Refinery, Growth and Development of Refinery Industry in India, Chemistry of Petroleum, Characteristics of Crude Oil, Case Study

**Module II**

Important Test on Petroleum Products, Bureau of Mines Correlation Index, Properties of Petroleum Products, Crude Distillation, Case Study

**Module III**

Hydrogen Production and Management, Fluidized Catalytic Cracking, Offsite Facilities and its Management, Future Refining Scenario, Case Study

#### **Module IV**

Advances in Petroleum Refining, Hydrocarbon Loss Minimization and Energy Conservation, Gross Refining Margin, Oil Accounting Excise and Custom on Petroleum Products, Case Study

#### **Module V**

Environment, Health and Safety Guidelines, Fundamentals of ULSF Production, IT Applications in Hydrocarbon Industry, Petroleum Refining: Terminology, Case Study

Text & References:

- **Fundamentals of Petroleum Refining by Mohamed Fahim Taher, Al-Sahhaf and Amal Elkilani**
- **Fundamentals of Petroleum and Petrochemical Engineering by Uttam Ray Chaudhuri**
- Dictionary of Oil, Gas, and Petrochemical Processing by Alireza Bahadori, Chikezie Nwaoha and Malcolm William Clark

### **Course Name: ENVIRONMENT AND CARBON FINANCE**

Course Objectives:

This course aims at providing an in-depth knowledge to:

- **Provide the nomenclature of carbon finance and a broad understanding of the regulatory, financial and competitive risks of a carbon constrained economy**
- **Develop a complete understanding of the various facets of carbon finance, their role and implications**
- **Introduce and analyze cap and trade and carbon tax as mechanisms to limit and reduce GHGs in the atmosphere and assess real-world application of cap and trade in the EU Emissions Trading Scheme**
- **Provide the information necessary to assess financial investments in carbon**

Learning Outcomes:

After the completion of the course, students will be able to:

- **Understand the complex interrelationship between finance, energy/environmental policy**
- **Describe and critically evaluate the structure and dynamics of the major global, regional and national-level carbon markets**
- **Explain and apply practices and procedures of carbon accounting**

#### **Module I: Introduction, the Energy Chain**

Introduction, The Changing Climate, Corporate Climate Risk, Climate Policies, Role of the Financial Services Sector, The Energy Chain and the Value Chain, Carbon Policies, Impacts of Different Users and Uses on Climate Change, Sources of Energy: Fossil fuels, Nuclear Energy, Hydroelectric Power, Renewables, Key Issues, Financing the Transformation of the Energy Chain: The Role of Venture Capital

#### **Module II: Regulated and Energy Intensive Sectors, the Physical Impact of Climate**



Change on the Evolution of Carbon Finance ,Power, Oil and Gas, Transportation, Cement, Competitive Implications of Climate Risk in regulated and energy-intensive sectors, physical impacts on unregulated sectors and carbon- regulated sectors, financial services

### **Module III: Emissions Trading in Theory and Practice**

How carbon is traded now, key issues, the carbon offset market, the role of insurance in emissions trading, issues for dispute resolution. Climate change and environmental security: Individuals, communities, nations, direct effect of extreme weather events, health effects of climate change, polar regions, climate systems and national sovereignty

### **Module IV: Adapting to Adverse and Severe Weather, Key Players**

Adverse Weather: The role of weather derivatives, Severe weather: the role of catastrophe bonds, Basic elements of the market, key private sector players, key players from the public sector, new horizons for the carbon market

### **Module V: Present and Future Prospects**

Trading Volumes in Carbon and Weather Markets, What can be traded where, price discovery, The evolution of products for carbon finance, litigation over responsibility for climate change; is carbon finance likely to help us avert dangerous levels of climate change, carbon finance within the broader field of environmental finance

### **Text and References:**

- **Carbon Finance: The Financial Implications of Climate Change, Sonia Labatt, Rodney R. White, Published by John Wiley and Sons, 2007**
- **Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products,**
- **Sonia Labatt, Rodney R. White, Published by John Wiley and Sons, 2002**
- **Carbon Markets: An International Business Guide, by Arnaud Brohe, Nick Eyre and Nicholas Howarth**
- **A Guide to Carbon Finance: Carbonomics for a Credit Constrained World by Kenny Tang**

### **Course name: LEGAL AND ETHICAL ASPECTS OF HEALTHCARE**

### **Course Objectives:**

- **Discuss the evolution of medical laws and regulations in India**
- **Explain the laws related to prevention of sex determination during pregnancy and the medical termination of pregnancy**
- **Discuss the concept of medical consent**
- **Explain the legal avenues available to aggrieved patients**
- **Discuss medical errors, their classification, causes and preventive measures**
- **Explain the various aspects of medical negligence**

### **Learning Outcomes:**

By the end of this subject, you will be able to:

- **Discuss the evolution of medical laws and regulations in India**
- **Discuss the regulations which various medical practitioners have to follow**
- **Describe the concept of medical ethics and their evolution**
- **Explain the various rights of patients in a healthcare facility**
- **Explain the various aspects of medical errors, medical negligence and medical malpractice**

## **Syllabus**

### **Module I: Laws Related to Healthcare Business and Health Professions**

Evolution of Medical Laws and regulations; Overview of Laws Governing Healthcare Organizations in India; Regulations Related to Health Professions; Modern Medicine Practitioners: Allopathic Doctors; Doctors from Other Streams of Medicine; Nursing Professionals; Dentists; Physiotherapy Professional; Rehabilitation Professionals; Pharmacy Professionals; Other Healthcare Professionals; Laws Governing the Employment of Manpower in Hospitals; Shops and Establishments Act; Laws to Protect Medicare Workers from Violence; Punishments to Offenders; Regulations for Clinical Establishments; The Clinical Establishments (Registration and Regulation) Act, 2010; Salient Features of this Act; Procedure for Registration of Clinical Establishments; Offences and Punishments; Benefits of This Act; Law Governing Commissioning of Hospitals and Healthcare Facilities; Laws Related to Manufacture, Storage and Sale of Drugs; The Drugs and Cosmetics Act, 1940; Obtaining a Drug License in India; Regulation of Narcotic Drugs and Psychotropic Substances; Move to regulate E-Pharmacies; Regulation of Objectionable Advertisements of Drugs and Other Remedies

### **Module: Laws Governing Patient Care**

Laws Governing Patient Care; Laws on Emergency Patient Care; Giving Force of Law to Guidelines for the Protection of Good Samaritans; Key Points of the Guidelines; First Law to Protect Good Samaritans; Registration of Births and Deaths; Law to Prevent Sex Determination During or Before Pregnancy; Salient Provisions PCPNDT Act 2003; Prohibition of Sex Selection; When can Pre-Natal Diagnostics be Conducted; Registration of Genetic Counselling Centers, Genetic Laboratories And Genetic Clinics; Penalty; Regulation; The Medical Termination of Pregnancy Act; When an MTP (Abortion) can be Performed; Authorized Personnel to Terminate a Pregnancy; Place Where Pregnancy can be Terminated; Consent for MTP; Record Keeping; MTP Rules, 2003; Proposed Amendments to the MTP Act, 2014 Draft Bill; Expanding Provider Base; Increasing the Limit of Abortion; The Transplantation of Human Organs Act; Transplantation of Human Organs and Tissues Rules, 2014; Regulation of Transplant Activities; Various Forms Outlined in the THOT Rules; Authorization for Removal of Human Organ; Organ Retrieval Centers; Costs and Other Salient Points of the Act; Law Governing Mental Health Care: Mental Health Care Act, 2017; Legal Framework for Blood Transfusion Services; Laws to Prevent Spread of Epidemic Diseases; Laws and Guidelines Governing Biomedical Research in India

### **Module III: Medical Ethics**

Evolution of Medical Ethics; Practical Ethics of the Physician; The Era of Modern Medical Ethics; Contributions of the World Medical Association; International Code of Medical Ethics; Declaration of Helsinki; The Belmont Report; Declaration of Taipei; Code of Medical Ethics for Medical Professions in India; allopathic Practitioners; Indian Systems of Medicine; Dentists; Homeopathy; Nurses; Pharmacy Professionals; Physiotherapy; Research Ethics; Significant

Points Covered in ICMR Guidelines; Good Clinical Practices; Schedule Y of the Drugs and Cosmetics Act

### **Module: Patient Rights**

Introduction to Patient Rights; Doctor-Patient Relationship; Types of Doctor-Patient Relationship; Doctor-Patient Communication; Patient Charters; NABH and DMAI Patient Charter; Charter of Patients' Rights; Consent of Patient; Types of Consent; Valid Consent; Legally Valid Consent; Consent for Participating as a Medical Research Subject; Legal Avenues Available to Aggrieved Patients; Consumer Protection Act and Its Implications to Healthcare; Other Avenues Available to Aggrieved Patients

### **Module V: Medical Errors and Negligence**

What are Medical Errors? Classification of Medical Errors; Causes of Medical Errors; Preventing Medical Errors; what is Medical Negligence? Elements of Negligence; Liability of Doctor in Medical Negligence; Medical Negligence Laws in India; Medical Negligence and Compensation; Medical Malpractice; What is Medical Malpractice? How Medical Negligence becomes Medical Malpractice; Precautions for Healthcare Professionals to Avoid Medical Negligence Claims; Importance of Medical Records as a Medico legal Document; Patient Access to Medical Records; MCI Guidelines on Medical Records

### **Text and References:**

- **Sharma RK. Legal Aspects of Patient Care. CBS Publishers, 2008.**
- **Tiwari S, Baldwa M, Tiwari M, Kuthe A. Textbook of Medicolegal Issues: Related To Various Medical Specialities, Jaypee Brothers Medical Publishers, 2012.**
- **Singh VP. Legal Issues in Medical Practice: Medicolegal Guidelines For Safe Practice. Jaypee Brothers Medical Publishers, 2016.**
- **Shenoy PD. Medical Negligence: What Doctors, Patients & Hospitals Should Know. Sterling Publishers Pvt.Ltd, 2013**
- **Francis MC. Medical Ethics. Third Edition. Jaypee Brothers Medical Publishers, 2017.**

### **Course Name: HEALTHCARE QUALITY AND ACCREDITATION**

#### **Course Objectives:**

- **Explain the concept of quality and healthcare quality standards**
- **Discuss how quality and accreditation in healthcare have evolved**
- **Discuss clinical and non-clinical accreditation standards and the importance of facilities management**
- **Explain how to draft policies for a healthcare facility and how to sustain quality initiatives**

#### **Learning Outcomes:**

Upon successful completion of the course, the student

- **Describe healthcare quality management concepts**
- **Explain how a healthcare organization can implement quality of services**

- **List the tools and techniques that can be used to measure and improve quality**
- **Discuss the importance of accreditation and the process of accreditation**
- **Define patient safety and discuss how patient safety can be achieved in a healthcare organization**

## **Syllabus**

### **Module I: Introduction to Healthcare Quality Management**

Basic Concept of Quality; Healthcare Quality Standards; Evolution of Quality and Accreditation in Healthcare; Cost of Poor Quality; Healthcare Performance and Quality Indicators; Role of Information Technology in Healthcare Quality Assessment

### **Module II: The Organization of Quality**

Role of Leadership in Quality Management; Engaging Clinical Leaders and Quality; Team-Work and Group Decision Making Methods; Quality Management Teams; Clinical Governance; Voice of the Customer; Cost of Quality

### **Module III: Tools Used in Healthcare Quality**

Process Mapping; Failure Mode Effect Analysis (FMEA); Pareto Analysis; Cause-and-Effect Analysis; Benchmarks and KPIs; Risk Matrix; Lean Management; Data Analytics

### **Module IV: Accreditation**

Role of Accreditation in Healthcare Quality; Accreditation Standards Framework; Quality Assurance Standards for Pathology Labs; The Process of Accreditation; Patient Centric Healthcare Accreditation Standards; Organization Centric Healthcare Accreditation Standards; Facilities Management for Accreditation; How to Draft Policies and Procedures

### **Module V: Patient Safety**

Patient Safety; Medical Errors; Standard Treatment Guidelines; Infection Control Practices; Characteristics of High-Reliability Organizations; Communication in Healthcare; Hazard Vulnerability Analysis; Quality Indicators Cost Effective Care; Patient-Friendly Hospitals; Facility Safety

Text and References:

- **Patrice L. Spath. Introduction to Healthcare Quality Management. Health Administration Press; 2009**
- **Diane L. Kelly. Applying Quality Management in Healthcare: A Process for Improvement. Health Administration Pr; 2003**
- **Athina A. Lazakidou. Quality Assurance in Healthcare Service Delivery, Nursing and Personalized Medicine: Technologies and Processes. IGI Global; 2011**
- **Scott B. Ransom, Maulik S. Joshi, David B. Nash. The Healthcare Quality Book: Vision, Strategy, and Tools. Health Administration Press; 2004**
- **Ministry of Health and Family Welfare. Operational Guidelines for Quality Assurance in Public Health Facilities. National Health Mission, Ministry of Health & Family Welfare, Government of India (2013)**