

Subject Core (SC) Courses - Semester III

SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern

Specialization: Marketing Management

Semester III	SC – MKT- 03	304 MKT : Services Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304 MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO304 MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO304 MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO304 MKT.6	CREATING	DEVELOP marketing mix for various services offering

1. Services Marketing- An Insight into Emerging Sector of Economy

Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives **[6+2]**

2. Role of Process, People & Physical Evidence in Services Marketing:

Process - Service system - Service system, Servicescape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process.

People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High-Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing **[8+2]**

3. Managing Consumer Behaviour & Service Quality:

Consumer and Organisational Behaviour in Services – Understanding Our Customers & Collaborators in services, stages of service consumption Service Quality- Levels & Dimensions; Service Quality Models - ServQual, GAP Model and Critical Incident Model. Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behaviour-Complaint Resolution **[7+2]**

4. Segmentation, Targeting & Positioning of Services in Modern Era: Bases for Segmentation of Services; Selecting Target Market & Approaches; Techniques of Positioning Services. Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value.

Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges. **[7+2]**

5. Marketing of Services: New Paradigm and Perspectives:

Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India

Applications of Service Marketing: Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, Non-Profit Organisations **[7+2]**

(Relevant cases must be discussed for the above all units)

Suggested Text Books

1. Service Marketing Concepts Applications & Cases Mk Rampal, SI Gupta, Galgotia Publishing Company
2. Services Marketing: People Technology Strategy, by Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8th edition (2017)
3. Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition
4. Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition

5. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Mcgrawhill

Suggested Reference Books

1. Service Management: Operations, Strategy, and Information Technology, James A. Fitzsimmons, Mona J. Fitzsimmons, McGraw-Hill/Irwin, 2006
2. Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill
3. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition
4. Services Marketing, 2nd Edition by Rao -Pearson
5. Service Marketing - by C. Bhattacharya, Excel Books
6. Services Marketing – K. Rama Mohana Rao, Pearson; 2 edition (2011)

Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=5MBEHY7Q0Ls>
2. <https://www.youtube.com/watch?v=xFvbgddv7C4>
3. <https://www.youtube.com/watch?v=1zYsQsJvbog>
4. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

Suggested Journals

1. Journal of Services Marketing Information
2. Journal of Services Marketing; Emerald Group Publishing Ltd.
3. International Journal of Service Marketing (IJSM)

Suggested Swayam Course

1. Services Marketing: A Practical Approach Indian Institute of Technology, Kharagpur and NPTEL via Swayam
2. Services Marketing - The Next Level via OpenLearning
3. Service Marketing: A practical approach By Prof. Dr. Biplab Datta
4. Services Marketing: Integrating People, Technology, Strategy By Prof. Zillur Rahman

Semester III	SC – MKT- 04	305 MKT : Sales & Distribution Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO305MKT.2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO305MKT.3	APPLYING	APPLY the concepts related to sales and distribution management.
CO305MKT.4	ANALYSING	ANALYZE the real life scenarios of sales and distribution management.
CO305MKT.5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches.
CO305MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.

1. Overview of Sales Management:

- a. Meaning, Evolution, Nature and importance of sales management, Strategic role of sales management, Objective and functions of sales management, Emerging trends in Sales Management,
- b. Careers in Sales Management; Skills required for Sales Managers.
- c. Impact of Technology on Sales: ERP, Social Platforms, Introduction of Sales Force Automation Systems (SFA) and Mobile technology in sales. **(8+2)**

2. Organizing the Sales Force:

- a. Sales Organization - meaning, Objectives & Structures of Sales Organization, Recruitment, selection and training the sales force, motivation to sales force, Compensation and Evaluation of Sales Force. Duties and Responsibilities of Sales Managers and the Effective Sales Executive.

- b. Personal Selling: Objectives; Personal Selling Process; Relationship selling, (Primary, Secondary etc. Selling). **(5+2)**
3. **Sales Planning and Control:**
 - a. Sales Planning Sales Forecasting & Budgeting, Sales Quotas and Targets.
 - b. Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.
 - c. Sales Audit: Sales Force Productivity Indicators (Value and Volume); Territory Productivity, per Person per Month Productivity, Sales to Marketing Expenses Ratio. **(7+2)**
4. **Distribution Management:**
 - a. Distribution Management: Introduction, need and scope of distribution channels; Marketing channels strategy; Levels of channels; Designing Channels; Selection and Recruitment of Channel Partners; Channel Conflicts; Techniques to resolve channel conflicts;
 - b. Channel Management Decisions; Channel policies, Concept of Vertical Marketing System (VMS) and Horizontal Marketing System (HMS)
 - c. Channel Information System: Meaning, purpose, Developing channel information system, Elements of Channel Information System, Channel performance evaluation criteria
 - d. Franchising: Significance and importance of Franchisee in Channel Decision; Advantages of Franchisee; Process of appointment of Franchisee; Franchiser-Franchisee relationship. ROI calculation at Dealer Level. **(8+2)**
5. **Wholesaling, Retailing & Logistics Management:**
 - a. Wholesaling: Meaning, functions, classification of wholesalers, Major wholesaling activities and decisions
 - b. Retailing: Meaning, Types of Retailers and retailing formats, Retail strategies, E-Tailing: Structure and Developments in E-tailing, Advantages & Disadvantages of E-Tailing.
 - c. Concept & scope of logistics, Components of logistics - warehousing decisions, Transportation decision, Inventory management decisions: Concept of EOQ, ROP, JIT, online inventory management.
 - d. Concept and scope of Supply chain management, Components of Supply Chain Management. **(7+2)**

Note: Case studies and real business world scenarios to be used at the time of teaching

Suggested Text Books:

1. Sales and Distribution Management by Havaladar & Cavale, TMGH
2. Sales Management by Still, Cundiff & Govani, Sandeep Puri Pearson Education
3. Sales and Distribution Management by SL Gupta, Excel books
4. Retail Marketing by Swapna Pradhan TMGH
5. Retailing Management by Michael Levy & Barton Weitz, TMGH
6. Handbook of Logistics & Distribution Management by John L. Gattorna, Jaico Books

Suggested Reference Books:

1. Sales and Distribution Management- Tapan K Panda, Sunil Sahadev, Oxford Higher education.
2. Sales and Distribution Management – A Nag, McGraw Hill Publication
3. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH
4. Retail Management by Gibson Vedamani , Jaico Books
5. Retail Management by Bajaj, Tuli , Shrivastava, Oxford
6. What the CUSTOMER wants you to KNOW by Ram Charan; Penguin Books India Pvt. Ltd.

Online data source: <https://bookboon.com/en/search?query=sales+management>

Suggested on line Courses

1. Sales and Distribution Management By Prof. Sangeeta Sahney IIT Kharagpur
2. Sales Training: Practical Sales Techniques-Udemy

3. The Art of Sales: Mastering the Selling Process Specialization-Coursera

Subject Elective (SE) Courses - Semester III
Specialization: Marketing Management

Semester III	SE -IL -MKT- 07	312 MKT: Business to Business Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312 MKT.1	REMEMBERING	DEFINE the terms and concepts related to Business to Business marketing
CO312MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in business to business marketing
CO312 MKT.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
CO312 MKT.4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing
CO312MKT.5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
CO312MKT.6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

1. Overview of Business-to-Business Marketing

Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Business Myopia, Organizational Buying Behaviour, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business & Business-to-Consumer Marketing.

Buying Situations, Buy grid Framework, Role of Buying Centre,

Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making. **[3+1+1]**

2. Segmentation, Targeting & Positioning for B2B Markets:

Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics.

Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria used for choosing a target market.

Positioning **[3+1+1]**

3. Product and Pricing Strategy for B2B Markets:

Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Costs, volume and Experience curve.

After Sales Service – Importance, Use of Innovation, Competitiveness & Technology.

Strategies used for marketing of Projects, Industrial Services, and High technology products.

Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding,

Pricing of New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing **[6+1+1]**

4. Promotion Mix for B2B Markets:

Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.

Promotions: Developing Industrial Communication Program, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, and Advertising. **[4+1+1]**

5. Distribution Channels and Current Trends for B to B markets :

Distribution Channels: Distinctive Nature of B To B Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.

Current Trends for B to B markets: Use of Social Media, Use of technology in branding, Use of digital platforms by B to B organizations, Virtual Marts. **[4+1+1]**

Suggested Text Books:

1. Industrial Marketing: Text and Cases Krishna K. Havaladar Tata McGraw-Hill Education
2. Industrial Marketing By Hill, Alexander and cross, Irwin
3. Industrial Marketing by Mukerjee, Excel Book

Suggested Reference Books:

1. Business to Business Marketing by Ross Brennan, Louise Canning, Raymond Macdowell
2. industrials Marketing by Mathur, New age international Publishers

Supplementary Reading Material:-Marketing White Book (Latest edition)

Websites:- <http://www.commerce.nic.in/>

Journals:

1. Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex., Journal of Management & Public Policy. Jul-Dec 2009, Vol. 1 Issue 1, p57-88.
2. My years with B2B Marketing in India: Reflections and Learning's from A Journey of 40 Years by Sarin, Sharad., Journal of Business & Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168
3. Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541
4. The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr 2006, Vol. 22 Issue 3/4, p407-438
5. Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki. Journal of Product Innovation Management. May 2011, Vol. 28 Issue 3, p360-373

Suggested MOOCs:

- 1) International B2B (Business-to-Business) Marketing on Coursera
- 2) B2B Marketing Foundations Training (LinkedIn Learning – Lynda),
- 3) B2B Pricing Strategy Online Program (IMD),

Semester III	SE -IL -MKT- 08	313 MKT: International Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313MKT.1	REMEMBERING	ENUMERATE various terms and key concepts associated with international marketing.
CO313MKT.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
CO313MKT.3	APPLYING	APPLY all stages in international marketing management process.
CO313MKT.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO313MKT.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
CO313MKT.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

1. Introduction: Meaning, Nature, Scope and Importance of International Marketing; Management Orientations in the context of International Marketing – EPRG Framework; Overview of International Marketing Management Process; International Marketing Environment and Its Effect on International Marketing – Economic Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic Environment, Natural Environment, Technological Environment. **[4+1+1]**

2. Approaching International Marketing: International Marketing Information System and International Marketing Research; International Market Segmentation; Target Market Selection; International Market Entry Strategies; International Positioning Strategies. **[3+1+1]**

3. International Marketing Mix I:

a) International Product Planning: Major Product Decisions-Product Features and Quality, Product Design, Branding, Packaging, Labeling, and Product Support Services; Product Standardization vs. Adaptation; New Product Development; IPR Issues; International Product Life Cycle; Managing Product Mix and Product Line.

b) Pricing for International Markets: Factors affecting International Price Determination; Pricing Strategies for International Markets; Price Quotations and Terms of Sale, Delivery and Payment; Dumping; Gray Market; Transfer Pricing. **[4+1+1]**

4. International Marketing Mix II:

a) Managing International Promotion: International Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct Marketing; Standardization vs. Adaptation issue; Developing International Promotion Campaign.

b) Managing International Distribution: Designing International Distribution Channels; Management of International Distribution Channel; Distribution Channel Dynamics; International Logistics Management. **[5+1+1]**

5. Managing International Marketing in 21st Century: Patterns of International Marketing Organization; Leadership; Digital Revolution and International Marketing; Developing International Competitiveness; Ethics, CSR and Social Responsiveness in Globalization Era. **[4+1+1]**

Suggested Text Books:

1. Global Marketing Management by Keegan Warren J. and Green M.C. Pearson Education.
2. International Marketing: Analysis and Strategy by Sakonkvisit and John Shaw, Prentice Hall of India.
3. International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
4. International Marketing Management by Subhash Jain, CBS Publishers & Distributors.
5. International Marketing by Rakesh Mohan Joshi, Oxford University Press.
6. International Marketing by Rajgopal, Vikas Publishing House.

Suggested Reference Books:

1. International Marketing by Czinkota and Ronkainen, Cengage Learning.
2. Global Marketing Management by Kotabe and Helsen, Wiley Publication.
3. International Marketing by Terpstra Vern and Sarathy Ravi, The Dryden Press.
4. Global Marketing by Svend Hollensen, Prentice Hall.
5. International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.
6. International Marketing by PK Vasudeva, Excel Books.

Semester III	SE -IL -MKT- 09	314 MKT: Digital Marketing II
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 314MKT.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing
CO 314MKT.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
CO 314MKT.3	APPLYING	MAKE USE OF various tools of digital marketing.
CO 314MKT.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.

CO 314MKT.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
CO 314MKT.6	CREATING	DEVELOP appropriate digital marketing campaign.

1. Digital Marketing and its Role in Global Context:

- 1.1 Concept, Role and Importance of Digital Marketing, Digital Marketing Vs. Traditional Marketing, Digital Marketing Process, Phygital marketing, Omni channel marketing, E-commerce & new trends in current scenario of the world.
- 1.2 Digital Marketing Environment, Digital Micro Environment, Understanding micro marketing elements in the digital marketing context
- 1.3 Digital Macro environment in India, PESTAL Analysis, National factors, global factors, role of cyber policy and digital commerce policy, Global Perspective of Digital Marketing **(4+1)**

2. Applying Segmentation, Targeting and Positioning to Digital Marketing:

- 2.1 Segmentation: Concept, Need & Benefits, Criteria for segmenting Digital Audience - Geographic, Demographic, Psychographic, Behavioral segmentation.
- 2.2 Targeting Online Customers – Business, Government and Customer Markets.
- 2.3 Product Positioning, Sectoral perspective in digital marketing applications with the help of case studies.
- 2.4. Overview of Marketing Mix in digital marketing context.**(4+1)**

3. Search Engine Optimization (SEO) Tools and Techniques:

- 3.1 Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization (SEO), Features of SEO, Significance of SEO.
- 3.2 Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEO , Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective.
- 3.3 Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Inbound Marketing.
- 3.4 Overview of Inbound Marketing: Essentials of an Effective Inbound Strategy, Optimizing Your Website for SearchEngines,Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales. **(5+2)**

4. Search Engine Marketing (SEM) Tools:

- 4.1 Search Engine Marketing (SEM), Comparison between SEO and SEM, SMM and Keywords, Terminologies associated to SEM, Pay Per Click (PPC), Cost per Click (CPC), Search Engine Results Page (SERP), Click-Through Rate (CTR), Impressions, Google Display Network (GDN).Understanding Web and Mobile Marketing perspective.
- 4.2 Key SEM tools, Applications and functions, Google Ads, Google Analytics, Google Admob, Google Adsense, Google Marketing Platform, Google Shopping Campaign, Word stream advisor.
- 4.3 The Fundamentals of Blogging, Amplifying Your Content with Social Media, Enticing Clicks with Calls-to-Action, the Anatomy of a Landing Page, Optimization Thank You Page, Sending the Right Email to the Right Person, Hob Spot Inbound Marketing Certification.
- 4.4 Understanding the concept of Website Analytics, Different types of Web Analytics, Social Web Analytics, Mobile Web Analytics, Conversion Web Analytics, Key Performance Indicators, Google Analytic, Benefits of using Google Analytics, Clicky vs. Google Analytics, Website Traffic Measurement Metrics.
- 4.5 Affiliate Marketing, Influencer marketing,
What is Traffic? Type of Traffic How to analyze & Track Traffic (Google analytics), Ways to Increase Traffic, What is affiliate Marketing, Cost per Action (CPA) **(5+2)**

5. Social Media Marketing (SMM), B to C Perspective, B to B Perspective:

- 5.1 Introduction to Social Media, Advantages Over Online Marketing, Social Media Strategy. Understanding Web and Mobile Marketing perspective.
- 5.2 Facebook Marketing: Understanding of Facebook Marketing, Types of Facebook Advertising, Creating first ad on Facebook, Setting Campaign and optimization, Facebook Power Editor, Facebook Video Marketing, Facebook App & Shopping Marketing, Facebook ad library, Traffic and Leads Generation.
- 5.3 Twitter Advertising: Twitter Advertising, Types of Twitter Advertising, Creating first ad on Twitter Setting Campaign and optimization, Create conversion code, Twitter App Advertising, Twitter Video Advertising Leads & Traffic Advertising Increase followers, Twitter Marketing, Strategy and Planning, Tracking and Conversion.

- 5.4 Youtube Marketing: YouTube Marketing Strategy, Find Video Ideas with Competitor Analysis, Find Video Ideas with Keyword Research, Find Video Ideas with Keyword Research, YouTube Account Setup (Create business account with personal account), YouTube Account Optimization, YouTube Banner, YouTube Channel Tags, YouTube SEO, Enable Custom Thumbnails, Manage Multiple YouTube Accounts, YouTube Monetization, YouTube Ads, YouTube Analytics.
- 5.5 Pinterest Marketing: Why market your business on Pinterest, Pinterest account setting, Pinterest account to follow, Pinterest account optimization, account verification, Pinterest board, Pinterest follower, Pinterest graphics, Pinterest chrome extension.
- 5.6 Instagram Marketing: Instagram Business Account Setup, Follow These Instagram Accounts, Instagram Profile Image, Instagram Bio, Instagram Content Creation, Instagram Reposting, Instagram Followers Hack, Instagram Hashtags, Instagram Stories, Instagram Spam (reduce spam), Instagram Analytics.
- 5.7 LinkedIn Advertising: What is LinkedIn advertising? Creating first ad on LinkedIn, Setting Campaign and optimization, Create conversion code, Types LinkedIn Advertising, LinkedIn New feed Advertising, LinkedIn Message Advertising, Traffic and Leads Generation, Billing and Report. **(5+1)**

Suggested Text Books:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
2. Digital Marketing, Oliver J Rich.
3. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer.

Suggested Reference Books:

1. Digital Marketing, Prof. Seema Gupta, Mcgraw Hill Publications.
2. E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall.
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah.
4. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie

Supplementary Reading Material:

- 1 Journal of Internet Marketing and Advertising.
2. International Journal of Electronic Commerce.
3. International Journal of Electronic Retailing and Marketing.
4. International Journal of Online Marketing.

Websites:

1. <https://www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentation-targeting-and-positioning/>
2. www.ibef.org
3. www.salesforce.com/Digital/Marketing

Suggested MOOCs:

1. Fundamentals of Digital Marketing- By Google
<https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing>
2. Digital Tools Certification- By Google
<https://skillshop.exceedlms.com/student/catalog>
3. Online SWAYAM certification
https://swayam.gov.in/nd2_ugc19_hs26/preview

Audio Visuals Link:

1. Free You Tube Channel of Prof. Seema Gupta, IIM, Bangalore:
https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g
2. Free You tube Channel of Ankur Agarwal:
https://www.learndigitalmarketing.com/?source=ga_ldm_default&gclid=EAlaIqObChMlXlHy65aO6QlVA5GPCh0jWw4ZEAAyAiAAEglpE_D_BwE

Semester III	SE -IL -MKT- 10	315 Marketing of Financial Services - II
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2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management
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Course Outcomes: On successful completion of the course, the learner will be able to

CO315MKT.1	REMEMBERING	RECALL the key concepts of the Indian Banking system.
CO315MKT.2	UNDERSTANDING	EXPLAIN the fundamental changes in banking and financial markets as financial institutions.
CO315MKT.3	APPLYING	DEMONSTRATE the skills and knowledge required to understand and Need based pitching of the financial Products to the targeted customers.
CO315MKT.4	ANALYSING	OUTLINE the growth & service offerings of wealth management in global & Indian context.
CO315MKT.5	EVALUATING	ASSESS the customer touch-points and customer-buying journey for financial services.
CO315MKT.6	CREATING	CREATE the marketing strategy for financial products.

1. Concept, Nature, and Scope of the banking system in India. Regulatory framework of the Indian Banking system; Growth of banking sector in India; Role of banks in the economy and the importance of banking in the economy. **An overview of the banking functions of Indian Banking & Non-banking financial institutions (NBFC).** Understanding trends and challenges in Indian banking system. Cash reserve ratio, statutory liquidity ratio, repo and reverse repo, open market operations, security valuation, capital account convertibility, NPAs, NPA categories. Overview KYC & Anti Money Laundering laws in India. Banking Ombudsman. **(5+1)**

2. Overview of E-banking and history of e banking:

Importance of E-banking: human involvement, and e-banking. Traditional Banking Vs E-Banking; technologies – personal computer banking, Telephone banking, branch networking. E-banking **technologies/ electronic delivery channels** – ATM, POS Machine, electronic cards, mobile phone banking, electronic transfer methods: IMPS, NEFT, RTGS, Payment banks, Mobile Banking, mobile valets, Payment Mobile Applications., Para Banking concept. Post office Bank. fishing attacks and how to be safe from fishing. **(5+1)**

3. Introduction to Merchant Banking:

Need of merchant banking services, difference between merchant and retail banking: Role and responsibilities of merchant banker Corporate consultancy, Project Counselling, Identification of potential investment opportunities, Capital structuring, negotiate with foreign collaborations, mergers and takeovers. Preparation of project feasibility reports, Portfolio Management, Loan/Credit Syndication, Arranging Working Capital Finance, Lease Finance, Corporate consultancy, Project Counselling, Identification of potential investment opportunities. The role of bank/s associated with International Trade process. Trade Transactions, Letter of Credit (LC), LC Process Flow & Bank Guarantees. **(5+1)**

4. Wealth Management:

Wealth management for high net worth individuals (HNWI), Goal-Based Planning Approach, a full range of tailored financial service offerings, Wealth management scope- Asset Management, Financial Planning (specific short term and long term goals), Tax Planning, Estate Planning, succession planning. Global trends in Wealth management services. Opportunities and challenges for technology in the wealth management services. Current state and future potential for wealth management, customer segment, consumer behaviour, wealth management service providers in India, regulatory environment competencies & skills of a wealth manager, ethics and transparency for wealth management professionals, Case study of wealth management **(5 +1)**

5. Marketing strategy & consumer behaviour:

Objectives of marketing financial products; marketing mix for financial services, marketing budget, lead generation, challenges, and opportunities in financial marketing, adapting to changing market environment.

Traditional marketing & Social media marketing- – Print media, TV, seminars, trade shows, Advantages & disadvantages speed-scale and reach of the digital platform, use of Facebook, Twitter, LinkedIn, company websites, financial services aggregator websites, email marketing, financial blogs. Chatbots, AI, machine learning, deep learning, Blockchain, future potential for growth for the marketing of financial services. Perception about risk & returns, knowledge about financial products, touch point for buying financial products, choice of distribution channel, customer journey of buying financial services. **(5+1)**

Suggested Text Books:

Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition

Suggested Reference Books:

1. Marketing Financial Services by Hooman Estelami, Dog Ear Publishing, LLC
2. The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets
3. Harold Evensky, Stephen M. Horan, Thomas R. Robinson
4. Management of Banking and Financial Services (Third Edition) Padmalatha Suresh & Justin Paul (Pearson)

Suggested Swayam courses:

1. Services Marketing: Integrating People, Technology, Strategy
2. Services Marketing: A Practical Approach

Websites

1. <http://www.Rbi.org.in>: Report on Internet Banking.
2. <http://www.Ibef.org>: Banking Sector in India

Semester III	SE -IL -MKT- 11	316 :Marketing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316MKT.1	REMEMBERING	DEFINE various key concepts in Marketing Analytics
CO316MKT.2	UNDERSTANDING	DESCRIBE various key concepts in Marketing Analytics
CO316MKT.3	APPLYING	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
CO316MKT.4	ANALYSING	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
CO316MKT.5	EVALUATING	MEASURE the effectiveness of marketing efforts and key outcomes in multiple areas of Marketing.
CO316MKT.6	CREATING	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics

1. Introduction to Marketing Analytics:

Business Decision making, Business Analytics; Marketing Analytics – Types, Nature(Descriptive, Prescriptive ,Predictive),Process of marketing Analytics, Marketing data, Understanding important metrics in Marketing, Analytics in various Marketing Applications (Scope),Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable e.g. Simple Linear Regression, Multiple Linear Regression and Conjoint Analysis **[4+1]**

2. Analytics on Forecasting and Pricing Analytics:

Forecasting- Correlation, Simple Regression and Multiple Regression to forecast sales, Modeling Trend and Seasonality, Ratio to Moving Average Method, Forecasting New Product sales -Using 'S' curves,Concepts-The Bass diffusion model, The Copernican principle to predict duration. **Pricing Analytics** - Optimization, Practical applications of price analytics, ROI concept, Consumer preference, choice, Conjoint Analysis, Logistic regression **[5+1]**

3. Customer Profitability and Analytics on Sales & Distribution:

Cluster Analysis, Collaborative Filtering, Classification Trees for Segmentation. Customer intelligence (CI)for predictive analytics, Customer Life Time Value (CLTV), How to calculate CLTV, Customer churn, Metrics for Customer Acquisition and Retention, Customer Equity, Customer Loyalty, Cohort analysis, Monte Carlo Simulation and Marketing Decision making. **Analytics on Sales & Distribution:** Metrics for Sales, profitability, Sales Force Sizing, Effort (call planning), Territory Planning, Target Setting, Compensation Planning, Analytics based channel evaluation and selection **[6+1]**

4. Analytics on Retailing, Topline and Bottomline Goals, Right Pricing, Point of Sales data, Market Basket Analysis Lift, RFMA analysis, SCANPRO model, Allocating Retail Space and resources. **[4+1]**

5. Analytics on Promotion Web and Social Media Analytics:

Marketing Mix Models, Brand assets and Brand equity, Brand Funnel Analysis, Measuring effectiveness of advertisement, Media Selection Models, PPC and Online Advertising, Allocation of marketing budgets over multiple campaigns, Google Analytics, Measuring effectiveness of Social Media Advertising, Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics[6+1]

Reference Books:

1. Marketing Analytics by Wayne L. Winston, Publisher – John Wiley& Sons Inc.
2. Business Analytics by U. Dinesh kumar, Publisher – John Wiley& Sons
3. Data Mining Techniques in CRM byKonstantinos K. Tsiptsis, AntoniosChorianopoulos -Publisher – John Wiley& Sons.
4. Marketing Research by Dr. RajendraNargundkar, Publisher Tata McGraw Hill
5. Relationship Management- Text & Cases by S. Shajahan. Publisher T.M G.H

EBooks:

1. Marketing Analytics Roadmaps-Method, Metrics, and Tools by Jerry Rackley- Published-Apress
2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Publisher- John Wiley & Sons, Inc.
3. Pricing, Online Marketing Behavior, and Analytics by GiampaoloViglia, Publisher- Palgrave Macmillan
4. Everything You Need To Know About Customer Lifetime Value (CLV) – DEMAC Media
5. Facebook Marketing for Dummies, Amy Porterfield, Phyllis Khare, Andrea Vahl. Publisher – John Wiley& Sons Inc.
6. Social Media Marketing by Dave Evans with Jake Mckee. Publisher – John Wiley& Sons Inc.

Semester III	SE -IL -MKT- 12	317 : Marketing of High Technology Products
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317.1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO317.2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products.
CO317.3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO317.4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO317.5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans forHigh-Tech Products.
CO317.6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

1.Introduction to High Technology Marketing: Definition, Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations -Incremental Innovations - Implications of Different Types of Innovations -Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions. **(5+1)**

2.Product and Branding decisions in High-Tech Markets: Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer VisitPrograms - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development – The “What to Sell” Decision-Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets –Piracy, and Restricted Exports - Managing Intellectual Property, Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding. **(7+ 1)**

3.Pricing decisions High-Tech Markets: The High-Tech Pricing Environment, 3Cs of pricing cots, competition, customers, Consolidating 3Cs into a successful strategy, Customer oriented pricing, Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.**(5 + 1)**

4. Place decisions in High-Tech Markets: Channel Considerations in High-Tech Markets –Managing Hybrid channels, Emerging considerations in Distribution Channels, Gray market, Black market , Matching Supply Chain strategy to uncertainty, Management supply chain management technology, outsourcing –Greening of Supply chain, Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels. **(4 + 1)**

5. Promotion decisions in High-Tech Markets: Promotion Mix Decisions – Use of Personal Selling, Direct Marketing and other promotion tools; New-Product Pre-announcements - Objectives of Pre-announcements, Advantages and Disadvantages of Pre-announcements, Tactical Considerations in Pre-announcement Decision; Importance and use of Customer Relationship Management (CRM). **(4 + 1)**

Suggested Text Books:

1 Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition

Suggested Reference Books:

1. Marketing High Technology by William H. Davidow
2. Product Marketing for Technology Companies by Mark Butje

Supplementary Reading Material:

1. Crossing the chasm: Marketing and Selling High Tech Products to Mainstream
2. Customers by Geoffrey Moore
3. Product Strategy for High Technology Companies by Michael E. McGrath.
4. Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath
5. The Innovator's Dilemma by Clayton M. Christensen

Websites

1. <http://marketinghightech.net/>
2. <https://hbr.org/1999/07/what-high-tech-managers-need-to-know-about-brands> , accessed on 27th April 2020.
3. <https://www.brandingstrategyinsider.com/brand-building-in-a-hi-tech-world/#.Xqa7c25uJPY>, accessed on 27th April 2020.
4. <https://quality-one.com/qfd/> , accessed on 27th April 2020
5. <https://www.semanticscholar.org/paper/A-CONTINGENCY-THEORY-APPROACH-TO-MARKET-ORIENTATION-Heiens-Pleshko/510606add0c3c588de0f0c0f9eb5c4f7ac1e576a>

Subject Core (SC) Courses - Semester IV
Specialization: Marketing Management

Semester IV	SC – MKT- 05	403 MKT: Marketing 4.0
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403MKT.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
CO403MKT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0.
CO403MKT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
CO403MKT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
CO403MKT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
CO403MKT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement

1. Introduction to Marketing 4.0

Power Shifts to the Connected Customers, Shift from Exclusive to Inclusive, social communities, Reverse innovation, Frugality change in focus From Vertical to Horizontal, Transition from Individual to Social approach, Online go-to-market option-factor (friends, families, Facebook, Fans, twitter followers)

The Paradoxes of Marketing to Connected Customers

Breaking the Myths of Connectivity -connectivity as a game changer, lowering entry barriers, disruption, collaboration, co creation, Informed customers vs Distracted customers, brand conversion, Negative Advocacy vs Positive Advocacy, prompted Advocacy

The Influential Digital Subcultures

Youth: Acquiring the Mind Share, Fast changing Pop culture, Youth as a primary market, early adopters, Women: Growing the Market Share, Women's role in decision-making, Researched decision process, Women's role as a gatekeeper, Netizens: Expanding the Heart Share, well informed, smart and High influence of Netizens. **[8+2]**

2. Marketing 4.0 in the Digital Economy

Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, technologies that drive digital economy, digitally empowered entrants, combining online and offline interaction, Blending style with substance, The New Customer Path

Brand clarification of characters and codes-Brand positioning, consistency in Brand characters, Brand differentiation based on Human-to Human touch, Four Ps to 4Cs, Commercializing 4C's

Understanding How People Buy: From Four A's to Five A's, Aware, Appeal, Ask, Act, and Advocate. Driving from Awareness to Advocacy: The O Zone (O3) **[7+ 2]**

3. Marketing Productivity Metrics

Introducing PAR and BAR, Decomposing PAR and BAR

Driving Up Productivity, Purchase Action Ratio and Brand Advocacy Ratio

Industry Archetypes and Best Practices

Four Major Industry Archetypes, Four Marketing Best Practices. **[7+2]**

4. Human-Centric Marketing for Brand Attraction

Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human-Centric Brands, When Brands Become Humans

Content Marketing for Brand Curiosity

Content Is the New Ad, #Hashtag Is the New Tagline, Step-by-Step Content Marketing, Creating Conversations with Content **[6+2]**

5. Omni channel Marketing for Brand Commitment

The Rise of Omnichannel Marketing. Step-by-Step Omni channel Marketing, Integrating the Best of Online and Offline Channels

Engagement Marketing for Brand Affinity

Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification. Mobile Apps, Social CRM, and Gamification, Epilogue: Getting to WOW! What Is a “WOW”? Enjoy, Experience, Engage. [7+2]

Suggested Text Books:

1. Marketing 4.0 by Philip Kotler, HermawanKartajaya, and IwanSetiawan, John Wiley & Sons
2. Managing Content Marketing: -The Real WorldGuide for creating Passionate subscribers to Your Brand-JiePulizzi, ,RoibertRose, CMI Books
3. Engagement Marketing: -How small business wins in a socially connected world, By Gail Goodman, Wiley Publishers
4. Marketing Metrics: -The Manger’s Guide to Measuring Marketing Performance -Neil T Bendle, Paul Farris and Philip Pfeifer, Pearson FT Press. Third edition

Suggested Reference Books

1. The Art of Digital Marketing: The definitive guide to creating strategic, Targeted and Measurable online campaigns-Ian Dodson
2. Permission Marketing, turning strangers into friends and friends into customers by Seth Godin,
3. Collaboration and Co-creation-New platforms for marketing and innovation-Bhalla, Gurav
4. Customer Relationship Management: -Concepts and technologies-FancisButle, Routledge Taylor and Francis Group, London and New York

Online Journals and Websites

1. <https://www.youtube.com/watch?v=oSAHzJGiNCM> accessed on 27th April 2020
2. <https://www.youtube.com/watch?v=utDJMk9kf64> ,Marketing 4.0 in the Digital Economy, accessed on 27th April 2020
3. <https://www.youtube.com/watch?v=gyk83sdL8mw> accessed on 27th April 2020
4. <https://www.youtube.com/watch?v=mMKDzADelb0>, Marketing And Industry 4.0: Digital Infrastructure, accessed on 27th April 2020
5. <https://www.marketingjournal.org/marketing-4-0-when-online-meets-offline-style-meets-substance-and-machine-to-machine-meets-human-to-human-philip-kotler-hermawan-kartajaya-iwan-setiawan/> accessed on 27th April 2020
6. <https://www.researchgate.net/publication/261431780> Marketing 40 A New Value Added to the Marketing through the Internet of Things accessed on 27th April 2020
7. <https://minutehack.com/opinions/marketing-4-0-reaching-connected-customers> accessed on 27th April 2020
8. <https://www.adweek.com/brand-marketing/how-to-make-your-brand-design-flourish-with-a-human-touch/> ,accessed on 27th April 2020
9. <https://hbr.org/2015/07/engineering-reverse-innovations> , accessed on 27th April 2020
10. <https://iveybusinessjournal.com/publication/reverse-innovation-and-the-emerging-market-growth-imperative/> , accessed on 27th April 2020

Semester IV	SC – MKT- 06	404 MKT: Marketing Strategy
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
CO404MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO404MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.

CO404MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
CO404MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO404MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

1. Basics of Marketing Strategy:

Introduction to Marketing Strategy & tactics, Components & Hierarchy, Integrating marketing strategy with the firm's other strategies & resources,

Discovering Market Opportunities:

Marketing Strategy - Market Opportunity Analysis, Process of Identification, Formulation, Implementation & Control, Marketing Plan - Blueprint, Marketing Audit **[7+2]**

2. Measuring Market Opportunities:

Market Forecasting: Introduction, Purpose, Techniques Forecasting Based on Current Demand: Market build up method, chain ratios, market factor index method

Forecasting Based on Past Demand: Time series analysis, Trend analysis, Leading indicators

Forecasting through Experimentation: Concept testing, Test marketing

Forecasting through Intentions & Expert Opinion: Buyers intentions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis

Market Knowledge Systems:

Marketing Intelligence, Marketing Databases, Marketing Data Touch Points-Significance & Application **[7+2]**

3. Targeting Attractive Market Segments & Positioning:

Choosing Attractive Market Segments – Segment synergies, Segment invasion strategy, Factors influencing choice of Targeting, A five step process

Different Targeting Strategies: Mass market, niche market, growth market, Differentiation Based on Product, Image, Channel, Personnel & Services

Positioning Process: Identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products **[7+2]**

4. Marketing Strategies for New Economy:

Market Specific Strategies: Strategies for New Entrants, Strategies for Growth Market, Strategies for Mature Market, Strategies for Declining Market,

Organisational Specific Marketing Strategies: Marketing Strategies for Leaders, Challengers, Followers, Niche Competitive Strategies:

Introduction to Competitive Edge, USP, Integration, Focus, Differentiation, Retrenchment strategies **[7+2]**

5. Marketing Metrics for Marketing Performance:

Gap Identification & Bridging Tools: Strategic Gap Planning Model, BCG Matrix, Family Portfolio matrix, Porter's Five Forces, Ansoff Matrix, Market profitability analysis

Designing Marketing Metrics - Process:

Setting Standards of Performance, Specifying & Obtaining Feedback Data, Evaluating Feedback Data, Taking Corrective Actions, Organizational issues. Strategic wear-out **[7+2]**

(Note: Relevant Cases to be discussed for the above Units)

Suggested Text books

1. Strategic Marketing by A. Nag, Macmillan Publication
2. Marketing Strategy by Walker, Mullins, Boyd & Larreche, McGraw-Hill/Irwin
3. Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, 5th Edition.
4. Strategic Marketing Management-Richard Wilson & Colin Gilligan, Routledge
5. Strategic Marketing: An Introduction by Tony Proctor

Suggested Reference Books

1. Strategic Marketing David.W.Cravens, Nigel.F.Piercy, Tata MacGraw Hill Publication
2. Marketing Strategy: A Decision-Focused Approach-John W. Mullins, By Felix Mavondo, John Gountas, Orville C. Walker; McGraw-Hill Education; 2nd Revised Edition
3. Strategic Marketing Text & Cases- S. Shajahan, Viva Books
4. Strategic Management & Marketing by Narendra Singh, Himalaya Publication

5 Strategic Marketing Management -Text &Casesby UC Mathur, Macmillan

Supplementary Reading Material

1. Marketing Warfare: 20th Anniversary Edition By Al Ries, Jack Trout, (McGraw-Hill Education; 2nd edition)
2. Marketing Strategy a Complete Guide - 2019 Edition by GerardusBlokdyk, 5starcooks
3. Blue Ocean strategy-W Chan Kim and Renee A Mauborgne

Websites

Business Strategy-Business Standards

Brand Equity-Economic Times

Audio Visuals link

<https://www.youtube.com/watch?v=Fy1pcW9mvNo>

<https://www.youtube.com/watch?v=RCHofmkLgzs>

https://www.youtube.com/watch?v=jF_MDRMFcPs

<https://www.youtube.com/watch?v=cZom3AAOsgs>

Subject Elective (SE) Courses - Semester IV
Specialization: Marketing Management

Semester IV	(SE – IL - MKT- 13)	409 MKT-Customer Relationship Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 409MKT.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM.
CO 409MKT.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
CO 409MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO 409MKT.4	ANALYZING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 409MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO 409MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

1- Introduction of CRM and its Fundamentals:

1.1 Concept and Context of Relationship Management: Internal and External relationship management, Need and Importance of relation with customers and other stakeholders, Approach towards Marketing: A Paradigm Shift- Transition from Product focus to Customer focus, Transactional Vs Relationship Marketing, Linkage between customer satisfaction-Customer Loyalty and business performance, Relationship Management Theories, Building Brands through Relationship Marketing, Service Level Agreements.

1.2 Defining CRM, Levels of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, and Models of CRM. **(6+1)**

2 - Customer Acquisition and Retention:

2.1 Acquisition of new customer, understanding customer value, sources of customer value, Values from products, services, people, physical evidence, customer communication, Channels etc., customer value estimates, KPI of a customer acquisition program, Customer Touch Points, Customer Equity.

2.2 Concept of Customer retention. Role of CRM in Customer in retention, Economics of customer retention, Managing customer retention or value retention? Strategies of customer retention, KPI of customer retention program, Terminating customer relationship and its strategies, Concept and Significance of Customer Loyalty, Customer Life Cycle and Customer Life Time Value (CLTV), Recency, Frequency and Monetary Value (RFM) Analysis, Customer Loyalty Ladder, Impact Of Customer Defections, Types of Defectors, Strategies to reduce customer defections, CRM Framework- Switching. **(6+1)**

3 - CRM Mechanics:

3.1 Maintaining customer database, Desirable database attributes, Data marts, Data warehousing, Data integration, Data mining and Privacy issues.

3.2 Customer Portfolio Management-Concept and basic disciplines, Market segmentation-sales forecasting and CPM, CPM in B2B, Seven core customers' management strategies.

3.3 CRM and Customer Experience Management: Concept of Customer experience, experiential marketing strategies and Tactics, Customer experience and Role of CRM. **(4+1)**

4: - Overview of CRM in B2C and B2B Market:

4.1 Service business characteristics and classification, Service recovery, CRM in Banking Industry, Hospitality Industry, Aviation Industry, Telecom and Retail industry.

4.2 CRM in Consumer durable Industry and its application. - White Goods, common CRM Tools in Practice and improvisation for Quality Service Assurance.

4.3 Importance of CRM in B2B markets, Key Account Management, Supply channel Management, Internal CRM and Employee relationship management, **(4+1)**

5 - Implementation of CRM and Future Trends in CRM:

5.1 CRM Implementation Process, Evaluation of CRM process, Challenges in CRM implementation, Customer Care Management through Information Technology Tools – Electronic Point of Sales (ePOS) , Sales Force Automation

5.2 Emerging trends in CRM, Social CRM, e-CRM, Challenges involved in formulating and implementing e-CRM strategies, Multichannel CRM, Role of Social media in CRM, Six E's of e-CRM,, Mobile CRM, Artificial Intelligence (AI) with CRM System. **(5+1)**

Suggested Text Books:-

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
2. Relationship Management – Text and Cases, S. Shajahan, TMGH.
3. J N Sheth, AtulParvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
4. Customer Relationship Management: Concepts and Cases, Second Edition, Alok Kumar Rai PHI learning Pvt Ltd, New Delhi

Suggested Reference Books:-

1. Handbook of Relationship Marketing by Jagdish Sheth and AtulParvatiyar, Response Books, Sage Publications.
2. Zikmund, McLEOD, Gilbert, Customer Relationship Management
3. Customer Relationship Management- Concepts and Technology, Second Edition, Francis Buttle, Elsevier, Sabre foundation
4. Brown, Stanley A 2001, Customer Relationship Management, John Wiley & Sons
5. Anderson, Kristin , 2002, Customer Relationship Management, Tata McGraw-Hill

Suggested URL:

1. https://swayam.gov.in/nd2_imb20_mg09/

Semester IV	(SE-IL-MKT-14)	410MKT: Rural and Agriculture Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410MKT.1	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing
CO410MKT.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
CO410MKT.3	APPLYING	APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies.
CO410MKT.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO410MKT.5	EVALUATING	EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO410MKT.6	CREATING	BUILD a model for Marketing of Agricultural products by using marketing mix tools

1. Rural Marketing: Introduction, Defining rural markets & rural marketing, rural vs. urban markets, Rural Marketing Environment – PEST analysis, Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size, Rural Infrastructure **(4+1)**

2. Rural Consumer Behaviour & Marketing Research: Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets, Sources & Type of Secondary Data on Rural markets, Collecting Primary Data in Rural Setting, Segmentation, Targeting & Positioning: Bases of Segmenting Rural Markets, Target Marketing, Coverage of Markets, Positioning in Rural Markets, Rural consumer Buying Process **(6+1)**

3. Rural Product, Pricing and Distribution: Rural Product Categories, Branding in Rural Markets, Problem of Fake Brands, **Pricing Strategy** – special considerations in rural markets ,Credit in rural markets – need, sources & innovative credit delivery systems ,Modern supply chain management approach, Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives, **Emerging Models in Rural Markets:** Rythu Bazars (Farmers' Markets), Project Shakti, ApniMandi**(6+1)**

4. Introduction to Agricultural Marketing: Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets **(4+1)**

5. ICT in Agricultural Marketing: Information and Communication Technology (ICT) tools used in Agricultural Marketing, Market research-Market information service - electronic auctions (e-bay), AGMARKNET, e-Chaupals, Agrimarket, e-NAM, m-krisi, and Domestic and Export market Intelligence Cell (DEMIC) – Market extension, ICT initiatives of NGOs. Role of social media in agricultural marketing. Successful case studies. **(5+1)**

Suggested Text Books:

1. The Rural Marketing Book by PradeepKashyap& Siddhartha Raut
2. A New Approach to Rural Marketing by KaushikSircar
3. Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9thEdition.
4. Agriculture Marketing in India by S. S. Acharya& N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4thEdition
5. Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka&Mandal, Deep & Deep Publication Pvt. Ltd.

Suggested Reference Books

1. Rural Marketing – Concepts & Practices by BalramDogra, KarminderGhuman
2. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition
3. Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition.

Semester IV	(SE-IL-MKT-15)	411 MKT: Tourism & Hospitality Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 411 MKT.1	REMEMBERING	DEFINE core Concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations
CO411 MKT.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO411 MKT.3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
CO411 MKT.4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
CO411 MKT.5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
CO411 MKT.6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.

1. **Introduction to Tourism and Hospitality Industry: Introduction to Tourism Industry:** Concept, definition, types and characteristics, Types of Tourists – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism- Employment Opportunities in Tourism **Introduction to Hospitality Industry:** Concept– Origin and Growth – definition, types and characteristics, Types of hospitality products – Elements and Characteristics of hospitality Products, Components of Hospitality Infrastructure – Industries related to Hospitality, – Employment Opportunities in Hospitality **Relation of hospitality industry with Tourism:** Factors Affecting Hospitality and Tourism Industry, Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics **(4+1)**

2. **Marketing Mix: Tourism:** Types of tourism- Entertainment, Medical-Eco-Pilgrimage- Agri-Cultural-Sports-Leisure-Theme based, Destination Tourism. Domestic & International Tourism, Packages and Travel bookings, Tour Packaging &

Costing - Importance of Tour Packaging – Classifications of Tour Packages -Components of Package Tours - Components of tour cost, Subsidies, Bookings, Citizen wise allowances, Tour agents and operators, cruise line traveling, Airline Tickets , Promotion through celebrity endorsements, events, Specialty features, **Hospitality:** Star Ratings of Hotels – Global Standards for Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Restaurants- types, Tariffs and Discounts, Mode of booking- Personal, Telephonic, Online App based, Promoting season wise, festival wise, feature and facility wise, Off season promotion. **Role of integrated marketing communication in hospitality and tourism:** analyzing the effectiveness of different communication platforms, and examining the fast-changing landscape in digital marketing. **Service Characteristics of Hospitality and Tourism Marketing:** The service culture, Extended 3Ps of Marketing for services, Characteristics of Service Marketing 4 Is – Intangibility, Inseparability, Inconsistency, Inventory **(5+1)**

3. **Segmentation, Targeting and Positioning of Tourism and Hospitality Industry: Segmentation:** Types of tourists- Personal, Business, Professional, differently-abled tourist- **Targeting and Positioning:** Understanding the marketplace and customer needs, wants and demands; Tangible Products (pick, drop facility, tour guide) **Hospitality segmentation:** Classification of Hotels – Major Departments of a Hotel – lodging, F&B, recreation, event planning, theme parks, transportation, and additional facilities like internet, gym- **Targeting and Positioning:** Locations, Sections and Layout– Room/ table booking availability- Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office experiences, Room service differentiation, – safety and security. Evaluating and publicizing Hotel performance – Evaluation of hotels by guests - Direct marketing techniques through various apps, Understanding organizational customers and success factors of marketing Meeting, Incentive, Conference, and Exhibition (MICE) business. **(6+1)**

4. **Customer Relationship Management CRM in Tourism and Hospitality Marketing:** Benchmarking –Outsourcing - Value addition- Service Quality Control **Tourism Destination Planning:** Environmental Analysis- Resource Analysis - Cultural Analysis **Understanding brand development:** Referrals- Managing service Differentiation, Briefing, Banquets, Conference & Convention Management –Planning for Sustainable Tourism, Formulating Policy to Deal with Crises , Contingency Planning, Reviewing the relationship between service quality and human resources, Role of E- commerce in Hospitality sector - Best practices for building customer loyalty and creating a strong brand **(5+1)**

5. **Legal Aspects and Future Trends in Hospitality and Tourism: Legal Aspects:** Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits and Certifications required for Hotels, Awareness about existence of National & International Organization like IATA, PATA, ICAO, WTO, UFTAA, FHRAI, Government regulations and role of various certifications in Food Quality and Food Safety support- Travel and Health Insurance, Forex, Cargo & MICE – Documentation. **Prospects, Changing trends, issue and challenges and Future Growth in Tourism:** Space tourism, Adventure Tourism, Eco Tourism- Eco-tel and Eco resorts, Forces Impacting the future of Tourism –Pollution, Economic, Branding, Terrorism, Conflicts between countries, Technology; Tourist characteristics – Knowledge-Based Society and workforce, Changing Nature of Tourism Products. Future trends of market segmentation analysis in tourism industry **(5+1)**

Suggested Text Books:

1. Tourism Development: Principles and Practices: A.K. Bhatia
2. Hotel Facility Planning: BansalTarun
3. Hotel Housekeeping: Operations and Management: G. Raghubalan, Smritee Raghu balan
4. Hotel Front Office: Operations: J R Tewari
5. Tourism Operations and Management: RodaySunetra; Vandana Joshi; BiwalArchana
6. Marketing for Hospitality & Tourism - Philip Kotler, Bowen & Makens Prentice Hall Inc.
7. Marketing Management for the Hospitality Industry: A Strategic Approach: Allen Z. Reich Wiley,
8. Strategic Management for Hospitality and Tourism (1st ed.): Okumus, F., Altinay L., & Chathoth P. Butterworth-Heinemann.
9. Tourism Marketing: S.M. Jha, Himalaya Publishing House
10. Tourism Management: Anil Sharma, Essential Books, New Delhi
11. Tourism and Travel Management: Biswanath Ghosh, Vikas Publishing House Pvt. Ltd. New Delhi
12. Basic of Tourism Management: Suddhendu Mishra, Excel Books, New Delhi

Suggested Reference Books

1. Hospitality Strategic Management: Concepts and Cases: Cathy A. Enz, Wiley.
2. Strategic Management for Travel and Tourism: David F. J. Campbell, George Stonehouse, and Nigel Evans
3. Cross-Cultural Management Essential Concepts Fourth Edition: David C. Thomas, Mark F. Peterson

4. Promoting Tourism and Hospitality: Trends and Opportunities: Arvind K. Singh & R. A. Sharma
5. Tourism Management: Stephen J Page, Butterworth-Hienemann Oxford
6. Tourism Marketing: Tapan K Panda and Sitikantha Mishra, The ICFAI University Press, Hyderabad
7. Marketing Whitebook of current year

Swayam resource:

1. TS-1: Foundation Course in Tourism By Dr. Sonia Sharma & Dr. TangjakhombiAkoijam, Indira Gandhi National Open University
2. TS-2: Tourism Development Products, Operations and Case Studies

Online references (websites):

1. www.tourism.gov.in
2. www.agritourism.in
3. www.agrotourismworld.com

Semester IV	(SE-IL-MKT-16)	412 MKT – Retail Marketing
2 Credits	LTP - 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 412 MKT.1	REMEMBERING	DEFINE various concepts associated with retail marketing
CO412 MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Marketing
CO412 MKT.3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Marketing.
CO412 MKT.4	ANALYSING	ANALYSE the contemporary issues affecting Retail marketing decisions
CO412 MKT.5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
CO412 MKT.6	CREATING	FORMULATE effective retail marketing strategy

- 1 **Introduction to Retailing:** Meaning, Nature and Scope of Retailing, Evolution of Retailing, Global and Indian Scenario in retailing, Drivers of Retail change in India, Opportunities and Challenges in Retailing in India, Major Players nationally and internationally Importance and Functions of Retailing, Classification of Retailing, Product Retailing vs. Service Retailing, Retail Management Decision Process, Retail Marketing Environment, Dealing with ethical issues, Social Responsibility, Environmental Orientation, Waste Reduction at Retail Stores. **(4+1)**
- 2 **Retail Marketing Strategies:** Definition, scope, Importance of Market Segmentation in Retailing, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions and Differentiation Strategies, Limitations of Market Segmentation. Retail Planning Process, Retail Models, Retail “EST” model. Formats of Retailing: Super markets, Hyper Markets, Departmental stores, Convenience store. Retail Institutions categorized by ownership: Independent, franchising, leased, vertical marketing system; Non- store Retailing. Store Location -Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Location & Site Evaluation, Site Selection. Store design and Retailing mix, store layout , circulation plan, Floor Space management Retail Merchandising, Understanding Merchandising Management, Activities of a Merchandiser. Planogram, Visual Merchandising **(7+1)**
- 3 **Retail Administration and Planning:** Introduction, Retail Store Management, Supply Chain Management, Human Resource Management, Information System Management, Category management, Assortment planning, Analyzing merchandise performance, Gross Margin Return on Inventory Management (GMROI), Inventory Turnover Ratio, Sales Forecasting. Product Mix Trends Mall Management. **(4+1)**

- 4 **Retail Marketing Communication and Pricing:** Introduction, Role of Communication in Retailing, Elements and Marketing Communication Tools, Retail Marketing Communication Process, Retail Marketing Communication Plan, Implementing and Evaluating the Retail Communication Programs. Retail Pricing- Introduction, Factors Influencing Retail Pricing, Setting the Retail Price, Pricing Objectives, Pricing strategies, Pricing Methods, Price Adjustment and Discrimination. **(5+1)**
- 5 **Customer Relationship Management and Recent Trend in Retailing:** Introduction, Benefits of Relationship Marketing, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program, Role of Technology in Retail Marketing, Applications of IT in Retailing, Data Warehousing and Data Mining, Use of Barcodes, RFID tags and electronic shelf tagging, E-Tailing, Future Trends in Retailing with respect to use of technology in retail marketing. **(5+1)**

Text Book

1. Retailing Management by SwapnaPradhan, TMGH Publication
2. Retail Marketing Management by David Gilbert, Pearson Publication
3. Retail Business Management by R. Perumalsamy, Anmol Publications
4. Retailing Management by Arif Sheikh, Himalaya Publication
5. Retail Management by Gibson, Pearson Publication

Ref Book

Retail Marketing Management by David Gilbert, Pearson Publication

1. Information Technology for retailing by Khurana, McGraw Hill Publication
2. Retail Management by Michael Levy and Barton. A Weitz, Mcgraw Hill Publicatio
3. Retail Management: A Strategic Approach by Barry Berman and Joel Evans, Prentice Hall College publication

Websites

1. <http://www.indiaretailing.com>

MOOC Courses:

2. Introduction to Retail Management – IIMB (Swayam)
3. Retail Management – CEC (Swayam)

Semester IV	(SE-IL-MKT-17)	413 MKT: Retailing Analytics
2 Credits	LTP:1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 413 MKT.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing, Digital Consumers Dynamics, List the data required for retail analytics.
CO 413 MKT.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO 413 MKT.3	APPLYING	USE various kinds of data and tools for performing Retailing Analytics.
CO 413 MKT.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail Analytics.
CO 413 MKT.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO 413 MKT.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics..

1. **Introduction to retailing-** Types of Retailers, store-non store retailers, organized v/s non-organized retailers. The new retail environment and Marketing decisions, Retailing in the Digital Era :New Age Retailing, Retailers goodwill, Digital Consumers Characteristics— Interconnected, Involved, Co-creation, Collaboration, Customer Data — Big Data. Data Characteristics-Variety, Volume, Velocity, Reliability **(5+1)**
2. **Retailing Analytics and Data Analytics:** Customer Insights, Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk Aware Decisions, Benefits of Retail

Analytics—Informed Decisions, Risk mitigation, Gaining visibility, Retail Analytics for Strategic—Tactical and Operational decisions. Data Terms, Market Basket, Data Storage, Data without Use Is Overhead, Case Studies and Practical Examples of Data-Related Retail Projects, Trade Area Modeling, Real Estate Site Selection Modeling, Competitor Threat Analytics, Merchandise Mix Modeling: Combining Multiple Data Sources, Celebrity Marketing: Tracking Effectiveness, House Brand versus Name Brand, E-Business: Clicks and Mortar, Affinity Merchandising: Merchandise Cross- Sell Case Study **(5+1)**

3. Marketing in a Consumer-Driven Era: Understanding Consumer Buying Behavior and Trends , Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce, Key Questions: What they are buying, Who they are, How they are buying, Where else they are buying?**(4+1)**
4. **Data sources and Data Processing:** Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centers, Data Mining and Data Storage, Structured V/s unstructured data, The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis ,Market basket analysis, Understanding customer preferences, Anticipating the customer’s next move, Improving Retail Promotions.(5+1)
5. Aspects **of Retailing Analytics: Marketing Analytics:** Marketing Mix ROI, Promotions, Promotional maturity curves, pricing, pricing per segment, Margin , Profitability, Personalization, Campaigns, Marketing Return Curves, Scenario Analysis, P&L analyses, Managing Incentive Compensation. Merchandising Analytics: Assortment planning, Geospatial Analytics, Product placement, Space Optimization, Product adjacency, aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories, Store operations analytics : Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts. Supply Chain Analytics: Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Preventatively, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfillment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities.**(6+1)**

Suggested Text Books:

1. Retail Analytics — The Secret Weapon, Emmett Cox
2. Business Analytics for Managers Wolfgang Jank Springer Science+Business Media, LLC 2011
3. Business Analytics in Retail For Dummies,® 2nd IBM Limited Edition by Jennifer Le Claire, Danielle Dahlstrom, and Vivian Braun ,John Wiley & Sons, Inc.
4. The Predictive Retailer, ANDREW PEARSON, Intelligencia Limited
5. Behavior Analytics in Retail, Ronny Max
6. The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, MahoganyBeckford
7. TheNewScienceofRetailing:HowAnalyticsareTransformingtheSupplyChainandImprovingPerformance,Fisher and Raman

Suggested Reference Books :

1. Business Analytics Principles, Concepts, and Applications Marc J. Schniederjans, DaraG. Schniederjans, Christopher M. Starkey, Pearson
2. Retail Survival of the Fittest 7 Ways to Future-Proof Your Retail Store. Francesca Nicasio
3. Enterprise Management with SAP SEM™/ Business Analytics by Marco Meier, Werner Sinzig, and Peter Mertens Second Edition Nuremberg and Walldorf, November 2002
4. Data Analysis and Decision Making S. Christian Albright. Wayne L. Winston 5thEdition Cengage Learning

MOOCS Courses

NPTEL	<ul style="list-style-type: none"> • Introduction to Data Analytics • Supply Chain Analytics 	https://onlinecourses.nptel.ac.in/
Swayam	<ul style="list-style-type: none"> • Big Data Analytics In Retail Industry 	https://swayam.gov.in/
Coursera	<ul style="list-style-type: none"> • Supply Chain Analytics 	https://www.coursera.org/
Edx	<ul style="list-style-type: none"> • Demand and Supply Analytics • Business Analytics 	https://www.edx.org/

Udacity	<ul style="list-style-type: none"> • Business Analytics • Predictive Analytics for Business 	https://in.udacity.com/
Udemy	<ul style="list-style-type: none"> • Marketing Analytics for Retail • Retail for Business Analysts 	https://www.udemy.com/
Khanacademy	<ul style="list-style-type: none"> • Data analysis 	https://www.khanacademy.org/
Futurelearn	<ul style="list-style-type: none"> • Big Data Analytics 	https://www.futurelearn.com/

Semester IV	(SE – IL - MKT- 18)	414 MKT - Marketing to Emerging Markets & Bottom of the Pyramid_
2 Credits	LTP: 1:1:0	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414MKT.1	REMEMBERING	DESCRIBE the various practices and perspectives, concepts and characteristics of emerging Markets and BOP markets, its size & composition.
CO414MKT.2	UNDERSTANDING	EXPLAIN Characteristics, challenges and opportunities of Emerging Markets, BOP markets and need of segmentation of BOP markets.
CO414MKT.3	APPLYING	APPLY principles, BOP Protocol and Criticism of Marketing to BOP, to develop marketing decision-making skills for products and services in BOP markets.
CO414MKT.4	ANALYSING	COMPARE AND CONTRAST between emerging markets, developed markets and BOP markets
CO414MKT.5	EVALUATING	EVALUATE Demographic & economic scenario and Comparative Advantage of emerging market countries and next 11.
CO414MKT.6	CREATING	DEVELOP Marketing strategy to Emerging Markets and elaborate four elements of BOP strategy to relate it with the BRICS Market in the context of real-world marketing offering.

1. Overview of Emerging Markets:

- 1.1 Countries constituting emerging markets. Countries constituting BRICS & Next 11.
- 1.2 Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries, Emerging Market size for different sectors.
- 1.3 Role of Emerging nation in the Corona free world. **(5+1)**

2. Emerging Markets - Perspectives & Practices:

- 2.1 Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, socio-political governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure.
- 2.2 Comparative Advantage of Emerging Markets: Policy based advantage, raw material-based advantage, NGO based advantage Marketing Implications in terms of strategy, policy & practice of marketing
- 2.3 Determinants of attractiveness of emerging markets: opportunities, risks and trends in emerging markets.
- 2.4 Emerging markets: Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications. **(7+2)**

3. Bottom of the Pyramid Markets:

- 3.1 Concept, Definition, Nature and significance of BOP Markets, Characteristics of BOP markets.
- 3.2 Size & Composition of BOP markets all over the world.
- 3.3 Difference between Emerging Markets & BOP Markets
- 3.4 Criticism of Marketing to BOP & Alternate Perspectives. **(5+1)**

4. Marketing Strategies for BOP Markets:

- 4.1 Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions.
- 4.2 C K Prahalad's 12 principles, BOP Protocol
- 4.3 Segmentation, Targeting and Positioning for BOP markets **(5+1)**

5. BOP Markets – The road ahead:

5.1 Challenges and Opportunities in BOP market

5.2 Effect of MACRO Environmental factors on BOP markets.

5.3 Case lets based on Marketing to BOP markets (3+1)

Suggested Text Books:

- The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
- Doing Business in Emerging Markets: Entry and Negotiation Strategies By S. TAMER AUTOR CAVUSGIL, S. Tamer Cavusgil, Pervez N. Ghauri, MilindR..Agarwal, Sage Publication.

Suggested Reference Books

- We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

Supplementary Reading Material

- Agnihotri, A. (2013) "Doing good and doing business at the bottom of the pyramid", *Business Horizons*, 56(5), 591-599.
- Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", *Academy of Marketing Science Review*, 4, [Online] Available: <http://www.amsreview.org/articles/bang04-2008.pdf>
- Beshouri, C.P. (2006), "A Grassroots Approach to Emerging-Market Consumers." *The McKinsey Quarterly*, (March), pp.61-71
- Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), *The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid*, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: <http://www.wri.org/publication/the-next-4-billion>
- Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, working paper no. 320
- Holtbrügge, D. and Baron, A. (2013) "Market Entry Strategies in Emerging Markets: An Institutional Study in the BRIC Countries", *Thunderbird International Business Review*, 55(3), 237-252.
- Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), *Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty* Monitor group, (March).
- Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty", *California Management Review*, 49(4), (Summer), pp.90-111.
- London, T. and S.L. Hart (2006), "Reinventing strategies for emerging markets: beyond the transnational model", *Journal of International Business studies*, (August), pp 1-21. Online available: <http://e4sw.org/papers/JIBS.pdf>
- Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", *Harvard Business Review*, 80(September), pp. 48-57.
- Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", *Strategy + Business*, 26, pp.54-67.
- Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), *Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean*, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.
- Sheth, J. N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices", *Journal of Marketing*, Vol. 75 (July), 166 –182.
- Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue, D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), *The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy*, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed.[Online] Available: <http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf>.
- United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", *The Growing Inclusive Markets Initiative*,(July). [Online] Available: <http://www.undp.org/gimlaunch/download.shtml>
- Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.
- World Business Council for Sustainable Development (WBCSD). (2004), *Doing business with the poor – a field guide*. (March). [Online] Available: <http://www.wbcd.org/DocRoot/uCxCGeiOhrCEXcsN5slo/sl-field-guide-reprint.pdf>

Websites

- <http://www.wri.org/>

- <https://www.strategy-business.com/article/The-New-Fortune-at-the-Bottom-of-the-Pyramid?gko=c5f11>

Journals

- International Journal of Emerging Markets
- Harvard Business Review
- California Management Review
- Journal of Macro Marketing

Subject Core (SC) Courses - Semester III
Specialization: Financial Management

Semester III		304 FIN– Advanced Financial Management
3 Credits	LTP: 2:1:1	Subject Core - SC - FIN - 03

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304 .3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304.4	ANALYSING	ANALYZE the options for making the right financial decisions of a firm
CO 304.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
CO304.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

- 1. Financial Planning and Shareholder Value:** Overview of Financial Planning; Long term and short term sources of finance; Financial Statements including Funds Flow and Cash Flow Statements; Importance of Cash Flows; Concept of Financial Distress; Shareholder wealth and managerial behavior; Growth and Value; Concept and features of value-based management; Economic Value Added (EVA): Meaning, Components, Advantages & Drawbacks, Calculating EVA **(6+2)**
- 2. Capital Structure and Firm Value:** Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; Traditional Position; Modigliani and Miller Position Taxation and Capital Structure; Tradeoff; Signaling Theory; PBIT - EPS Analysis; ROI - ROE Analysis ; Leverage Ratios; Guidelines for Capital Structure Planning **(7+2)**
- 3. Investment Decisions:** Meaning and Process, Risk and Uncertainty in Capital Budgeting; Capital rationing and Project Selection. Inflation and Capital budgeting; Capital budgeting practices in Indian companies **(5+2)**
- 4. Working Capital Management:** Determination of level of current assets, Working capital financing by banks; Cash and liquidity Management- aspects of cash management, motives for holding cash and marketable securities, Cash Management Models, Strategies for managing surplus funds; Credit Management: Objectives of trade credit, credit policies. Control and collection of accounts receivables, role of factoring in receivables management **(No problems on estimation of working capital). (9+2)**
- 5. Dividend Policy and Firm Value:** Why Firms Pay Dividends ; Factors Influencing Dividend Policy ; Legal and Procedural Aspects ; Bonus Shares and Stock Splits; Share Buybacks and Valuation ; Dividend Policies in Practice; Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis; Models in Which Investment and Dividend Decisions are Related **(8+2)**

Note:

- The weightage in the question paper shall be as follows: **Numerical problems: 60% & Theory: 40%**
- Numerical problems on the following should be taught:
 - Funds Flow Statement and Cash Flow Statement
 - Calculating EVA
 - Firm value (Theories of Capital Structure), PBIT - EPS Analysis
 - Sensitivity analysis and Scenario analysis in risk analysis in Capital budgeting, Capital Rationing
 - Calculation of Optimum Cash Balance using Operating Cycle Model and Inventory Model
 - Receivables Management- calculation of collection period, Determining the number of uncollectible Receivables and Bad Debt Expense: Percent of Sales Method, Percent of Receivables Method
 - Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis;

Suggested Textbooks:

- Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi.
- Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi.
- Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi.
- Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House

5. Financial Management by Ravi Kishore, Publisher: Taxman's Publishing House, New Delhi.
6. Financial Management by C. Paramasivan, T. Subramanian, New Age
7. Financial Management by Dr. Anil Kumar Dhagat- Wiley India

Suggested Reading:

1. Financial Management: Theory & Practice by Eugene F. Brigham, Michael C. Ehrhardt
2. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.

Semester III		305 FIN – International Finance
3 Credit	LTP : 2:1:1	Subject Core (SC) Course – International Finance

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO305FIN.1	Remembering	Enumerate the key terms associated with International Finance.
CO305FIN.2	Understanding	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
CO305FIN.3	Applying	Illustrate the role of international monetary systems & intermediaries in Global financial market.
CO305FIN.4	Analyzing	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.
CO305FIN.5	Evaluating	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
CO305FIN.6	Creating	Formulate the investment plan or business plan by adapting international finance environment.

Unit Number	Contents	Number of Sessions
01	Introduction to International Finance: Meaning/Importance, Scope, Globalization of the World Economy, Goals of International Finance, Structure and participants of the global financial system, Functioning of the global financial system in the globalization process, The Emerging Challenges in International Finance, Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Current Exchange Rate Arrangements, Issues involved in overseas funding choices, International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies, Balance of Payment: Component, Collection reporting, surplus & deficits.	8+1
02	Introduction to Foreign Exchange Markets: Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, Forecasting Exchange Rates: Efficient Market Approach, Fundamental Approach, Technical Approach, Global Financial Markets and Interest Rates , Concept and types of currency, Convertibility of currency, Exchange rate: the nature, types and regimes, Demand and supply of foreign currency.	6+1
03	The transactions on the international foreign exchange market: Spot transactions, forward contracts, currency swaps, currency futures, currency options, Transaction Exposure -Forward Hedge, Money Market Hedge, International Credit Market, Different forms of international lending, Monetary and financial conditions of the international credit, International security market: Concept & trends of development, Intermediaries of the international security market; International market of foreign equities and euro equities & depositary receipts (ADR & GDR), International bond market, Foreign bonds market, Eurobonds market, Types of Bonds, floating Rate Notes (FRNs), Deep Discount	8+1

	Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds. Procedure for Bonds Issues.	
04	Taxation Systems and Legal Aspects: International double taxation and the ways of its regulation, Tax evasion, Definition of Money Laundering, organization of money laundering procedure: stages and methods, Monitoring, International cooperation in dealing with money laundering: the establishment of legal framework, The functions and activity of the FATF.	6+1
05	International Receivables and cash management, Foreign exchange risk, The essence and types of currency risks, Risks of making decisions about foreign direct investment, Political risk, International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions, Foreign Exchange Trade Settlement in India, SWIFT, CHIPS, CHAPS	7+1

Suggested Textbooks:

1. International Finance by Rajiv Srivastav, Oxford University Press
2. International Financial Management by P.G. Apte 2010 Ed.
3. International Financial Management by Vyuptakesh Sharan
4. International Financial Management by S.P. Srinivasan
5. International Finance by Mauric Levi, Keith P. (2013 Edition)
6. Foreign Exchange, International Finance, Risk Management by A.V. Rajwade
7. Currency Exposures and Derivatives by A.V Rajwade

Suggested Reference Book:

1. International Finance, by Maurice Levi, 5th edition, Mc Graw Hill
2. International Financial Management by Jeff Madura; 2008, Cengage Learning
3. International Financial Management by Eun and Resnick, 4th edition Tata McGraw Hill
4. International Economics by Carbaugh 11th Edition, Cengage Learning.
5. Paul R Krugman and Maurice Obstfeld, 'International Economics', 8th edition
6. Multinational Financial Management by Alan Shapiro, 9th Ed, Wiley

Subject Electives (SE) Courses - Semester III
Specialization: Financial Management

Semester III		312 FIN – Behavioral Finance
2 Credit	LTP : 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO312FIN.1	Remembering	Enumerate the key terms associate with behavior finance, investment in financial markets & Corporate finance.
CO312FIN.2	Understanding	Illustrate the various theories associated with behavior finance and parameters of investing in financial market.
CO312FIN.3	Applying	Identify persistent or systematic behavioural factors that influence investors and investment decisions.
CO312FIN.4	Analyzing	Analyse the various behavioural finance factors related to corporate & individual investors.
CO312FIN.5	Evaluating	Interpret various investment strategies of effective investment in the financial market on the basis of various theories and factors of behavioural finance.
CO312FIN.6	Creating	Plan the systematic approach of corporate and investors towards investment for stable growth on the basis of behavioural finance.

Unit Number	Contents	Number of Sessions
01	Introduction to Behavioral Finance: Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological , Applied , Educational , Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory,	4+1
02	Behavioral Biases theories : Heuristics, Overconfidence Bias, Representativeness , Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments	4+1
03	Risk Aversion and expected marginal utility, Risk aversion- Rabin and Thaler, Expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision making model, Rational decision making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality, Arbitrage: Limits, Types, cost involved in arbitrage process, The model of limited Attention,	4+1
04	Geomagnetic storm: phase, types, causes, effect, Geomagnetic storm and financial market, Impact of geomagnetic storm on stock market return, Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior,	4+1
05	Corporate Behavioral Finance: Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors	4+1

	and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend day behavior, timing of corporate news announcement, Behavioral life cycle.	
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Suggested Textbooks:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert
3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
5. Behavioral Finance by Shuchita Singh, Shilpa Bahl

Suggested Reference Book:

1. Handbook of Behavioral Finance – Brian R. Bruce
2. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3. Behavioral finance – Peter Dybdahl Hede
4. Behavioral Finance – Ackert, L.F. & Deaves,R

Semester III		313 FIN: Technical Analysis of Financial Markets
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	Remember the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
CO102.2	UNDERSTANDING	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
CO102.3	APPLYING	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
CO102.4	ANALYSING	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
CO102.5	EVALUATING	FORMULATE an ideal portfolio of investments with a combination of wide number of securities

1. **Introduction to Technical Analysis:** Definition and Concept, Price discounts everything, Price movements are not totally random, Technical Analysis: Basic Assumptions, Strengths and Weakness of Technical Analysis, Importance of Technical Analysis, Dow Theory – Introduction, Principles of Dow Theory, Significance of Dow Theory, Problems with Dow Theory, Constructing and Interpreting Charts and the formation, Evolving a Trading strategy based on patterns. **(4+1)**
2. **Company Analysis Using Technical Analysis:** Understanding various Charts: Bullish Trend, Bearish Trend, Price Chart, Line Chart, Bar Chart, Japanese Candle Stick Chart, Point and Figure Chart, Candlestick Patterns – Doji, Harami, Piercing, Engulfing, Morning Star, Evening Star, Hammer, Inverse Hammer and Hanging Man, Chart Patterns – Support and Resistance, Reversal Patterns - Head and Shoulder Formation, Inverse Head and Shoulder Formation, Double Formations, Rounding Patterns, Rectangle Formation, Wedge Formations, Continuation Patterns – Triangles, Flags and Pennants, Overall Decision Making for Purchase / Sale of Share of a Company. **(6+1)**
3. **Company Analysis Using Market Information:** Volume and Open Interest, Concept and Calculation of Oscillators from the data of five years prices, High, Low, Average Price, Simple Moving Averages, Exponential Moving Averages, Rate of Change Indicators (ROC), Relative Strength Index, (RSI), Moving Average Convergence and Divergence (MACD). **(5+1)**
4. **Trading Strategies:** Day Trading, Advantages of Day Trading, Risks Associated with Risk Day Trading, Strategies for Day Trading, Momentum Trading Strategies. Elliott Wave Theory, Elliott Wave – Introduction, Fundamental Concept, After Elliott. **(5+1)**
5. **Trading Psychology and Risk Management:** Introduction and Components of Risk Management, Stop Loss, Analyze Reward Risk Ratio, Trail Stop Loss, Booking Profit, Uses of Stop Loss, Qualities of Successful Trader, Golden Rules of

Traders, Do's and Don'ts in Trading, Rules to Stop Losing Money Choosing the Right Market to Trade, Importance of Discipline in Trading, Efficient Market Theory. **(5+1)**

Suggested Books:

1. Technical Analysis of financial markets: A comprehensive guide to trading methods & applications – John J. Murphy
2. Technical Analysis Explained: The Successful Investor's Guide to Spotting.
3. Investment Trends and Turning Points - Martin J. Pring.
4. Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti.
5. Technical Analysis for Indian Financial Markets – Shriram Nerlekar, Ashish Kelkar

Semester II		314FIN: Commodities Markets
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314FIN.1	REMEMBERING	DESCRIBE the key concepts of commodities market
CO314FIN.2	UNDERSTANDING	Understanding the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives
CO314FIN.3	APPLYING	APPLY all the required strategies and calculations of commodities trading.
CO314FIN.4	ANALYSING	ANALYZE both the fundamental and technical factors that drive the commodity price movements
CO314FIN.5	EVALUATING	EVALUATE the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.
CO314FIN.6	CREATING	ADAPT the skills of commodity analysis and build their own trading strategies

1. **Understanding Commodities and Derivatives:** - Definition of commodity, Kinds of commodity, importance of commodity, Commodities as a New Asset Class, Evolution of Commodity Exchange, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Definition of derivative, Types of Derivatives, Over the Counter Derivative, Exchange Traded Derivatives, Difference between commodity and financial derivatives, Physical settlement, Warehousing, Historical changes and growth of global and domestic Commodities derivatives markets, Global commodities derivatives exchanges : - Africa, Asia, Latin America, Commodities as an investment tool for investors, The Kabra committee report and Latest developments. Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, commodities traded on NCDEX platform
(4+1)

2. **Product design and Instruments for trading and pricing of commodity derivatives:** - Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Agricultural Commodities Markets & Non- Agricultural Commodities Markets: Issues in Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study , Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study. Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism. Instruments available for trading Forward contracts, Futures, Distinction between futures and forwards contracts, Options, Basic payoffs, Payoff for futures, Payoff for options, Pricing commodity futures, Investment assets versus consumption assets, The cost of carry model, Pricing futures contracts on investment commodities, Pricing futures contracts on consumption commodities. **(7+1)**

3. **Basic principles of hedging, speculation and arbitrage:** Using commodity futures, Hedging: - Basic principles of hedging, Short hedge, Long hedge, Hedge ratio, Advantages of hedging, Limitation of hedging, Speculation: - Speculation: Bullish commodity, buy futures, Speculation: Bearish commodity, sell futures, Arbitrage: - Overpriced commodity futures: buy spot, sell futures, Underpriced commodity futures: buy futures, sell spot. **(5+1)**

4. **Market Mechanism:** Trading- Futures trading system, Entities in the trading system, Guidelines for allotment of client code, Contract specifications for commodity futures, Commodity futures trading cycle, Order types and trading

parameters, Margins for trading in futures, Charges. Clearing and settlement, Clearing: - Clearing mechanism, Clearing banks, Depository participants, Settlement: - Settlement mechanism, Settlement methods, Entities involved in physical settlement, Risk management. (4+1)

5. **Analysis of commodities:** - Introduction to Technical Analysis, Philosophy of Technical Analysis, Relationship between Price and Time, Volume and Open Interest, Basics of Dow Theory, Basic concepts of Trend, Lines Support & Resistances, Reversal and Continuation Patterns, Basics of Gap Theory, Introduction to Indicators and Oscillators. Fundamental Analysis in Commodity Market, Basic Significance of Fundamental Analysis, Classification of Commodities, Factors Affecting Commodities, Analytical Techniques, Commodity Baskets, Correlation Between Commodities, Interrelation between Other Asset Classes and Commodities (5+1)

Suggested Text Books:

1. Commodity Derivatives – IIBF
2. Futures & Options (equities & commodities) – A.N. Sridhar
3. Commodity Derivatives: Markets and Applications - Neil C. Schofield
4. Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield

Suggested Reference Books

1. Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman
2. Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman
3. Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
4. Commodities Markets and Derivatives : B. Kulkarni

Supplementary Reading Material

NCFM Module on Commodity Derivatives

SEMESTER III		315 FIN – Indirect Taxation
2 Credit	LTP : 1:1:1	Subject Elective (SE-IL) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO315FIN.1	Remembering	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
CO315FIN.2	Understanding	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315FIN.3	Applying	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
CO315FIN.4	Analysing	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
CO315FIN.5	Evaluating	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
CO315FIN.6	Creating	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.

1. **Introduction:** Indirect Taxes - Customs, Excise Duty, VAT, GST. Concept, Need and Genesis of GST. **Dual GST Model:** CGST, SGST, UTGS, IGST. GST Network, GST council, Role and Phases of GST Council, Constitutional provisions to enforce indirect Taxes & GST, CESS **(5 + 1)**
2. **Registration under GST:** Registration Procedure, Persons not liable for registration, Compulsory registration, Deemed registration, Cancellation vs. Revocation of registration, Unique Identification Number, Registration Number Format. **(5 + 1)**
Types and periodicity of GST return for different categories of Taxpayers (Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, etc). **(5 + 1)**
3. **Supply under GST and Valuation of Supply: Key Concepts-** Levy and Collection of Tax, Supply, Place of Supply, Interstate and Intrastate Supply, Export of Service, Export of Goods, Imports of Goods, Import of Service, Valuation of Supply, Types of Supply under GST Regime, Composition Levy, Exemption from tax, Person liable to pay tax, Tax Deduction at source (TDS) under GST. **(5 + 1)**
4. **Input Tax Credit under GST & Returns:** Input Tax Credit Process, Negative List for Input Tax Credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. Reverse Charge Mechanism
New GST Returns - Overview, Forms, Invoices, ITC, Amendments, Offline Tools; New GST Return System, Forms to be filled and Process of New Return Filing System; New Amendments introduced in New GST Return System. **(5 + 1)**
5. Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Basic customs duty, IGST, Protective duties, Safeguard duty, Countervailing Duty on subsidized articles, Anti-dumping duty, Import Procedure, Export Procedures, Valuation of Imported Goods, Valuation of Export Goods, Penalties under Customs, Refund. **(5 + 1)**

*Note: 1. Numericals will be asked on valuation and calculation of Taxes (Unit 3).

(80: 20 :: Theory : Numerical)

Suggested Books:

1. Indirect Tax Reform in India: 1947 To GST and Beyond Book by Vinay K. Srivastava and Yashwant Sinha
2. GST Acts, Rules & Forms with Reference By Ashok Batra
3. Taxmann's Basics of GST
4. Taxmann's GST: A practical Approach Theory & Practice of GST, Srivathsala, HPH
5. Theory & Practice of GST: Dr. Ravi M.N, PBP.

Semester III		316 FIN – Corporate Financial Restructuring
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316FIN.1	REMEMBERING	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring
CO316FIN.2	UNDERSTANDING	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
CO316FIN.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO316FIN.4	ANALYSING	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others.
CO316FIN.5	EVALUATING	EVALUATE impact of corporate financial restructuring on all stakeholders

1. **Basic concepts:** Meaning of Corporate Restructuring, Need, Scope, Concept of Internal & External Restructuring and motives, applications of corporate restructuring. **(4+1)**
2. **Overview of Corporate Finance and Corporate restructuring** Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts. Creating Value through Corporate Restructuring-Corporate Reorganization Strategies-Spin-Offs, Equity Carve-Outs, Target Stock and Divestitures, Financial perspective in restructuring, Reorganization strategies in

corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows. **(6+1)**

- 3. Dimensions of Mergers & Acquisitions:** Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control. **(4+1)**
- 4. Valuation Aspects of Corporate Restructuring:** Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis. **(6+1)**
- 5. Corporate Governance Aspects of Restructuring:** Domestic & International trends relating to governance practices pertaining to Corporate Restructuring, Reference of Corporate Governance in Indian Companies Act (Amended) 2013, SEBI Regulations, Listing Agreement etc. Shareholder democracy in restructuring process, role of investors creditors, role of non-executive directors in restructuring process, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report. **(5+1)**

Note:

1. To facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance relevant Cases should be incorporated in teaching pedagogy.
2. **Numerical Problem will be asked on the following:**
 1. Calculations of exchange ratio,
 2. Calculations of financial synergy and return,
 3. Different approaches of valuation – Comparable
 4. Company & transaction analysis method, Discounted Cash Flow (DCF),
 5. Real Option method,
 6. Formula approach for valuation and other important methods of valuation.

Suggested Text Books:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya Publishing House
2. Financial Management, R. P. Rustagi, Galgotia Publishing
3. Strategic Financial Management, Ravi M. Kishor, Taxmann,
4. Mergers, Acquisitions and Corporate Restructurings, Gaughan, P.A., John Wiley and Sons
5. Financial Management, Prasanna Chandra, TATA McGraw Hill

Suggested Reference Books

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford,
3. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson
4. Corporate Finance, Ashwath Damodaran, Wiley India,

Supplementary Reading Material

1. Case Studies in Mergers & Acquisitions – ICAI University – ICAI University Press,
2. Case Studies on Mergers & Acquisitions – R. Muthukumar – ICAI University Press

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Applied Finance
5. CFA Reader
6. Business Today
7. Finance India

Semester III		317 FIN: Financial Modeling
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317.1	REMEMBERING	Remember the concepts, terminologies, frameworks, tools and techniques of Financial modeling
CO317.2	UNDERSTANDING	UNDERSTAND the applications and use of MS Excel in financial modeling and its different techniques
CO317.3	APPLYING	DEVELOP, APPLY and actually use core functionality of MS Excel in decision framework to solve managerial problems
CO317.4	ANALYSING	ANALYSE different financial models in order to eliminate substantial risk of poor spreadsheet coding
CO317.5	EVALUATING	FORMULATE an idea and acceptable solutions to solve different problems in the area of financial management
CO317.6	Creating	BUILD financial models by making appropriate assumptions on financial factors relevant to the situation.

- 1. Introduction:** Meaning, Benefits and Uses of Financial Modeling. **1.2) Basic Excel for Financial Modeling:** Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups: Vlookup Match & offset, pivot tables. **(5+1)**
- 2. Financial Statement Analysis:** Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non Current Liabilities, Application of Financial Statement. **(5+1)**
- 3. Financial Ratios:** Ratio analysis of industries, Du point Analysis, Peer to peer analysis, Preparation of Financial Analysis report on an industry. **(4+1)**
- 4. Financial Management:** Time value of money, Long term financing, Cost of capital, Measure of Leverage, Budgets, Types of Budgets. **(4+1)**
- 5. Equity Research Modeling:** Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment, Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers, Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement, Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios, Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart), Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview , Sector Overview. **(7+1)**

Suggested Books:

- 1) Business Data Analysis using Excel – David Whigham – Oxford University Press
- 2) Mastering Financial Modeling in Microsoft Excel – Alastair L. Day
- 3) Practical Financial Modeling – Jonathoan Swan

Reference Books:

- 1) Financial Modeling Using Excel and VBA by Chandan Sengupts, John Wiley & Sons
- 2) Building Financial Models with Microsoft Excel: A Guide for Business Professionals, K. Scott Proctor, 2nd Edition, John Wiley & Sons
- 3) Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons
- 4) Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
- 5) Financial Modeling Module, NSE Academy

Semester III		318 Fin–Digital Banking
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course- Financial Management (Fin)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318 Fin.1	REMEMBERING	Remember various concepts and products in Digital Banking
CO318 Fin.2	UNDERSTANDING	Explain and understand the significance and development of Digital Banking
CO318 Fin.3	APPLYING	Compare and contrast the Branchless Banking and Traditional Banking
CO318 Fin.4	ANALYSING	Analyze the payment system of digital banking from consumer's point of view
CO318 Fin.5	EVALUATING	Evaluate Role of digital banking and emerging technologies in economic development

1. Introduction to Digital Banking: Concept, Advantages, Products, significance, development of digital Banking, Distinct Functionaries/Dimensions of a Digital Bank , Customer Education for Digital Banking, Role of digital banking in economic development, Financial Inclusion **(5+1)**

2. Digital Banking Products: ATMs : Instant Money Transfer Systems, Proprietary, Brown Label and White Label ATMs, ATM Network Planning – Onsite / Offsite, Security and Surveillance of ATM Sites, **Cash Deposit Machines :** Overview, Features, CDM Network Planning – Onsite / Offsite and Profitability of CDMs, **Mobile Banking:** Overview and Brief History, Product Features and Diversity, IMPS, Profitability of Mobile Banking, Risk Management and Frauds, **Internet Banking :** Product Features Corporate and Individual Internet Banking, Integration with e-Commerce Merchant sites, Back End Operations and Technology, **(7+1)**

3. Branchless Banking: Objectives, Introduction, Financial Inclusion – Logic and logistics, Vehicles for Financial Inclusion, Business Correspondents / Business facilitators, Digital Banking Products for Financial Inclusion **(4+1)**

Payment System: Overview of global and domestic payment systems, Immediate Payment Service (IMPS), National Unified USSD Platform (NUUP) and UPI, Participants in UPI, Benefits to Participants, National Automated Clearing House (NACH) Aadhaar Enabled Payment System (AEPS) , e-KYC , Cheque truncation System (CTS) , National Financial Switch (NFS) , RTGS , NEFT, **(6+1)**

4. Innovation and Banking: Innovative Technologies in Banking: Artificial Intelligence, Machine Learning, Big Data, Block Chain, Forex Settlement **(3+1)**

Suggested Books:

- Digital Banking – Indian Institute of Banking and Finance
- The Digital Banking Revolution – Luigi Wewege
- Digital Bank : Strategies to Launch or become a Digital Bank – Chris Skinner

Reference Material:

- Banking Beyond Banks and Money : A guide to Banking Services in Twenty first Century – Paolo Tasca, Tomaso Aste, Loriana Pelizzon, Nicolas Perony
- www.rbi.org.in

SEMESTER III		319 FIN – Treasury Management
2 Credit	LTP : 2:1:0	Subject Elective (SE-IL) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO315FIN.1	Remembering	Remembering the key concepts of Treasury Management, Treasury markets, cash management, and internal controls.
CO315FIN.2	Understanding	Explain organisation structure and functions of treasury, Illustrate cash flow cycle, relate various types of risks; describe the important concepts such as liquidity, controls, etc.
CO315FIN.3	Applying	Identify the market participants, treasury products, Apply the concepts of , forex cash management. Use concepts to mitigate financial and operational risks.
CO315FIN.4	Analysing	Outline the responsibilities and functions of Treasury Manager, Classify types of Treasury markets, Illustrate and analyse the risk.

CO315FIN.5	Evaluating	Explain the structure and organisation of Treasury; compare types of liquidity, controls and audits; appraise funding alternatives. Appraise the moral and ethical aspects in treasury management.
CO315FIN.6	Creating	Design the money and funds management plan in a given situation using various concepts and instruments used in treasury function.

1 Basics of Treasury Management: Evolution, Objectives, Organization Structure of Treasury, Functions of treasury, Responsibilities of Treasury Manager, Role and Functions of RBI, Recent Developments in the RBI's Policy Framework.

2 Classification of Treasury Markets: Domestic and International; Foreign Exchange Markets, Role of Banks in Forex Market, Factors impacting Forex Market, International Treasury – Market participants, various forex Treasury products, volatility of major currencies, currency Trading. Short Term and Long Term Funding, Cost Centre / Profit Centre: Financial Planning and Control, Capital Budgeting, Risk Analysis **(5 + 1)**

3 Cash Management: Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Liquidity Management: Objectives, Sources & Maturity Concerns: Short term and Long term Liquidity **(5 + 1)**

4 Internal Control: The Need and Importance – Financial and Operational risks – Internal v/s External Control, The Need and Significance of Internal and External Audit. **(5 + 1)**

5 Treasury's role in International Banking: Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives, Moral and Ethical aspects. **(5 + 1)**

Suggested Books:

6. Financial Management – Ravi Kishore
7. Cost Accounting & Financial Management – Ravi Kishore – Taxman Publication,
8. Corporate Finance & Investment –R. Pike and B Neale – Prentice Hall of India,
9. International Corporate Finance – Ghosh Roy - Mac Milan India
10. Effective Management Workout – V.K.Singh – Himalaya Publishing House

Websites:

1. www.treasury-management.com
2. www.iibf.org.in
3. www.icai.org,

Semester III		320 FIN - Project Finance and Trade Finance
2 Credits	LTP: 1:2:0	Subject Elective (SE-IL) Course – Finance Specialization

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO320.1	REMEMBERING	DESCRIBE the concepts of Project Finance and Trade Finance.
CO320.2	UNDERSTANDING	SUMMARIZE the key aspects in context with Project Finance and Trade Finance.
CO320.3	APPLYING	IDENTIFY the applicability of Project Finance and Trade Finance in modern business era.
CO320.4	ANALYSING	EXAMINE the risks involved in Project Finance and Trade Finance.
CO320.5	EVALUATING	EVALUATE the proposal of securing finance by considering the capital structure and documentation involved.

1. Project Finance & Trade Finance Overview: Definition & Characteristics of Project Finance, Pre-requisites, Typical PF examples. **Trade Finance (TF):** Importance of Trade Finance, Benefits of Trade Finance. Who benefits from trade finance, Challenges for SMEs in accessing trade finance. **(5+1)**

2. Project Evaluation Criteria & Domestic Trade – Steps Involved In Project Assessment, Introduction to Capital Budgeting tools & techniques for Project evaluation, Cash Flow Management, Measures used by Investors: Payback

period, Net Present Value (NPV), Internal Rate of Return (IRR) Domestic trade-method of Financing - Working Capital - Appraisal and sanction - Deferred payment guarantee - Securitization - Factoring. **(5+1)**

3. Current Project Finance Market: PF market expansion, Market highlights, PF market by sector, PF market by geography. **Project Financing in India:** Means of Finance, Norms and Policies of Financial Institutions, SEBI Guidelines, Sample Financing plans, Schemes of assistance, term Loans procedures, Project Appraisal by Financial Institutions. **(5+1)**

4. Project & Trade Finance Risks -Project Finance and Commercial Risks ,Project Finance and Macroeconomic Risks, Regulatory and Political Risk, Risk Mitigation Methodologies for Projects, Risks involved in trade finance - country risk, currency risk, credit risk, counter party risk, exchange risk, legal risk. **(5+1)**

5. Process & Documentation in Project & Trade Finance- Assess the appropriateness of the capital structure and features of the debt structure and its Documentation- Security and credit rights, Payment waterfall, Collateral and assignment of contract rights, Rights of the controlling classes, inter-creditor issues, Structural features, Debt service covenants, Reserve accounts, cash sweeps, profit distribution controls, Refinancing risk Documents used in Trade - Bill of Exchange, Invoice, Bill of Lading, Airway Bill, Insurance Policy. **(5+1)**

Suggested TextBooks:

1. Project Management – Prasanna Chandra
2. Principles of Project Finance - Yescombe, E. R. (2002), Academic Press, California.
3. How to access trade finance, James Sinclair, Trade Finance Global.

Suggested Reference Books

1. Advanced Project Management – Harrison F.L.
2. Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J. (2000), London, UK: Euromoney Books
3. Investment project design - A guide to financial and economic analysis with constraints, Kurowski, L. & Sussman, D (2011), New Jersey: John Wiley & Sons.
4. Project finance for construction and infrastructure: Principles and case studies - Pretorius, F., Lejot, P., McInnis, A., Arner, D.& Hsu, B. F.-C. (2008), Oxford: Blackwell Publishing.
5. Trade Finance Guide, A Quick Reference for U.S. Exporters
6. Comptroller's Handbook Trade Finance and Services, Version 1.0, April 2015

Semester III		321–Insurance Laws and Regulation
2 Credits	LTP: 2:0:0	Subject Elective- Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO321.1	REMEMBERING	RELATE to terminologies used in Insurance Law
CO321.2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO321.3	APPLYING	IDENTIFY risk management plans , strategies and techniques in Life and General Insurance.
CO321.4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO321.5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.

1. Introduction: History and Evolution of Insurance; Risk Management;. Nature of Insurance Contract; Types of Insurance Life and General Insurance. Constitutional Perspective. Theory of Cooperation, Theory of Probability, Principles of Insurance, Utmost Good Faith, Insurable Interest & Reinsurance. Ethics and Corporate Governance Framework for Insurance Companies. (4)

2. Regulatory Framework of Insurance Business in India: Development of Insurance Legislation in India and Insurance Act 1938; Insurance Regulatory and Development Authority of India (IRDAI) Functions and Insurance Councils; IRDAI and its Licensing Functions; Policy Holders Rights of Assignment, Nomination and Transfer; Protection of Policy Holders Interest; Dispute Resolution Mechanism; Financial Regulatory Aspects of Solvency Margin and Investments;

International Trends In Insurance Regulation. Other Relevant Legislation (Motor Vehicles Act, Marine Insurance Act, Employees State Insurance Act etc.), Consumer Protection, Courts, Tribunals, Insurance Ombudsmen, Arbitration. Corporate Governance Practices for Insurance Companies. (8)

3. Life Insurance: Nature, Scope and Practice, Application of Principles in Life Insurance Contract – Representation - Assignment and Nomination - Title and Claims - Tax Law Implications - Concept of Trusts in Life Policy - Stamp Duties - Role and Function of Life Insurance Companies. Life Insurance & Pension Products. (5)

4. General Insurance: Practices and Procedures: Introduction to General Insurance; Policy Documents and forms; Underwriting; General Insurance Products : Property Insurance (Fire and Engineering) , Marine Insurance (Hull and Cargo) , Motor Insurance, Business Interruption , Liability Insurance (Public, Products, Professional, Directors & Officers etc) , Personal Lines (Health, Accident, Travel, Residential Premises etc.) , Rural and Agricultural ,Micro-Insurance , Other Miscellaneous lines (Burglary, Bankers' Risks, Fidelity etc.). (8)

5. International Insurance and Regulation: Formation of International Insurance contracts;International Association of Insurance Supervisors – Future Trends . Enforcement and settlement. Conventions regulating Insurance on Maritime and Nuclear disaster. (5)

Suggested Text Books:

1. T.S. Mann, Law And Practice Of Life Insurance, Deep and Deep Publications,7th edn (2011)
2. Utpal Rajan Sarkaar, Motor Accidents And Motor Insurance Claims, Sodhi Publications,5rd Edn.(2015)
3. R.P Katariya, An Exhaustive Commentary On Motor Vehicle Act 1988,Unique Law Publications,5th Edn (2012)

Reference Reading:

1. Banerjee, law of insurance, Asia Law House, Hyderabad,(1997)
2. J.V.N Jaiswal, Law Of Insurance, Eastern Book Company,9th edn.(2008)
3. Principles and Practice of Life Insurance,Committee on Insurance and Pension ,The Institute of Chartered Accountants of India,Fourth Edition-October, 2008, New Delhi
4. Insurance - Law & Practice, The Institute Of Company Secretaries Of India, December 2019 ,New Delhi

Semester III		322FIN – Marine Insurance
2 Credits	LTP: 1:2:0	Subject Elective (SE-IL) Course – Finance Specialization

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO322FIN.1	REMEMBERING	Enumerate the key terms associate with Marine Insurance, Documentation and Reinsurance.
CO322FIN.2	UNDERSTANDING	Understand various statutes applicable, necessary arrangements and documentation required for Marine Insurance.
CO322FIN.3	APPLYING	Determine the insurance cover and policy type considering the risk involved.
CO322FIN.4	ANALYSING	Detect the insurable interest, probable losses and the profitability element.
CO322FIN.5	EVALUATING	Evaluate the risk involved and need for reinsurance
CO322FIN.6	CREATING	DESIGN the Marine Insurance Policy on a hypothetical situation

1. **Introduction to Marine Insurance:** Definition, Concept, Significance, Reasons of Marine Insurance and Application Process, Scope of Marine Insurance, Nature & Functions of Marine Insurance, General Features of Marine Insurance. Meaning of Marine Perils, Warranties & Types of Warranties, Meaning of Underwriting & Role of Underwriter. **(5+1)**

2. **Fundamental Principles and Legal Framework of Marine Insurance:** Principle of Utmost Good Faith, Principle of Insurable Interest, Principle of Indemnity, Principle of Subrogation. First Lloyd's Act & Second Lloyd's Act **(5+1)**

3. **Arranging for Insurance (Cargo):** Proposal Form – factors for acceptance –Type of Vessel – The Voyage or Transit – Type of Cargo – Packing forms – Containerization – Conditions of Insurance – Inco Terms – Declaration Forms – Marine Cover Note – Policy Form – endorsements – Container Transport.

4. **Marine Insurance Policy-** Introduction to Marine Insurance Policies, Types of Marine Policies-Time & Voyage Policies, Special Rules for Voyage Policies, Time Policy and Mixed policy. **(5+1)**
5. **Risk Management & Reinsurance-** Introduction to Reinsurance, Need for reinsurance, Risk distribution through reinsurance, Reinsurance Process flow, Risk Management through reinsurers, Types & Benefits of Reinsurance, Maritime Frauds, Types of Maritime Frauds, Prevention of Maritime Frauds. **(5+1)**

Suggested Textbooks:

1. The Principles of Marine Insurance, A. Primer, Harold Turner
2. Controlling Cargo Theft, Tyska Fennely
3. Inland Marine Insurance, Roderick McNamma
4. Law of Marine Insurance, Hodges, Susan
5. Bennet Marine Insurance Fraud, Baris Soyer
6. Law of Marine Insurance, Howard

Suggested Reference Books

1. Marine Insurance Law, Ozlem Gruses, Routledge
2. Cases and Materials on Marine Insurance law, Susan Hodges, 1st Edition
3. A System of the law of Marine Insurances, Sir James Alan Park, Hardpress Publisher
4. Law of Representations, John Duer, Hardpress Publisher

Semester III		323FIN: Fire Insurance
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO323.1	REMEMBERING	UNDERSTAND the major concepts and terms in fire insurance
CO323.2	UNDERSTANDING	EXPLAIN the procedure of underwriting, claims and settlement
CO323.3	APPLYING	IDENTIFY the types of Fire Hazards and the suitable policies
CO323.4	ANALYSING	ANALYSE the Inspection and Survey Reports
CO323.5	EVALUATING	DETERMINE the Claim Amount in the Fire Insurance Claim
CO323.6	CREATING	DESIGN the Fire Insurance Policy on a hypothetical situation

1. **Understanding and Managing Risk** - Nature of Risk – Risk Analysis – Planning – Control - Mechanism for Transfer of risk Insurance and Reinsurance, Overview of Concepts of Insurance (briefly explain Insurable Interest - Indemnity - Uberrimae fidei - Proximate Cause - Subrogation and Contribution - Differentiation between Insurance and Guarantee - Insurance and Wager - Disclosure – Moral Hazards), Regulation of General Insurance Business in India, Types of General Insurance, key players in the General insurance market **(5+1)**
2. **Introduction to Fire Insurance:** Origin of Fire Insurance, Fire Insurance Policy, Scope of Fire Insurance, Purpose of Fire Insurance, Fire Insurance under Indian Insurance Law, Types of Fire Policies **(3+1)**
3. **Fire Hazards:** Introduction to General Fire Hazards, Exposure Hazard, Electrical Hazard, Fire and Explosion Hazard, Hazards of Dangerous Atmosphere and Metals, Fire Protection Systems, Fire Hazards of Specific Industries – Textile, Jute, Rubber, Paper, Chemical, Management and Housekeeping **(6+1)**
4. **Fire Underwriting and Procedures:** Introduction, Fire Insurance Underwriting, Fire Risk Assessment, Risk Assessment Process, Documents – Proposal Form, Risk Inspection Report, Tariff System, Standard Fire and Special Peril Policy, Terrorism Cover, Fire – Consequential Loss Insurance, Basis for Profit Insurance, Operative Clause of the Policy, Consequential Loss Insurance Premium Rate. **(7+1)**
5. **Fire Insurance Claims and Settlement:** Legal and procedural aspects of Fire Insurance Claim, Survey & Loss Assessment, Important Aspects of Survey, Survey Report, Important terms for various calculations, Redressal Forums **(4+1)**

***Notes:**

Samples of the following Insurance Documents to be shown and discussed:

- a. Proposal Forms
- b. Policy Forms

- c. Cover Notes
- d. Certificates of Insurance
- e. Endorsements
- f. Renewal Notic

Suggested Textbooks:

1. Fire insurance underwriting (2005) , Venkataraman, Shushila, Insurance Institute of India Mumbai
2. Fire Insurance, William S. Hein & Company, Lester W. Zartman
3. Principles and Practice of Non-Life Insurance by P. K. Gupta, Himalaya
4. KSN Murthy and Dr. KVS Sarma: Modern law of Insurance in India (6th Ed), Levix Nexis Butter Worths India
5. Fire insurance: theory and practice, Smith & Francis
6. Fire underwriting in theory and practice, George Hurren
7. Practical Aspect of Fire Insurance, Sudhir Kumar Jain, Sanjay Gupta

Suggested Reference Books:

1. Principles and Practice of General Insurance, Committee on Insurance and Pension, The Institute of Chartered Accountants of India,
2. Principles of Insurance Law, M. N. Srinivasan, Wadhwa & Co.,
3. Insurance Law and Practice, Vidhi Publication Private Limited, Rajiv Jain
4. Insurance Manual, Taxmann Publication Private Limited, Taxmann
5. Manual of insurance Laws, Bharat Publication Private limited, Bharat
6. Law of Insurance, Universal Publication Pvt. Limited, Dr. Avtar Singh
7. Principles of Risk Management and Insurance, George E. Rejda

Subject Core (SC) Courses - Semester IV
Specialization: Financial Management

Semester IV		403 FIN: Financial Laws	Course
3 Credit	LTP : 2:1:1	SUBJECT CORE (SC) COURSE: Specialization – Financial Management (FIN)	

Outcomes: On successful completion of the course the learner will be able to:

CO#	Cognitive Ability	Course Outcomes
CO403.1	Remembering	Define and Describe the basic concepts related to Financial Laws
CO403.2	Understanding	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403.3	Applying	Make use of contextual financial laws applicable to organisations.
CO403.4	Analyzing	Infer the application of financial laws to organisations
CO403.5	Evaluating	Appraise and perceive the benefits of applicable laws to the organisations.

Unit Number	Contents	Number of Sessions
01	Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act, 2002: Meaning & Definition of Securitisation & Reconstruction, Formation of SARFAESI Act, 2002, SARFAESI Act 2002 - Need for the new law, Objectives, Scheme of the Act, Salient features, Incorporation & Registration of Special Purpose Companies, Funding of Securitisation, Assets Reconstruction, Enforcing Security Interest, Establishment of a Central Registry, Offences & Penalties, Boiler-plate Provisions Applicability, Exempted transactions, SARFAESI Process and Documentation.	8+1
02	Corporate Debt Restructuring and Strategic Debt restructuring: Meaning, Definition and Importance. CDR and GDR: difference, mechanism, Scheme, Debt Restructuring Process, Benefits, Corporate Financial Distress, Restructuring, and Bankruptcy. Scheme for Sustainable Structuring of Stressed Assets (S4A Scheme)	8+1
03	India Laws and Regulations Governing International Business Transactions: FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad	8+1
04	The Actuaries Act : Definition, Need, Importance, Objectives, Incorporation of Institute of Actuaries of India, Composition of council of institute, Functions of Council, Registration of Members, Appointment and Prosecution of Director, Constitution of Appellate authority, Appeal to authority, Penalty, Companies not to engage in actuarial practice, Quality Review Board: Establishment, functions, procedure, terms and conditions of chairperson and members of board	8+1
05	Insolvency & Bankruptcy code: Introduction, Concept of Insolvency and bankruptcy, Distinctive Features and Evaluation of the Code, Insolvency Resolution & liquidation process for corporate, Voluntary Liquidation of Corporate Person, Insolvency Resolution & Bankruptcy for Individuals & Partnership Firms, Adjudicating Authority under the Code, and Liability of Guarantors during the Corporate Insolvency Resolution Process.	8+1

Suggested Textbooks:

1. Guide to SARFAESI Act 2002 & Recovery of Debts and Bankruptcy Act 1993 (September 2016 Edition), Taxmann's Publication
2. Corporate Financial Distress, Restructuring and Bankruptcy By Edward L. Altman, Wiley Finance Series.
3. Corporate Restructuring by David Vange, Springer Publication
4. Transnational commercial law: International Instruments and Commentary, by Roy Goodey, Oxford Publication

5. Practical Guide on Foreign Trade Policy by Kalirajan D.
6. Achieving Your Pinnacle A Career Guide For Actuaries By Tom Miller
7. Indian Insurance Industry And The Appointed Actuary by Khan, Liyaquat; Sarma, K P & Gopal, ASI Publication
8. Guide to Insolvency and Bankruptcy Code (7th Edition 2019) by V.S. Datey, Taxmann's Publication
9. Insolvency and Bankruptcy Code 2016-As amended by Insolvency & Bankruptcy Code (Amendment) Ordinance 2019 (12th Edition 2020), Taxmann's Publication

Suggested Reference Book:

1. Handbook on Foreign Trade Policy 2015-2020
2. Actuaries' Survival Guide: How to Succeed in One of the Most Desirable Professions by Fred E Szabo
3. A handbook on Insolvency and Bankruptcy Code: A condensed guidebook for Directors and Executive Management by Ashish Makhija, IOD

Supplementary reading material:

1. The Securitization And Reconstruction Of Financial Assets And Enforcement Of Security Interest Act, 2002
2. The Actuaries Act, 2006

Magazines:

1. The Actuary India

websites:

1. <http://rbi.org.in>
2. www.taxmann.com

Semester IV		404 FIN Current Trends & Cases in Finance
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO404FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO404FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.

1. **Microfinance** – Meaning, definition and conceptual framework and its history– Models of microfinance – Microcredit Vs Micro-savings Vs Microfinance – Microfinance institutions (MFI) Development of microfinance in India – GOI, RBI and NABARD initiatives for development of microfinance in India – Innovative microfinance models in India – Issues faced by microfinance in India – case study of SKS MFI and Grameen Bank. **Value chain financing – Rural finance** – need for rural finance – Chit fund finance and its regulation in India – Sharadha chit fund case study, Shadow banking.
2. **Small Finance Banks** – Operating guidelines of Reserve Bank of India for small finance banks – Small finance banks and financial inclusion – History and list of small finance banks –functions of small finance banks – Business model of small finance banks. **Self Help Group Approach:** The Concept, Why Self-Help Groups? – Objectives – Promotion, Group Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, What are the Books kept by a SHG? Best Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Objectives and Functions of Networking – Credit Rating and Bank Linkage, Grading of Self Help Groups; Development of Rating Instrument – Linking of Self Help Group to Bank, Step-wise process of Operating of SHG
3. **Retail Banking:** Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)-Technology as a differentiator- International Trends and Tools. **Payment banks** - Operating guidelines of Reserve Bank of India for payment banks –Payment banks and financial inclusion – History and list of payment banks – functions of payment banks – Business model of payment banks.

4. **Startups in India** –Fund raising norms for startups - SEBI regulations on startup listing and fund raising – Angel funding – Origin of angel funding – SEBI regulations on angel funding – Financial Technology –Fintech companies in India - Prepaid payment mechanism in India – Prepaid payment mechanisms – Smart cards, magnetic stripe cards, internet accounts, online or e-wallets, mobile accounts, mobile wallets and paper vouchers – Types of e-wallets – RBI regulations on prepaid payment mechanism – Growth of prepaid payment mechanism in India. The expanding role of automation and digitisation, collaborative decision-making models and accelerated pace of change in operating conditions due to digital technology. Financial (Data) Analytics- the concepts, increased reliance on data, Decision driven data. Schemes Available for new startups by Government in the form of Finances
5. The case study will be based on Financial Management and Advance Financial Management Course syllabus.

Note: To facilitate understanding of the syllabus maximum relevant Cases should be incorporated in teaching pedagogy.

Text Books And Reference Books:

1. Buzzard, Shirley and Elaine Edgcomb. 1987. Monitoring and Evaluating Small Business Projects: A Step by Step Guide for Private Development Organizations. PACT, New York (an electronic copy of this book is posted at Blackboard).
2. Kindervatter, Suzanne. 1987. Doing a Feasibility Study: Training Activities for Starting or Reviewing a Small Business. OEF International, Washington, D.C. (an electronic copy of this book is posted at Blackboard).
3. Ledgerwood, Joanna. 2001. Microfinance Handbook: An Institutional and Financial Perspective. World Bank Publications, Washington, D.C.
4. Collins, Daryl, Jonathan Morduch, Stuart Rutherford and Orlanda Ruthven. 2009. Portfolios of the Poor: How the World's Poor Live on \$2 a Day. Princeton University Press, Princeton, New Jersey.
5. <https://www.rbi.org.in/>
6. <https://www.nabard.org/english/home.aspx>
7. <https://www.startupindia.gov.in/>

Supplementary Reading Material

1. Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press,
2. Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Applied Finance
5. CFA Reader
6. Business Today
7. Finance India

Subject Elective (SE) Courses - Semester IV
Specialization: Financial Management

Semester IV		409 FIN- Fixed Income Securities
2 Credit	LTP : 2:1:0	SUBJECT ELECTIVE (SE - IL)- Fixed Income Securities

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO409FIN.1	Remembering	Describing the basic concepts of Fixed Income Securities
CO409FIN.2	Understanding	Understanding the various types of securities traded in the fixed income market and the concepts related to the risk and returns of the Fixed income securities
CO409FIN.3	Applying	Applying the knowledge of fixed income securities for diversifying the portfolio of investments
CO409FIN.4	Analyzing	Predictive analysis of the economic outlook through yield curve analysis
CO409FIN.5	Evaluating	devise the various investment strategies based on portfolio returns.

Unit Number	Contents	Number of Sessions
01	Introduction of Fixed Income Security and its Markets: Overview of Fixed Income Securities, Fixed Income Instruments, Government Securities, Treasury Bills, Money Market Instruments, Corporate Bonds, and Asset Backed Securities, Market Conventions, Market Regulation and the Role of regulator. Sectoral Reforms and contemporary issues.	3+1
02	Returns, Valuation and Pricing of Fixed Income Securities : Current yield, Realized yield, Yield to maturity, Valuation & pricing of Plain Vanilla Bond on coupon date, Valuation & pricing of Plain Vanilla Bond in between coupon dates, Day Count Convention, Clean Price & Dirty Price, Valuation of a zero- coupon Bond, Valuation of Bond with Embedded option.	6+2
03	Risk Identification in Bonds- Volatility associated with Bond Market, Duration, Macaulay's Duration, Modified Duration, Effective Duration, Convexity, and Immunization	6+2
04	Investment Strategies for FI Securities: Optimizing Portfolio Returns, Laddered Maturity Portfolio, Barbell Investing, Matched Asset Program, Discount Bond Investing, Premium Bond Investing.	3+1
05	Yield Concepts and Term Structure Theories: Price Yield Relationship, Term Structure of Interest rates & Yield Curve, Shape of the yield curve, Term Structure Theories, Analysis of the Yield curve	5+1

Suggested Textbooks:

1. Investment Trends and Turning Points - Martin J. Pring.
2. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet.
3. The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
4. Fixed Income Securities- Dr Varsha Nerlekar (Himalaya Publication)

Suggested Reference Book:

1. Choudhry, M. (2010). Introduction to Bond Markets. UK: John Wiley & Sons.

2. Fabozzi, F. J. (2016). Bond Markets, Analysis, and Strategies. USA: Pearson Education.
3. National Stock Exchange of India. (2009). FIMMDA-NSE Debt Market (Basic) Module. Mumbai: NSE.
4. Sen, J. & Apte, A. (2013). Fixed Income Markets in India: Investment Opportunities for You. India: Shroff Publishers & Distributors.

Semester IV		410 FIN – Business Valuation
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course- Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410.1	REMEMBERING	RECALL concepts of value and valuation
CO410.2	UNDERSTANDING	EXPLAIN valuation process of business firms
CO410.3	APPLYING	CALCULATE business value using different techniques
CO410.4	ANALYSING	EXAMINE special factors to be considered in business valuation
CO410.5	EVALUATING	ASSESS the value of the firm in the light of business environment and regulatory aspects

1. **Overview of Valuation:** What is value; Differentiate price and value; Who values businesses; Purpose of a valuation; Principles of valuation; Definition of Standard of value (basis of valuation), Fair Market value, Fair value, Investment value, Intrinsic value; Premise of value- Going concern, Liquidation; Valuation process; Valuation standards **(3)**
2. **Business Valuation Methods:** Discounted Cash Flow Analysis (DCF); Comparable transactions method; Comparable Market Multiples method; Market Valuation; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations (Numerical aspect of the methods should be discussed) **(12)**
3. **Advanced issues in Valuation:** Valuation of tangible assets; Valuation of intangible assets (Patents, trademarks, copyrights and licenses; Franchises; Brands etc.) **(5)**
4. **Valuation during Mergers & Acquisitions:** Merger and Acquisition Process, Regulatory Consideration, Due diligence and calculation of the value of the company, Criteria for selection of method **(4)**
5. **Case studies from Industry on Valuation:** (at least 2 Cases with a detailed discussion on calculation of business value) **(6)**

Suggested Textbooks:

1. Corporate Value & Value Creation by Chandra and Prasanna, McGraw Hill
2. The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit – Aswath Damodaran
3. Parks - Principles and Practice of Valuation – D.N. Banerjee
4. Business Valuation, Text & Cases: Pitabas Mohanty, Taxmann
5. Valuation Measuring and Managing the Value of Companies (Wiley Finance) – McKinsey & Co.

Suggested Reading:

1. Valuation by Registered Valuers under Companies Act 2013 & Insolvency and Bankruptcy Code 2016 –
 - a. Kamal Garg
2. Corporate Professionals Business Valuation in India – Beyond the Numbers (2018)
3. Business Analysis and Valuation: Using Financial Statements, Text and Cases 3rd Edition by Krishna G. Palepu , Paul M. Healy ,Victor L Bernard

Semester III		411 FIN – Risk Management
2 Credit	LTP : 1:1:0	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO411FIN.1	Remembering	Describe various concept associated with risk management and financial risk management.
CO411FIN.2	Understanding	Exemplify the financial risk management processes, frameworks.
CO411FIN.3	Applying	Determine the various building blocks of risk management system and strategies.
CO411FIN.4	Analyzing	Classify various risks associated with enterprise, banks, insurance etc.
CO411FIN.5	Evaluating	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.

Unit Number	Contents	Number of Sessions
01	Basics of Risk Management: Definitions of risk, Types of risks, Risk description, Inherent level of risk, Impact of risk on organizations, Impact of hazard risks, Risk and uncertainty, Principles of risk management, Importance of risk management, Risk management process, and Risk management framework. Financial Risk Management: Concept, Importance, Scope, Process of financial risk management.	3+3
02	Risk & Volatility Measurement: need of risk management , role of rate and price in determination of risk, Factors that impact financial rates and price: Interest rates, Foreign Exchange Rates, Commodity Price, Operational Risk; Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures; Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor VaR, Marginal and relative VaR, expected shortfalls, treasury applications. Concept & need of volatility measurement, The issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility.	3+3
03	Risk Management In Banking: Concept, Risk management structure in bank, Credit risk management, liquidity risk, interest rate risk, counterparty risk, market risk, environmental risk, currency risk, legal & regulatory risk, rating risk, pricing risk & capital allocation risk, loan review, NPA management, Risk in investment banking, capital risk; Basel committee norms for banking , Financial risk management using derivatives and insurance,	3+3
04	Risk Management for Enterprise: concept, scope, enterprise risk, approaches for corporate risk management, ERM, Types of enterprise risk: technology risk, business strategy risk, legal and regulatory risk, product liability risk. Risk Management In Insurance: Introduction, Functions & Types of risk: Actuarial Risk, Asset liability risk, risk and capital, management of underwriting risks, investment risk, Investment management by insurers, investment risk management framework & policies.	3+3
05	Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in	3+3

	Indian Forex markets, forwards and non-deliverable forwards, cross-currency risk analysis	
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Suggested Textbooks:

1. Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House
2. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen
3. Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller

Suggested Reference Book:

1. Investment Science. Luenberger, Oxford University Press, 1998
2. Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008
3. An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons.
4. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill.
5. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk, Butler, Cormac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.

Semester IV		412 FIN–Strategic Cost Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
CO412FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.

1. **Introduction to Strategic Cost Management:** Meaning, conceptual framework, significance and objectives of SCM, Traditional Cost Management Vs Strategic Cost Management. Role of SCM in Strategic Positioning & Strategic position analysis, Cost Control and Cost Reduction in SCM, Cost of Quality **(5+1)**
2. **Strategic Cost Analysis and Decision making in SCM:** Life Cycle costing, Target Costing, Value Analysis and Value Chain analysis, Value Engineering, Value management, Throughput Costing, Lean Accounting, Socio Economic Costing, Business Process Outsourcing (BPO) **(5+1)**
3. **Activity Based Costing:** Concept, Purpose, Benefits and Stages, Relevance in Decision Making and its Application in Budgeting. Traditional Vs. ABC System – Comparative Analysis, Application of ABC. **(5+1)**
4. **Strategic Cost Management for Specific Sectors:** Agricultural Sector, Information Technology Sector, Power Sector, Automobile Sector, Healthcare sector, Hospitality Sector, Education Sector, etc. **(5+1)**
5. **Target Costing and Kaizen Costing:** Target Costing – Introduction, Key Principles, Methodology, Procedures, Advantages and Implementation. Kaizen Costing – Meaning, concepts, procedure for implementation, evaluation, benefits, challenges and standards. Target Costing v/s Kaizen Costing: Similarities and Differences. **(5+1)**

Suggested Text Books:

1. Strategic Cost Management – Dr. Jawahar Lal, Himalaya Publishing House.
2. Cost Management – Kishore Ravi M., Taxmann
3. Cost Accounting. Lal, Jawahar. Tata Mcgraw-Hill Pub. Co. Ltd.

Suggested Reference Books

1. Strategic Cost Management The New Tool for Competitive Advantage – John K. Shank & Vijay Govindrajan, The Free Press.
2. Cost Management A Strategic Emphasis – Edward Blocher, David Stout, Paul Juras & Steven Smith, McGraw Hill Education

SEM IV		413FIN -Rural & Micro Finance
2 Credits	LTP: 2:0:0	Subject Elective(SE) Course-Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413.1	REMEMBERING	DEFINE the key concepts of Microfinance and other terms associated with it.
CO413.2	UNDERSTANDING	EXPLAIN and UNDERSTAND the relevance of Microfinance and how its work towards rural development & growth.
CO413.3	APPLYING	IDENTIFY Micro Finance Models and their contribution towards, economic growth, poverty elimination , women empowerment and gender equality.
CO413.4	ANALYSING	ANALYZE the linkage between MFIs and Rural development
CO413.5	EVALUATING	EVALUATE the significance and funding Microfinance Institutions & Self-Help Group.
CO413.6	CREATING	FORMULATE and DISCUSS Cases related to MF (Models) &Rural development, Women Empowerment and Gender Equality.

1.Overview of Microfinance: Background, Concept, Fundamentals of Microfinance, Characteristics of Micro Finance, Microfinance & Banking, The Grameen Bank, Microfinance &Micro Credit, Microfinance

1. NGOs, Channels of Microfinance, Microfinance & Rural Development- Role of MFIs and Rural credit, Types of rural Credit Poverty Microfinance and Economic Well-being ,Microfinance & Women Empowerment, Financial Inclusion. **(6+1)**

2.Microfinance Lending Models and its Financial & other Products: Microfinance Delivery Models and Banks Linkages Programme MFI Group Lending Model, MFI Individual Lending Model, MFI Loan Products & Related Issues, MFI Savings & Saving Products, Remittances, MFI Micro insurance. **(5+1)**

3.Microfinance Service Providers and Microfinance Institutions: Governance and the Constitution of the Board of Various Forms of MFIs in India, Intermediaries for Microfinance, Commercialization of Microfinance Institutions, Challenges to Microfinance Institutions. **(4+1)**

1. Microfinance & Self Help Groups: Meaning of SHGs, Pattern of their Functions-Funding Agencies of these SHGs-Provisions under SHGs- Savings, Credit, Marketing & Insurance, Financial & Social Inclusion through SHGs, SHGs and entrepreneurship development, NABARD and SHGs - SHGS & Bank Linkages - SHGs and Training Programmes, SHGs and Economic Empowerment, Role of SHGs in Poverty alleviation- Cases related to Indian Context. **(5+1)**

5.Issues , Trends and Strategic alliances in Microfinance: Emerging issues in Microfinance, Recent Trends in Microfinance, Microfinance & Sustainable Development, Role of Technology in Microfinance,

Suggested Books:

1. Microfinance in India by K G Karmakar, March 2008 Sage Publication Private Ltd.
2. Macro Dynamic of Micro Finance Daniel Lazar P. Natarajan Malabika Deo Excels Books 2010
3. The Economics of Microfinance by Jonathan Morduch and Beatriz Armendariz
4. Micro Finance and Poverty eradication - Indian and global experiences Dr. Daniel Lazar Prof. P.Palanichany New Century Publication, New Delhi 2008
5. A.N.Agarwal and Kundana Lal: - Rural Economy of India – Vikas publishing House Ltd. – New Delhi-110014, 1990
6. Vasant Desai- A Study of Rural Economy
7. Johns Hopkins School of Advanced International Studies: Microfinance and Development 1, taught by Elissa McCarter and Kate Druschel Griffin.
8. Rudradath and K.P.M.Sundaram-Indian Economy—S.Cand & Co. Limited, New Delhi 110055, 2008
9. S.K.Mitra & V.K.Puri – Indian Economy- Himalaya Publishing House, Mumbai- 400004, 2008.

Semester III		414 FIN: Reinsurance
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO323.1	REMEMBERING	UNDERSTAND the major concepts and terms in Reinsurance
CO323.2	UNDERSTANDING	EXPLAIN the execution and legal applications in insurance contracts
CO323.3	APPLYING	IDENTIFY the forms of reinsurance according to the cases
CO323.4	ANALYSING	ANALYSE the insurer policy
CO323.5	EVALUATING	EVALUATE the insurer's security and claim procedure

1. **Introduction to Reinsurance:** Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before & after nationalization and liberalization – GIC – Reinsurance Markets - Types of markets, National markets, Buyers of reinsurance, Sellers of reinsurance, Reinsurance brokers, Services available from the market, The broking system compared with direct insurance **(3+1)**
2. **Legal Principles and Practices of Reinsurance:** Introduction, The reinsurance needs of direct insurers, Forms and methods of placing reinsurances, Reinsurance practices and problems, The nature of reinsurance contracts, The law applicable to reinsurance contracts, The form of contract, Insurable interest, Utmost good faith, Indemnity, Construction of a reinsurance policy, Rights of the re-insured policyholders, Insolvency of the reinsured, Winding up and set-off Disputes between the parties, Conflict of laws, Reinsurance brokers **(7+1)**
3. **Forms and Categories of Reinsurance :** Facultative Reinsurance, Treaty Reinsurance, Proportional Reinsurance, Non-proportional reinsurance, Quota share treaties, Surplus treaties, Facultative Obligatory treaties, Excess-of-loss Reinsurance, Excess-of-loss Reinsurance, Risk – attaching Reinsurance, Loss occurring coverage, Fire Reinsurance, Accident Reinsurance, Marine and aviation reinsurance, Life reinsurance **(7+1)**
4. **Reinsurance Program and Risk Management:** Factors affecting reinsurance program, Procedure to be followed for Reinsurance Arrangements, Risk Management in Reinsurance – Alternative Risk Transfer (ART), Finite Reinsurance, Insurance Risk Securitization, Insurance Derivatives – Futures, Option, Swap **(3+1)**
5. **Reinsurance Accounting and Management:** type of investment, relationship of assets and liabilities, evaluation of insurer's security, insurer failure, financials regarding reserve deposits, payment of interest, allocation of capital, capital requirements for payment of liabilities, claim procedure, dispute resolution **(5+1)**

Suggested Text Books:

1. Reinsurance Simplified – Jagendra Rana, BlueRose Publishers
2. Reinsurance Accounts – K. L. Naik, published by The Insurance Times
3. Reinsurance : Principles and Practices – Gerathewohl, Klaus

4. Reinsurance for Beginners – Mohammed Sadullah Khan
5. Reinsurance : Fundamentals and New Challenges – Ruth Gastel

Suggested Reference Books

1. Understanding Reinsurance Treaty Slips – K. L. Naik, published by The Insurance Times
2. Reinsurance – R.L. Carter, L.D. Lucas, N. Ralph

Semester IV		415 FIN: Agricultural Insurance
2 Credits	LTP: 1:2:0	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO415FIN.1	REMEMBERING	Recall the different terms related to Agriculture Insurance and classification of agricultural insurance products
CO415FIN.2	UNDERSTANDING	Understand the process of crop insurance and the Global outlook of Agricultural insurance
CO415FIN.3	APPLYING	Apply the agricultural insurance concepts and assess the loss and settlement amount
CO415FIN.4	ANALYSING	ANALYSE the regulatory mechanism and Government schemes for agriculture insurance
CO415FIN.5	EVALUATING	Evaluate the different types of risks involved in agriculture

1. Introduction to Agriculture Insurance: Definition of Agriculture Insurance, Basic Concepts of Agricultural Insurance, Need for Rural/Agricultural Insurance, How should Government support in Agricultural Insurance, Classification of Agricultural Insurance Products, Problems and Prospects of Agriculture Insurance **(5+1)**

2. Risks in Agriculture and Crop Insurance – Risks in Agriculture -Changing face of Agricultural Risks in India –Climate change and Agriculture-Managing Agricultural Risks. Digital revolution in Agri-risk Insurance, Technological Revolution in Managing Crop Risk. **Crop Insurance** -Evolution of Crop Insurance in India-individual based crop insurance -Pilot Crop Insurance Scheme (PCIS)-Comprehensive Crop Insurance Scheme (CCIS)- Experimental Crop Insurance Scheme (ECIS)- National Agricultural Insurance Scheme (NAIS)-Farm Income Insurance Scheme (FIIS) **(5+1)**

3. Live- Stock Insurance and Poultry Insurance in India: History of cattle insurance, Cattle Insurance Policy, Livestock insurance schemes promoted by Central Government. Cattle Insurance Policy, - Loss assessment & settlement, Loss Minimization, Poultry Insurance: History of Poultry, Poultry Insurance Policy, Market Agreements underwriting, Loss Assessment & settlement, Loss Minimization **(5+1)**

4. Government Schemes: Pradhan Mantri Fasal Bima Yojana: Objectives, Highlights of the scheme, Farmers to be covered, Unit of Insurance, Coverage of Crops, Premium Rates Under PMFBY, Risks covered. **Modified National Agriculture Insurance Schemes:** Objectives, crops covered risks covered & exclusions, sum insured nature of coverage and indemnity. **Weather Based Crop Insurance Scheme:** Aim, Crops covered, Farmers covered, Perils covered. **(5+1)**

5. Global outlook: - Agriculture insurance in important countries (US, Canada, Spain, Japan, Italy, Sri Lanka, Mexico etc.), Role of global multi-Lateral financial institutions in promoting index based crop insurance scheme (World bank, World food program, etc.), IT/ ICT tools used for creating awareness about the insurance products ,Key challenges in Crop Loss Assessment, Technology Solutions, Unmanned Aerial Vehicles (UAVs) **(5+1)**

Suggested Textbooks:

1. Agriculture, Food Security & Rural Development, Asian Development Bank
2. Agriculture Risk & Insurance in India, Dr. S. S Raju & Dr. Ramesh Chand, NCAEPR, New Delhi, 2010, Books for Development, Bangalore
3. Adaptation to Climate Change and Insurance, Agricultural Insurance Training – Manual
4. Agricultural insurance (2006), K. N. Rao, Insurance Institute of India, Mumbai
5. Agriculture Insurance (2000), Poojari P.C., Insurance Institute of India, Mumbai
6. Agriculture Insurance (1994), Musafir, Rai

Suggested Reference Books

1. Government Support to Agricultural Insurance, Mahul, Olivier; Stutley, Charles

2. Agricultural Insurance Theory and Practice and Application to Developing Countries, P. K. Ray, Pergamon Press
3. Economics of Agricultural Crop Insurance: Theory and Evidence, Darrell L. Hueth University of Maryland
William H. Furtan University of Saskatchewan, Springer- Science + Business Media, LLC
4. Knowledge Paper Released at National Conference on Accelerating Agriculture Insurance, 2018, FICCI.

Subject Core (SC) Courses - Semester III
Specialization: Human Resource Management

Semester-III		304HRM- Strategic Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course- Human Resource Management

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304HRM.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	APPLYING AND ANALYZING	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

1. Introduction to Strategic Human Resource Management: Definition and objectives of SHRM, Evolution of SHRM, Strategic Fit, Types of HR strategies, Linking HR strategies to business strategies (7+1)

2. Components of SHRM: Human Capital management, Valuation of human resources in a strategic level, HR cost, Investments in HR, Formulation of HR strategies, Strategic HR vs traditional HR, HRM in knowledge economy, Challenges and issues in implementation of HR strategies in Indian context (9+1)

3. HR Planning as a strategy: Business Strategy & HRP, HRP process, Job Analysis, Forecasting and analyzing HR demand (qualitative and quantitative), Supply forecasting (external and internal), Comparison of demand and supply forecasting (8+1)

4. Specific HR strategies: Talent Management strategies, Career Planning and succession planning, Compensation and reward strategies, Employee engagement strategies (7+1)

5. Global Dimensions to HR strategy: SHRM in international context, Global competitive advantage, Issues and challenges in SHRM, cross cultural management- developing cross cultural sensitivity, OCTAPACE, Global business ethics (9+1)

Note:

1. Case study-based approach should be emphasized
2. Numerical approach in HR planning and HR valuation should be adopted.

Suggested Text Books:

1. Strategic Human Resource Management, (Agrawal, Tanuja), Oxford University Press
2. Strategic Human Resource Management- A General Managerial Approach, (Greer, Charles P.), Pearson Publications, Second Edition
3. Strategic Human Resource Management, (Mello, Jeffrey A.), Thomson Publications, Second Edition

Suggested Reference Books:

1. Human Resource Management- Text and Cases, (Pande, Sharan; Basak, Swapnalekha), Pearson Publication
2. Global Resource Management, (Bedi, S.P.S; Kishore, Minakshi), Wisdom Publications, 2007 Edition

3. International Human Resource Management, (Dowling, Peter J.; Welch, Denise E.), 4th Edition

Suggested Weblinks:

1. www.shrmindia.org
2. www.peplematters.com

Journals:

1. Journal of Strategic Human Resource Management
2. International Journal of Human Resource Management
3. Human Resource Management Journal

Semester III		305HRM : HR Operations
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315HRM.1	REMEMBERING	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
CO315HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
CO315HRM.3	APPLYING	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
CO315HRM.4	ANALYSING	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO315HRM.5	EVALUATING	CALCULATE computation of Workmen compensation, Bonus and Gratuity
CO315HRM.6	CREATING	FILE returns under various labour laws and prepare salary structure

1. **Human Resource Administration:** Definition, nature, scope, objective, structure of personnel department, personnel policy and its types, maintenance of personnel files and records, Drafting communication in personnel department – Appointment, promotion, transfer, deployment, appreciation letter, notices and circulars. **(7+2)**
2. **Communications about disciplinary measures:** Drafting of memo, warning, show cause, charge sheet, suspension, Inquiry procedure correspondence, termination and dismissal, reinstatement in service. **(4+1)**
3. **Computation under Social Security Laws:** The Employee's Provident Fund and Miscellaneous Provisions Act, 1952 – Contribution, online procedure for opening of account and required documents, rate of contribution of Employer and Employee, administrative charges, interests and penalties, PF calculations and Forms, Amendments till date,
The Employee's State Insurance Act, 1948 – Contributions, all 6 benefits, and calculations related to benefits, calculations for payment of compensation, applicability, Amendments till date **(7+2)**
4. **Compensation and Labour Welfare:** The Workmen's Compensation Act 1923 – Definition, Permanent, Partial, Total Disablement arising out of and in course of employment, theory of notional extension, calculation of compensation in case of death and disability, Amendments till date.
The Payment of Bonus Act, 1965 – Definition of Bonus, applicability, eligibility, minimum, maximum, Set-on and Set-off, disqualification of bonus, Amendments till date.
The Payment of Gratuity Act 1972 – Definition of Gratuity, applicability, eligibility, minimum service condition, maximum limit, calculation of gratuity in case of retirement, resignation, death and disablement. Amendments till date. **(10+3)**

5. Components of Payroll System: Maintenance of Statutory Returns – TDS, Profession tax, Form – 16 A and B, Form 26 AS, PF, ESI, Calculation of CTC and designing salary structure Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation **(7+2)**

Learning Resources:

Text Books:

1. Personnel Management – C B Mamoria
2. Dynamics of Personnel Administration – Rudrabaswaraj
3. Personnel Management – Edwin Flippo
4. Industrial and Labour Laws – S. P. Jain
5. Employee Relations Management-P N Singh, Pearson Publications
6. Dynamics of Industrial Relations–Mamoria & Mamoria
7. Industrial Relations: Emerging Paradigms, BD Singh, Excel Books, 2004 Edition

Reference Books:

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure) – S D Puri (Snow white publication)
2. Introduction of Labour and Industrial Laws by Avatar Singh
3. Elements of Mercantile Law by N. D. Kapoor, Sultan Chand
4. Bare Acts
5. Elements of Mercantile Law-N. D Kapoor

Websites: www.managementstudyguide.com

Journals: Journal of Industrial Relation, Human Capital, Journal of HRM

Subject Elective (SE) Courses - Semester III
Specialization: Human Resource Management

Semester III		312HRM: Talent Management
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.312.1	REMEMBERING	DEFINE Talent Management and its significance
CO.312.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
CO.312.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO.312.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
CO.312.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

- 1. Talent Management:** Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, Benefits of Talent Management: How Your Business Can Benefit From it, Responsibilities of Talent Management Manager & Professionals **(6)**
- 2. Talent Management Planning:** Understanding the Needs and Mind set of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modelling Excellence **(6)**
- 3. Talent Acquisition:** Defining Talent Acquisition, Develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition. **(6)**
- 4. Talent Retention:** "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention. **(6)**
- 5. Opportunities and Challenges in Talent Management:** Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.
Students in a group of 2-4 to study and submit spiral bound report on Talent Management Strategy in any organisation of their choice **(6)**

Suggested Text Books:

1. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7th
2. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson, Edition: 14th
3. Talent Management Hand Book, Lance A Berger, Dorothy R Berger, McGraw-Hill, Edition: 13th
4. Talent management in India: Challenges and opportunities, Hasan, M., Singh, A. K., Dhamija, Atlantic Publication,

5. A Handbook of Human Resource Management Practice, Armstrong, Michael, Kogan Page Publication
6. Human Resource Management, Pattanayak Biswajeet, PHI Learning Pvt. Ltd.

Suggested Reference Books:

1. Talent IQ, Emmet Murphy, Platinum Press,
2. Talent Management: Process of Developing & Integrating Skilled Workers, Shukla Ravinder, Global India Publications, 2009
3. Talent Management - Strategies for Success from Six Leading Companies by ASTD, ASTD, Cengage Learning
4. Strengths Based Recruitment and Development: A Practical Guide to Transforming Talent Management Strategy for Business Results., Sally Bibb
5. Talent Management, R.N. Misra, Discovery Publishing House Pvt. Ltd.

Websites:

1. <https://bookboon.com/en/talent-management-a-focus-on-excellence-ebook>
2. https://silversoft.co.za/wp-content/uploads/2016/05/Talent_Management_for_Dummies.pdf
3. <http://www.oracle.com/us/media1/talent-retention-6-best-practices-1676595.pdf>
4. <https://www.teleosconsulting.com/who-we-serve-and-how/our-unique-approach/strategic-talent-alignment-2/>

Semester III	313HRM : Psychometric testing and Assessment	
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO313.1	REMEMBERING	KNOW various tools of psychometry designed to measure traits of individuals
CO313.2	UNDERSTANDING	UNDERSTAND & Conduct the group simulated exercises for organizational purpose
CO313.3	APPLYING	IDENTIFY AND ADMINISTER psychometric tools to respondents
CO313.4	ANALYSING	INTERPRET results and counsel the respondent based on the results
CO313.5	CREATING	CREATE Psychometric Tests for the specific traits as required by the organization

1. Introduction: Psychological Assessment concept and definition ,Objectives & Purpose of Psychological Tests, Importance of Psychometric and Psychological Measurement. Social, Ethical and Legal Issues in Testing, Advantages and Limitations of Psychological Testing. Psychological Tests and its Characteristics – Standardization, Objectivity, Reliability, Validity, Norms. **(4+2)**

2. Different methods of assessment: Establishment of an Assessment or Testing Procedure for Industrial/Organizational Setting. Interview as Assessment Technique, Individual tests (personality and motivation tests, interpersonal tests, analytical tests, ability tests, knowledge tests), Individual exercises (case study, in-basket exercise, psychomotor exercises), Group exercises (group simulation exercises, role plays, group discussions, management games) **(2+4)**

3. Psychological Tests: Test Administration Perspective such as Computer Assisted Testing, Speed and Power Tests, Paper and Pencil Tests, Objective and Subjective Scoring. ASUFA test (Attribution of Success and Failure), MBTI (Myers and Briggs Type Indicator), Conflict Management test, Emotional Intelligence, Stress

Management and Personality Traits Tests. Students should be able to administer the test, score the test and interpret the results of the test. **(2+6)**

4. FIRO-B test & Belbin team roles test: Theory, Administration and Interpretation of the tests. **(2+2)**

5. Conduction of Simulated exercises and management games: Prisoner's Dilemma- Simulated exercise based on game theory, Broken square game based on team building, individual versus group decision making simulated exercise, hollow square game for planning versus implementation. Students should be able to conduct the game and analyze & interpret the results. **(4+2)**

Suggested Reference Books:

1. Psychometric & assessment Tests by Andrea Shavick
2. Psychometric Tests For Dummies by Liam Healy
3. Psychometric Tests, Volume 1, Testing Series, The Times testing series edited by Mike Bryon
4. HRD instruments by Dr S W Deshpande
5. Training Instruments in HRD and OD by Udai Pareek, Surabhi Purohit
6. Organisational Behaviour, Fred Luthans 10th edi.
7. Organizational Behaviour by Stephen Robbins
8. Behavioural Exercises and Games; Manual for Trainers by Madhu Deshpande, Prayag Mehta, Manohar Nadkarni Publication Learning Systems
9. Psychological Testing by Anne Anastasi Susana Urbina

Links for online content:

1. <https://www.psychestudy.com/social/weiner-attribution-theory>

Semester III		314 HRM : HR Perspectives in Mergers & Acquisitions
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO314HRM.1	REMEMBERING	LIST conceptual framework of Mergers & Acquisitions and organization integration
CO314HRM.2	UNDERSTANDING	UNDERSTAND HR's role and due diligence process in Mergers & Acquisitions
CO314HRM.3	APPLYING	MANAGE/ SOLVE HR issues arising out during Mergers & Acquisitions
CO314HRM.4	ANALYSING	ORGANIZE HR due diligence before M & A
CO314HRM.5	EVALUATING	SUPPORT process of change management in M & A
CO314HRM.6	CREATING	FORMULATE HR processes for restructuring compensation and benefits in Mergers & Acquisitions

1. Conceptual Framework: Concepts of M&A, Organizational Growth through M&A, M&A in historical perspective, The Indian Scenario of M&A, An overview of HR contributions towards M&A, Govt. perspective / Legal requirements to be followed in Mergers and Acquisitions.

(4+2)

2. Role of HR in Mergers and Acquisitions Role of HR in Pre and Post Mergers and Acquisitions, Different Phases of Mergers and Acquisitions. HR's Role in doing Human Due diligence before initiating Mergers and Acquisitions.

(4+2)

3. HR Issues in M&A: Attracting and retaining high performers, Utilizing and managing excess manpower, Establishing of continuity and integration of culture, Managing insecurity and stress, Managing Workplace Diversity in Mergers and Acquisitions

(4+2)

4. Restructuring HR processes in M&A: Performance Management System Re-designing after Mergers, Re- looking into Compensation for balancing organizational systems and process, Benefits and Reward Management Practices restructuring after mergers and acquisitions

(4+2)

5. Leveraging HR Competencies in M&A: Managing Stress in Mergers and Acquisitions by learning stress management techniques, Managing Change in Mergers and Acquisitions by becoming a change agent, Acquiring HR Competencies for handling smooth transition of the organization during Mergers and Acquisitions

(4+2)

Learning Resources:**Text Books:**

1. Mergers, Acquisitions and Corporate Restructuring – Nishikant Jha – Himalaya Publishing House
2. Human Resource Management in Mergers and Acquisitions: Theories and Practices - by Dipak Kumar Bhattacharyya – Cengage Learning
3. Mergers, acquisitions and business valuations – Ravindhar Vadapalli – Excel Books

Semester III		315HRM : International HR
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315HRM.1	REMEMBERING	IDENTIFY key perspectives of global workforce management
CO315HRM.2	UNDERSTANDING	UNDERSTAND cultural aspects of International HRM
CO315HRM.3	APPLYING	PREPARE HR planning for long term global staffing
CO315HRM.4	ANALYSING	ILLUSTRATE steps involved in global selection of human resources
CO315HRM.5	EVALUATING	FORMULATE Training and development policy for expatriate employees of an organization
CO315HRM.6	CREATING	ANALYZE / COMPARE important points that needs to be included while drafting global workforce performance & development management system of an organization

1. Introduction and Overview of International HR: Global Market Context-Key Perspective in Global Workforce Management - Cultural Foundations of International Human Resource Management- Changes and challenges in the Global Labor Market- Globalization Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges, Concepts of Host Country Nationals HCN's, Parent Country Nationals PCN's and Third Country Nationals TCN's in International Business.

(4+2)

2. The role of International HRM in Successful MNC: Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Understanding culture-Major models of National Culture- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development. **(4+2)**

3. Global Human Resource Planning: From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources. **(4+2)**

4. Training and development of Global employees: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International Assignments-Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments. **(4+2)**

5. Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, Host Country Nationals HCN's and Third Country Nationals TCN's – Global Employee Relations- current ER issues-Influence of MNC's and Union on Global ER. **(4+2)**

Suggested Readings:

- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009
- Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009
- Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007
- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008
- K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008
- S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005

Sem- III		316 HRM: Mentoring and Coaching
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course-Human Resource Management

Course Outcomes: At the end of this course the learner shall be able to –

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316HRM.1	Remembering	ENUMERATE various concepts of Mentoring and Coaching.
CO316HRM.2	Understanding	UNDERSTAND techniques of Mentoring and Coaching
CO316HRM.3	Applying	APPLY models of Mentoring and Coaching to real world scenarios
CO316HRM.4	Analyzing	ANALYSE issues in Mentoring and Coaching

CO316HRM.5	Evaluating & Creating	DEVELOP skills needed to become Mentor, Coach
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1 Foundation of Mentoring: Meaning of mentoring, Need and benefit of mentoring, Characteristics of effective mentor, Process of mentoring, Ethical issues, and barriers in mentoring (Personal, Organization, and Environmental), Creating coaching mentoring culture (4+2)

2 Foundation of Coaching: Meaning of coaching, Need and benefit of coaching, Principles of Coaching, Process of coaching, Difference between coaching and mentoring, Ethical issues and barriers to coaching (3+2)

3 Models and Approaches: GROW model, CLEAR and PRACTICE model, FUEL Model, Kolbs experiential learning model. Types of Mentoring-Partner model/one to one mentoring, Distance/Virtual mentoring, Group mentoring , Approaches to coaching- Cognitive behavioral coaching, solution and goal focused coaching, Narrative coaching, Alignment coaching, Positive psychology and strength coaching, systems coaching, life coaching. (5+2)

4 Skills and Techniques of Coaching and Mentoring: Core Skills- Trust, Rapport, Observation, Listening, Questioning, Supporting. Techniques- Building trust, Active listening, Asking open-ended questions, Effective goal-setting, encouraging an outcome focus, giving constructive feedback, Strengths-spotting. (4+2)

5 Practical Application/ Implementation: Mentoring and coaching related Mini project by a team of 2-4 students and Case studies related to Mentoring and Coaching in Manufacturing sector and Service sector. (4 cases) (4+2)

Suggested Text Books

1. Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2. Coaching, Mentoring and Managing, A coach guidebook by Micki Holliday, The Career Press, Inc.
3. Coaching and Mentoring by Nigel MacLennan, Routledge
4. Coaching and Mentoring for Business by Grace McCarthy, Sage Publication
5. Techniques for Coaching and Mentoring by David Megginson & David Clutterbuck
6. 50 Activities for Coaching/Mentoring by Donna Berry, Charles Cadwell, Joe Fehrmann, HRD Press Inc

Reference Books:

1. Coaching and Mentoring, Harvard Business School Press
2. Making Mentoring Happen by Kathy Lacey, Business & Professional Publishing Pvt. Ltd.
3. Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.
4. Coaching and Mentoring Theory and Practice by Robert Garvey, Paul Stokes, David Megginson, Sage Publication

Websites :

www.coachingnetwork.org.uk

<http://www.tobincls.com/mentoring.htm>

<http://www.coachingandmentoring.com/Articles/mentoring.html>

<https://positivepsychology.com/coaching-skills-techniques/>

<https://clevermemo.com/blog/en/effective-coaching-techniques/>

http://www.ufba.org.nz/images/documents/2015_UFBA_Workshop_Coaching_and_Mentoring_Skills.pdf

https://my.lerner.udel.edu/wpcontent/uploads/Skills_for_Successful_Mentoring.pdf

Semester III		317 HRM : Compensation and Reward Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management
Course Outcomes: On successful completion of the course the learner will be able to:		
CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO317HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost

CO317HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO317HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO317HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO317HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO317HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.

1. Compensation, costs and systems: Concept of compensation and cost, advantages of fair compensation system, compensation policy, elements of cost, cost associated with personnel functions & causes of labour turnover. Direct & Indirect labour, cost control techniques, role of various departments & types of worker. Compensation and reward management process, components of remuneration, aspects of reward management and merits and demerits of various compensation systems.

(4+2)

2. Wage and salary administration: Definition and concepts, wage surveys, components of wages, theories of wages, wage differentials, and executive compensation plans. Wage fixation methods and its norms, applicability as per various legislation and its provisions. Elements of management compensation, salary surveys, job evaluation & its objectives.

(4+2)

3. Comparisons of compensation surveys in various industries:

Issues related to compensation and survey of wages & salary administration in manufacturing industry.

Issues related to compensation & survey of wages & salary administration in banking & service sector.

Issues related to compensation and survey of wages & salary administration in IT & ITES industry.

Issues related to compensation and survey of wages & salary administration in Infrastructure industry. **(4+2)**

4. Incentives, reward system & pay restructuring: Meaning and determinants of incentives, wage incentives, types & forms of profit sharing, non-monetary incentives & cafeteria-style compensation. Incentive calculation process, possible inputs and outputs of incentive process, preparation of payroll/wage sheets incorporating incentive payments, disbursement and internal checks, types of non-monitory incentives and rewards, retention bonus etc. designing salary structure for startup organizations incorporating rewards and incentives .

(4+2)

5. Tax planning and payroll components: Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation. Tax planning and pay structure of today and tomorrow, compensation structure, role of compensation and rewards in modern organization, tax planning and payroll components, how to save income tax.

(4+2)

Learning Resources:

Text Books:

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, Tata McGraw Hill

Reference Books:

1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
2. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
3. Compensation Management, Er Soni Shyam Singh, Excel Books.

Websites: www.vtu.ac.in

Semester		318 HRM : Performance Management System
2 Credits	LTP: 2: 1: 1	Subject Core (SC)- Human resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO #	COGNITIVE ABILITIES	COURSE OUTCOMES
CO HRM.1	REMEMBERING	DESCRIBE key components and applicability of theories of Performance Management System
CO318 HRM.2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and underachievement.
CO318 HRM.3	APPLYING	IDENTIFY factors affecting Performance Measurement
CO318 HRM.4	ANALYSING	ANALYZE various tools for performance assessment
CO318 HRM.5	EVALUATING	COMPARE various organizational performance management systems and best practices.
CO318 HRM.6	CREATING	DESIGN a performance management process for an organization.

1. **Introduction and Theoretical Framework:** Dimensions of Performance, Performance Appraisal & Potential Appraisal, Methods of Performance Appraisal: Traditional, Modern Methods, Components of PMS. Performance Management: Planning Performance for Role Clarity, Accountability and Effectiveness. Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management. (6 +3).
2. **Process of Performance Management:** Overview and Importance of Performance Management Process, Performance Management planning process, Setting objectives - Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. Mid-cycle Review Process and End-cycle Review Process. (6 +3)
3. **Performance Measurement:** Determinants of performance measurement, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, implementing performance management system. (5 +3).
4. **Performance Management & Reward Systems:** Performance linked remuneration system, Types of Rewards, Designing Reward System, Total Reward Strategies, Characteristics of an Effective Performance Reward Plan. Performance Analysis, Performance Review Discussion, Using Performance Management Systems Data for HR Decisions, Performance Improvements and Performance Management Skills. (6 +3)
5. **Performance Management and Personal Development Plans:** 360 degree feedback as a developmental tool, performance linked career planning & promotion policy, Competency Mapping as a Performance Management Tool, Balanced Scorecard and its Applications, Mentoring System, Assessment Centres, role of technology in PMS, Performance Management Practices Of Different Companies (One example of National and International Company each). (7 +3)

Suggested Text Books:

1. Performance Management: The New Realities by Michael Armstrong & Angela Baron, Jaico Publishing House, New Delhi, 2002
2. Appraising and Developing Managerial Performance by TV Rao Learning Systems Pvt. Limited, Excel Books, 2003
3. Performance Management, Systems and Strategies by Bhattacharyya, Dipak Kumar. 1/e; New Delhi: Pearson, 2011

Suggested Reference Books:

1. Corporate Performance Management by David Wade and Ronad Recardo, Butter Heinemann, New Delhi, 2002.
2. Performance Management by A.S. Kolhi & T. Deb,
3. Performance Management Systems by A.M. Sharma
4. Performance Management: Toward Organizational Excellence by T. V. Rao (2016)
5. Prem Chadha (2011). Performance Management, 1/e; New Delhi: McMillan
6. Henderson : Compensation Management in a Knowledge Based World 9/e Pearson Education.

Web links:

1. www.managementstudyguide.com
2. www.shrm.org
3. www.whatishumanresource.com
4. www.valamis.com
5. www.wayshrconsulting.com

Semester IV		319 HRM -: Change Management & new technologies in HRM
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO. HRM .1	REMEMBERING	DEFINE Change Management and its significance
CO. HRM .2	UNDERSTANDING	UNDERSTANDING change management model and practices
CO. HRM .3	APPLYING	APPLY Change Management in context to digital transformation
CO. HRM .4	ANALYSING & EVALUATING	EXAMINE and DETERMINE various concepts in human resource information system
CO. HRM .5	CREATING	IMPLEMENT change management in the organization.

1. Introduction to Change Management: Definition- change, how people experience change?, change as a natural process, Seven phases of change, types of change, importance and causes of change- social, economic, technological, organizational, Change Management Process , strategies to implement change in organization. **(5)**

2. Model of Change Management: ADKAR change management model, principle of change management, 7 R's of change management, challenges in change management, best practices in change management, how to adapt change during disaster. **(6)**

3. Change Management and Digital Transformation: Meaning - digital transformation, elements of digital transformation, stages of digital change management, management strategies for digital transformation, current trends in change management in context to digital transformation. **(6)**

4. Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology **(7)**

5. Executing Change: Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure. **(6)**

Suggested Text Books:

1. Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2. Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
3. Suggested Reference Books:
4. Change and Knowledge Management by B. Janakiram, P. V. Ravendra, Shubha Murlidhar Published by biztantra
5. Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition
6. Human Resource Information System by P. K. Gupta and Sushil Chaabra.

Websites:

1. www.changedynamix.com
2. www.oursouthwest.com/SusBus/mggchange.html
3. <http://smallbusiness.chron.com/advantages-disadvantages-human-resourceinformation-system-2107.html>
4. www.cmswire.com/digital-workplace/change-management-the-key-to-successful-digital-transformations
5. www.a-connect.com/knowledge/change-management-in-times-of-disruption-and-digital-transformation

Journals:

1. Journal of Organizational Change Management
2. International Journal of Human Resource Management
3. International Journal of Human Resource Management
4. Human Resource Management Journal
5. Human Resource Management

Subject Core (SC) Courses - Semester IV
Specialization: Human Resource Management

Semester IV		403 HRM - Organizational Diagnosis & Development
Credits: 3	LTP: 2:1:1	Subject Core – Human Resource Management – 05

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO404.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
CO404.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO404.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO404.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
CO404.6	CREATING	DESIGN the role of the consultant for an organisational issue

- 1. Organisational Development :** Definition of Organisational Development, Evolution: Robert Tannenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake, Foundation of OD- T-Group, System's theory, Parallel learning structure, double loop learning, Action Research. (5+2)
- 2. Organisational diagnosis-** Six Box model and the Martin Weisbord's questionnaire, Porter's five forces model, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis of macro-environment. (4+2)
- 3. Team interventions and Intergroup interventions-** Concept of intervention, types of interventions(team, intergroup, comprehensive, structural), Team Interventions: Formal group diagnostic meeting, formal group teambuilding meeting, process consultation, gestalt approach, Role analysis technique, role negotiation, interdependency exercise, appreciations and concerns, responsibility charting. Intergroup and third party peace-making interventions- Walton's approach, organisation mirror, partnering. (12+2)
- 4. Comprehensive interventions and structural interventions-** Comprehensive interventions : Beckhard's confrontation meeting, survey feedback, appreciative inquiry, Grid OD. Structural interventions- socio-technical systems, work redesign, quality circles, re-engineering. (10+2)
- 5. OD consultant:** Meaning, role and responsibilities, importance of an OD consultant. Client consultant relationship process and major challenges . (4+2)

Suggested Reference Books

1. Organisation Development- French and Bell
2. Organizational Diagnosis & Development – Dr. Anand Dadas & Dr. Rajendra Subnis (Himalaya Publications)
3. Organisation Development and Change- Cummings and Worley
4. Organisation Development-S. Ramanarayan, T.V. Rao, Kuldeep Singh.
5. Competitive Strategy: Techniques for Analyzing Industries and Competitors- Michael E. Porter
6. Strategic Management and Business Policy- C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna

Semester – IV		404 HRM: Current Trends & Cases in Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course –Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
CO404HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
CO404HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
CO404HRM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
CO404HRM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

1. **Introduction and Concept of HR Trends:** Definition and Concept related to HR Trends, Comparative analysis of HR Trends since 2015, Causes of transformation and evolution in the HR Trends, Digital Disruptions and its impact on HR Trends. **(6+3)**
2. **Current HR Trends:** Technological Interventions in HR Processes and Management (Artificial Intelligence in Recruitment, Data Analytics in transforming HR, Employee Experience Platforms, Feedback Tools to improve Employee Engagement and Productivity, Employee Wellness Apps, Cloud and Mobile-enabled HR solutions) **(7+3)**
3. **Tectonic Shift in HRM Priorities** viz: Managing Workforce Diversity, Establishing Gender Parity and Pay Equality, Providing Mentorship, Assuring Safety at workplace, Catering to Employee expectations, Changing Skill requirements, Conducting Continuous Improvement Programs, Re-engineering work processes for improved productivity, Decentralizing work sites, and Promoting Family work life balance. **(6+3)**
4. **Enhancement of HR Functions through Current HR Trends:** Organisational Culture and Effectiveness, Employee Performance and Satisfaction, Human Resource Planning & Management, Recruitment & Selection, Performance Management System, Training & Development, Career / Succession Planning, Rewards & Recognitions, Employee Engagement, Health & Safety, Administrative Functions. **(5+3)**
5. **Cases in HRM: (5+3)**
 - a. Automation and Recruitment
 - b. Technology enabled Employee Training and Development
 - c. Employee Experience, Engagement and Evaluation through Technology
 - d. Digital Human Resource Planning & Management.
 - e. Tech Tools in Organisational Culture and Effectiveness.

Suggested Text Books:

1. Current Trends In Human Resource Management Paperback – July 5, 2017 Preeti Surkutwar (Author)
2. Future of Human Resource Management: Case Studies with Strategic Approach, Raman Preet
3. Digital India- Reflections and Practice, Editors: Kar, Arpan Kumar, Sinha, Shuchi, Gupta, M. P. (Eds.)

Suggested Reference Books:

1. Global Trends in Human Resource Management: A Twenty-Year Analysis 1st Edition, by Edward Lawler III (Author), John Boudreau
2. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, By: Nigel Guenole, Jonathan Ferrar & Sheri Feinzig
3. HR from the Outside In: Six Competencies for the Future of Human Resources By: Dave Ulrich, Jon Younger, Wayne Brock-bank and Mike Ulrich
4. HR Disrupted: It's Time for Something Different, By: Lucy Adams

5. Fundamentals of Human Resource Management: People, Data, and Analytics Paperback – 24 January 2020 by Talya Bauer (Author), Berrin Erdogan (Author), David Caughlin (Author), Donald Truxillo (Author)

Suggested Websites:

1. <https://workology.com/4-hr-technology-trends-for-2050>
2. <https://www.researchgate.net>
3. <https://cdn2.hubspot.net/hubfs/3030863/Marketing%20Files/%5BMarketing%5D%20Collaterals/Multiple%20Pe%20%7C%20Multiple%20PL%20%7C%20Multiple%20UC%20%7C%20Awareness%20%7C%20eBook%20%7C%20HR%20Technology.pdf>
4. <https://www.i-scoop.eu/digital-transformation/hr-in-digital-transformation-2020>
5. <https://www2.deloitte.com/us/en/pages/tax/articles/impact-of-hr-trends-on-mobility-talent-and-reward.html>
6. <https://www.india-briefing.com/news/top-5-trends-indias-hr-industry-2020-19344.html>
7. <https://cio.economictimes.indiatimes.com/news/corporate-news/5-hr-trends-for-2020-and-beyond-technology-will-lead-and-transform/73754952>
8. <https://www.peoplematters.in/article/strategic-hr/the-future-of-hr-in-2020-24364>
9. <https://www.hrtechnologist.com/articles/digital-transformation/hr-and-cloud-computing-how-the-cloud-is-transforming-hr/>
10. <https://www.trustradius.com/buyer-blog/10-ways-cloud-hr-software-is-changing-the-way-hr-works>

Subject Elective (SE) Courses - Semester IV
Specialization: Human Resource Management

Semester IV		409 HRM: Labour Legislation
2 Credits	LTP : 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO409.1	REMEMBERING	AWARENESS about foundation of labor legislation.
CO409.2	UNDERSTANDING	UNDERSTAND the legislation related to various labor and social laws.
CO409.3	APPLYING	APPLY formulas of specific laws and calculate.
CO409.4	ANALYSING	STUDY labor legislation and effective implementation of them through case laws.
CO409.5	EVALUATING	REVIEW AND UNDERSTAND different labor legislations and its amendments.

Unit 1: Introduction to Labour Legislation - Philosophy of Labour Laws, Labour Laws – Concept, Evolution and reign of labor laws, Objectives, classification of labor law, Process of law formation – from Bill to Act, Need, challenges & problems. International Labour Organization and International Labor Conference, Indian Constitution & Labour Legislations, Changing scenario of labour laws. (3+1)

Unit 2: Legislations Related to Wages and Compensation - The Payment of Wages Act 1936 – Definition, Responsibility for payment of wages, Fixation of wage period, Time of payment of wages, Deduction from wages, Maintenance of registers and records, Inspectors, claims and penalties.

Payment of Bonus Act, 1965 – Definitions: Accounting year, Allocable surplus, Available Surplus, Gross Profits; Computation of gross profit, Sums deductible from gross profit, Eligibility for bonus, Disqualification for bonus, Payment of Minimum and Maximum Bonus, Concept of Set-on and Set-off; Latest Amendment. (4+2)

Unit 3: Legislation Governing Industrial Relations - Industrial employment (Stranding Order) Act 1946 – Definitions: Appellate authority, Certifying officer, Standing Order; Submission, Certification, Registration of draft standing orders; Date of operation of draft standing orders; Duration and modification of standing orders. (4+2)

Unit 4: Legislation for Labour Welfare - Payment of Gratuity Act, 1972 – Definitions: Continuous Service, Family, Superannuation; Payment of gratuity; Nomination; Recovery; Penalty; Latest Amendment

Equal remuneration Act, 1976 – Definitions: Remuneration, Same work of similar nature; Payment of remuneration at equal rates to men and women workers and other matters; Duty of employers to maintain register; Inspectors; Offences. (4+2)

Unit 5: Legislation for Social Security - Employee's Provident Funds Miscellaneous Provisions Act, 1952 – Definitions: Basic wages, Contribution; Employees Provident Funds Scheme; Contribution by employer and employee, Modification of the scheme; Inspectors; Penalties

Note: Problems on Bonus, Gratuity, PF, ESI contributions should be conducted.

Suggested Text Books:

1. Industrial and Labour Law – S.P. Jain
2. Labor Law by Malik
3. Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication

Suggested Reference Books:

1. Introduction of Labour and Industrial Laws by Avatar Singh
2. Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication
3. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand
4. Bare Acts

Supplementary reading material:

APS Labor Digest

Websites:

1. www.india-laws.com
2. <https://www.advocatekhoj.com/library/bareacts/>
3. <https://labour.gov.in/labour-law-reforms>
4. www.lawsinindia.com
5. www.ilo.org

Mobile Application:

1. India – Industrial and Labor Laws

Semester IV		410HRM : Designing HR Policies
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.410HRM.1	REMEMBERING	IDENTIFY important points to be incorporated in HR Manual
CO.410HRM.2	UNDERSTANDING	UNDERSTAND policy requirement for Recruitment & Selection process
CO.410HRM.3	APPLYING	PREPARE policies on employee benefits for an organization of your choice
CO.410HRM.4	ANALYSING	ILLUSTRATE steps involved in better employee relations & grievance handling
CO.410HRM.5	CREATING	CONSTRUCT various HR policies for an organization of your choice

1. Introduction on the Content and Use of the Manual: Introduction of company (History, Vision, Mission, Organizational Hierarchy), Objectives and Significance of HR Policies, Right to change or discontinue,

Statement of Commitment to Employees, Statement of Growth, Profit and Business plan, Employment Policies, Confidentiality of Company Information, Steps in Designing HR Policies. (5)

2. Recruitment and Hiring Policies: Policies for Manpower Planning, Employment Contracts/Bonds, Drafting different forms (Letters, Bonds, Contract Form, Interview Guideline Sheet, Checklist), Procedures in Administering Contracts, Wage / Salary and Benefits, Administration Policy, Rules relating to Wages / Salary and Legal Compliances, Compensation and other Benefit Policies. (6)

3. Employee Operational Policies: Monetary and Non-monetary benefits, Leave and vacation policy and administration with records, Policy for Employee Incurred Expenses and Reimbursement, Policy for Career Enhancement, Policy for Appraisals and Promotions, Policy for Succession Planning, Training and Development Corporate Policy, Training Contract, Training Evaluation (Related Forms).(6)

4. Conduct and Safety Policies: Employee Records and information (Profile, History of Employee i.e. Transfer, Promotion, Accountability, Performance, Upgradation of Skill etc.), Policy of Code of Conduct & Discipline and Rules & Administration Policies, Rules relating to company properties, Safety and Security Employee Grievances policies and procedure, Draft of Disciplinary action report, Related Provisions and Case Study (Any Grievance case). (5)

5. Field study/ Desk Research: Student are expected to design HR manual for any company and develop various statutory forms (Submit spiral bound copy as a project for 25 marks - Wherever Possible real time or for model organization) (8)

Suggested Text Books:

1. How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1 Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
2. Florida Employment Law Manual (HR Compliance Library) Paperback – Import, 22 Mar 2016 by Jennifer Saltz Bullock (Author), Jeff O'Connell (Editor)
3. The: An Indispensable Guide for Managers and Human Resources Professionals by S. Smith, R. Mazin
4. Human Resource Management: Gary Dessler
5. Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow White.
6. Human Resource Policies and Procedures for Nonprofit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004.

Reference Books:

1. How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2. Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white
3. Human Resource Policies and Procedures for Non-profit Organizations by Carol L. Barbeito, John Wiley & Sons, 2004

Websites:

5. http://www.chillibreeze.com/articles_various/HR-policies-in-India.asp.
6. <http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly>.
7. https://en.wikipedia.org/wiki/Human_resource_policies#Development, human_resource_policies.pdf
8. <https://www.hrhelpboard.com/hr-policies.htm>

9. <https://vpsc.vic.gov.au/html-resources/how-positive-is-your-work-environment/6-human-resource-policies-and-strategies/>

Journals:

1. International Journal of Human Resource Management
2. Human Resource Management Journal

Semester IV	411: Labour Economics and Costing	
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcome: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411.1	REMEMBERING	IDENTIFY the basic concepts of Labour Economics, Wage Determination, Labour Productivity and Costing.
CO411.2	UNDERSTANDING	UNDERSTANDING the Labour Markets in India with reference to demand and supply of Labour and Social Security Problems associated to it.
CO411.3	APPLICATION	DETERMINATION of various Wage and Non-Wage Factors applicable in various sectors of businesses.
CO411.4	ANALYSIS	IMPLEMENTATION of various theories of wage determination in various business sectors.
CO411.5	EVALUATION	EVALUATION of Labour Cost Benefit Analysis of important HR functions.
CO411.6	CREATION	APPLICATION of social security of labours in various sectors.

1. **Introduction Labour Economics:** Concept and Definition, Nature, Scope and Importance - Labour as a Unique Factor of Production - Labour Economics as a Branch of Economics - Interdisciplinary Character of Labour Economics, Rise of economic problems in Labour Management, Labour Market -Definitions, facts and trends. **(3)**
2. **Labour Demand and Supply** -Determinants of the Supply and Demand for Labour, Organized and Unorganized Labour, Demand and Supply for labour in Indian Markets, Labour Demand Elasticity- Own-wage elasticity of demand, Cross-wage elasticity of demand, Major issues of Indian labour market -Labour Absenteeism, Labour turnover, Labour Productivity, Labour Migration and mobility, Impact of technological change on Labour Markets, Globalisation and international labour demand outsourcing. **(5)**
3. **Wage Determination:** Classical, neo-classical and bargaining theories of wage determination, Modern theory of wage determination, Concepts of minimum wage, living wage and fair wage in theory and practice, Wage determination in various sectors - rural, urban, organized, unorganized and in informal sectors National wage policy, Wages and Wage Boards in India, Non-wage component of labour remuneration, Non-wage labour costs – factors and its relation with wage determination. **(6)**
4. **Concept of Labour Productivity & Costing** - Measurement and Importance of Labour Productivity & its Determinants ,Causes for Low Labour Productivity and Measures to Increased Labour Productivity, Productivity and the basis of yearly pay, Productivity and the level of pay, Productivity and the sequencing of pay, Costs -Various concepts, Elements of Labour cost – Fixed Pay and Variable pay. Various Statutory Requirements related to Cost of Labour, Cost Benefit Analysis of important HR functions, Labour turnover & productivity, Productivity and wage relationship, Cases related to labour cost calculation in Indian context. **(6)**
5. **Social Security of Labour:** Concept of Social Security and its evolution; Special problems of labour- Child Labour, Female Labour, Child labour policy, Problems and policy of female workers, Structure and achievement of labour union in India. Cases related to Issues of Social Security of labours in various sectors. **(5)**

Suggested Reference Books:

1. McConnell, C.R. and S.L.Brue (1986), Contemporary Labour Economics, McGraw-Hill, New York..
2. Reylonds L., Labour Economics & Labour Relations – Prentice Hall Inc., New Jerco.
3. Sadanand P Degaonkar , Labour Cost & Accounting, Everest Publishing House.
4. Jawahar Lal & Seema Srivastava, Cost Accounting, 4th Edition, Tata McGrew Hill Publishing Company Ltd, New Delhi
5. Jhabvala, R. and R.K. Subrahmanya (Eds.) (2000), The (Unorganised Sector Work Security and Social Protection, Sage Publications, New Delhi.
6. Suman Kalyan Chakrvarthy(2018), Labour Economics, Himalaya Publishing House Private Limited.

Suggested E books:

1. Labour Economics By Stephen W. Smith
2. Fundamentals of Labor Economics By Thomas Hyclak, Geraint Johnes, Robert
3. Handbook of Labor Economics, edited by Orley Ashenfelter, David Card

Online References:

1. <https://www.ilo.org/public/english/standards/relm/ilc/ilc89/pdf/rep-vi.pdf>
2. <https://pos.toasttab.com/blog/restaurant-labor-cost-percentage>
3. <https://www.accountingnotes.net/cost-accounting/labour-cost-cost-accounting/how-to-calculate-labour-cost-per-hour-per-unit-techniques-and-formula/16904>
4. <https://getsling.com/blog/labor-costs/>
5. <https://smallbusiness.chron.com/figure-out-direct-labor-cost-per-unit-76675.html>

Semester IV		412HRM : Best Practices In HRM
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.412HRM.1	REMEMBERING	DEFINE dynamic approach towards Human Resource activities and practices.
CO.412HRM.2	UNDERSTANDING	EXPLAIN theoretical framework for best practices.
CO.412HRM.3	APPLYING	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
CO.412HRM.4	ANALYSING & EVALUATING	COMPARE and DETERMINE various skill sets required at Human Resource Section.
CO.412HRM.5	CREATING	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.

- 1. Introduction, Definition and Meaning of various concepts in Best Practices:** Defining various terminologies related to best practices. Define Generic, Idealistic, Realistic, and Green Practices in Human Resource Management. Define and evaluate the environment for the Best Practices. **(5)**

2. Introduction to Eightfold Path: Eugene Bardach Theoretical Framework (policy analysis) for Best Practices. **Eightfold Path:** Define the problem-Assemble the evidence-Construct the alternatives-Select the criteria-Project the outcomes-Confront the trade-offs-Decide-Tell your story. **Describe Generic Vulnerabilities:** poor general management capacity and weaknesses inherent to the practice itself. **(6)**

3. Identification and Classification of Best Practices: Developing required knowledge and skills across the Human Resource Section. Classify the practices according to the industry and sub sectors of the industry. To Categorize and identify the inconsistent approach with reference to best practices in the Human Resource Sub Sections. **Cases on recent practices in HRM (6)**

4. Skill Development: Introduction, Concept and Definition of Knowledge, Skill, Competency. Difference between knowledge-skill-competency. Highlight and enumerate various skill sets required for Developing Best Practices in Human Resource Sections across various industry. Importance of Skills in implementation of any practices. **(5)**

5. Construct one mini projects in a group of 2-4 students on Emerging Trends and Best HR Practices in areas such as HR Procurement, Training and Skill Development, Reward & Recognition, All statutory provisions under the Factories Act 1948, Employee Engagement for any organizations. **(8)**

Suggested Reference Books:

6. A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving by Eugene Bardach
7. A handbook of Human Resource Management Practice by Michael Armstrong, Kogan Page
8. Handbook for Strategic HR: Best Practices in Organization Development from the OD Network by John Vogelsang, Maya Townsend, Matt Minahan et.al. Amacom Publishing
9. Developing Skills for Business Leadership by Gillian Watson, Stefanie Reissner. Second Edition Chartered Institute of Personnel Development

Supplementary Reading Material:

1. Human Resource Management: Best Practices at Marriott International - K Prashanth ... IBS2003
2. Framework for developing skill standards for workplace literacy.....Eunice N. Askov. Literacy Leader Fellowship Program Reports.

Websites:

1. www.digitalhrtech.com/human-resource-best-practices
2. www.process.st/hr-best-practices/
3. www.thehrpractice.in
4. www.hrmguide.in
5. www.business-standard.com

Journals:

1. International Journal of Human Resource Management.
2. Human Resource Management Journal
3. Human Resource Management

Semester	413: Employee Engagement and Ownership	
2 Credits	LTP: 1:1:1	Subject Elective – Institute Level

Course Outcome: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413.1	REMEMBERING	IDENTIFY the basic concepts of Employee Engagement and Employee Ownership.
CO413.2	UNDERSTANDING	UNDERSTANDING the various factors, models and metrics involved in Employee engagement.

CO413.3	APPICATION	DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors
CO413.4	ANALYSIS	IMPLEMENTATION of Engagement strategies and BUILDING Engagement Culture in companies.
CO413.5	EVALUATION	EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
CO413.6	CREATION	APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.

1. Employee Engagement: Concept and Evolution ,Definition, Need, Importance, factors of employee engagement, Creating Collective Vision Mission and Goal, , Advantages from Employee Engagement, Engagement Models – Fixed Price, Time Material, Dedicated Team, Building your own workspace model. (5+1)

2. Developing Employee Engagement- Understanding Self Determination Theory, Identifying employee engagement outcomes, Elements in designing Employee Engagement Activities -Creating Well-Defined Job Roles, Educating Employees for Engagement, Fostering Personal Connections, Communicating Objectives and Activities for Employee Engagement ,Levels of Engagement, Building Engagement-Engagement culture, Barriers to Employee Engagement -Ineffective Communication, Ineffective Leadership, Workplace frustration.(6+1)

3. Measuring Employee Engagement - Stages of Employee Engagement, Ways to measure Employee Engagement, Steps to measure Employee Engagement effectively, Critical Issues in measurement of Employee engagement, Myths about Employee Engagement, Metrics to measure Employee Engagement-Feedback from employees, Relationship with colleagues, Satisfaction & Happiness, Relationship with Leaders, Career Advancement, Rewards & Recognition, Goal Coalition, Welfare and Wellness, Employee as a Branding Agent.(5+1)

4. Employee Ownership – Significance of Employee Ownership, Traits of Employee Ownership, Impact of Employee Ownership, Relationship of Employee Ownership with Productivity, Organizational Commitment and Retention. (4+1)

5. Application of Employee Engagement – Through Job Design, Role Autonomy, Organizational Citizenship and Discretionary behavior, Desk Research of various Engagement initiatives and Tools to measure Employee engagement in various sectors, Develop and Design Employee Engagement Plan.(5+1)

Suggested Books:

1. Paul L. Marciano (2010), Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with ... by , McGraw Hills.
2. Scott Carbonara (2013), Manager's Guide to Employee Engagement, McGraw Hills.
3. Emma Bridger (2018), Employee Engagement: A Practical Introduction, 2nd Edition, Kogan Page Limited.
4. Bob Kelleher (2014) , Employee Engagement For Dummies, John Wiley and sons Inc.
5. Robert Postlethwaite, Jeremy Gadd, The Employee Ownership Manual, Spiramus Press Ltd.

Online References:

1. <https://www.achievers.com/blog/8-elements-employee-engagement/>

2. <https://www.business2community.com/infographics/a-complete-guide-to-understanding-different-kinds-of-engagement-models-infographic-02156114>
3. <https://officevibe.com/employee-engagement-solution/guide>
4. <https://officevibe.com/blog/why-employee-engagement-is-hard-to-quantify>
5. <https://builtin.com/employee-engagement/how-to-measure-employee-engagement>
6. <https://snacknation.com/blog/measuring-employee-engagement/>
7. <https://www.zenefits.com/workest/how-small-businesses-give-employees-ownership/>

Semester IV		414HRM : Leadership and Succession Planning
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course - Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO.414HRM.1	REMEMBERING	IDENTIFY the basic concepts of leadership and succession planning.
CO.414HRM.2	UNDERSTANDING	UNDERSTANDING the modern theories and styles of leadership.
CO.414HRM.3	APPLYING	IMPLEMENTING the appropriate succession plan through leadership development
CO.414HRM.4	ANALYSING & EVALUATING	ANALYSING and EVALUATING the existing human capital.
CO.414HRM.5	CREATING	BUILDING appropriate Succession Plan required in an organization.

1. Leadership: Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary Leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Success stories of today's Global and Indian leaders **(5)**

2. Managing Succession: Need, Significance and Objectives of succession planning, The Succession Paradox, Resistance to succession planning - Employee and environmental factors, Establish a training process, Next-generation Attributes, Interests, and Abilities: Ingredients for responsible leadership, crafting the next-generation career plan, Incumbent generation leadership. **(5)**

3. Developing Leadership: Creating a vision, Analyse the strengths and weaknesses of an organisation, Organizational Design – Hierarchy and organigram , Developing the characteristics of leader - Trust, Integrity and Ethics, Power and Influence **(5)**

4. Developing Succession Plan: Prerequisites of Succession Planning, Process of Succession Planning -Identify Key Roles, Identify Competencies for Key roles, Conduct Organizational and Human Capital review, Develop Identified Human capital, Implementation of Succession and Knowledge Transfer Plans and Evaluate Effectiveness of Succession Planning, Challenges and Issues of Succession Planning. **(5)**

5. Application of Succession Planning: Case Study of Leadership related to Succession Planning, Students are expected to study minimum two leaders who set an example of succession planning. **(5)**

Suggested Text Books:

1. Organizational Behaviour by K Ashwathappa

2. Leadership Development Activities, John Adair, 2nd Edition Jaico Publication
3. Leadership Games, Stephen S Kogan, Response Books

Suggested Reference Books:

1. Understanding OB by Uday Pareek
2. The New Leaders, Daniel Goleman, Sphere Publications
3. The DNA of Leadership, Judith E Glaser, Platinum Press
4. The New Art of the Leader, William A Cohen, Viva Books
5. Strategic Leadership, John Adair, Kogan Page
6. Authentic Leadership, Warren Bennis, Wiley India Pvt. Ltd.
7. Leadership in the Era of Economic Uncertainty, Ram Charan, TMGH
8. 21 Leaders for the 21st Century, Fons Trompenaars & Charles Hampden – Turner, TMGH

Supplementary Reading Material:

1. Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler
2. Organizational Performance in a Nutshell by Daniel M. Wentland

Websites:

1. <http://papers.ssrn.com>
2. <http://www.nwlink.com/~donclark/leader/leadob.html>

Journals:

1. Organizational Behavior and Human Decision processes
2. Journal of Organizational Behavior
3. Journal of Human Values International Studies of Management & Organization

Sem- III		HRM: e-HRM
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course-Human Resource Management

Course Outcomes: At the end of this course the learner shall be able to –

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316HRM.1	Remembering	ENUMERATE fundamental concept of HRIS
CO316HRM.2	Understanding	UNDERSTAND various technology driven features that can be adapted for HRM functions
CO316HRM.3	Applying	DETERMINE impact of technology on HRM functions.
CO316HRM.4	Analyzing	ANALYSE issues regarding technology in HRM functions.
CO316HRM.5	Evaluating & Creating	DEVELOP competencies needed to adapt technology in HRM functions

1 Foundation of Human Resource information system (HRIS): HRIS- Evolution, The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation, security and privacy in HRIS, emerging trend/shift of HRIS to HRMS (4+2)

2 e-Talent Management: Introduction recruitment and technology, online recruitment objectives, recruitment strategies and social networking, selection test and assessment, technology issues in selection. (3+2)

3 e-Training: Introduction, Computer Based Training, Developing effective online learning, Blended learning, Simulations, Mobile technology and training methods, technology for training administration, technologies for training support, Learning management system , choosing new technology for training methods. (5+2)

4 e-Performance Management: Performance management and payroll- typical data inputs, reports, decision support. Compensation and benefit - typical data inputs, reports, and decision support. (4+2)

5: Practical applications: Cases - Videos related to HRMS, Case studies related to use of technology in various

HRM functions ; problems and prospects of HRMS (5 cases) (4+2)

Suggested Text Books

1. Human Resource Information Systems-Basics, Application, Future and Direction by Michael Kavanagh and Mohan Thite, Richard D Johnson, Sage.
2. Training and Development, Raymond Noe Amitabh Kodwani Tata Mcgraw Hill
3. Human Resource Information System by P.K.Gupta and Sushil Chaabra

Reference Books:

1. e HRM : Digital Approaches Directions & Applications Dr. Mohan Thite, Routledge.

Subject Core (SC) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester III		304 OSCM- Services Operations Management – II
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304OSCM .1	REMEMBERING	DEFINE the key concepts in Services Operations Management.
CO304OSCM .2	UNDERSTANDING	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
CO304OSCM .3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
CO304OSCM .4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
CO304OSCM .5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
CO304OSCM .6	CREATING	SOLVE the relevant numerical in the scope of the subject.

- Service Strategy:** Strategic Service Vision, Competitive Environment of Services, Competitive Service Strategies. Overall Cost Leadership, Differentiation & Focus approaches. Winning Customers in the Marketplace - Qualifiers, Service Winners & Service Losers. The Competitive Role of Information in Services. Creation of Barriers to Entry, Revenue Generation, Database Asset, Productivity Enhancement, The Virtual Value Chain, First Stage (New Processes), Second Stage (New Knowledge), Third Stage (New Products), Fourth Stage (New Relationships) . (7+2)
- Service Quality:** Defining Service Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, SERVQUAL. Quality Service by Design, Incorporation of Quality in the Service Package, Poka-Yoke (Fail-safe), Quality Function Deployment, Walk-Through Audit, Designing a Walk-Through Audit, The Walk-Through Audit as a Diagnostic Instrument. Cost of Quality, Unconditional Service Guarantee. Service Recovery, Approaches to Service Recovery, Complaint Handling Policy. Overview of Numerical on Control Chart for Variables (X-chart and R-chart), Control Chart for Attributes (p-chart). (7+2)
- Service Supply Relationships:** Supply Chain Management, Network Model, Managing Uncertainty, Service Supply Relationships, Customer-Supplier Duality, Service Supply Relationships Are Hubs, Not Chains, Service Capacity Is Analogous to Inventory, Customer Supplied Inputs, Managing Service Relationships, Bidirectional Optimization, Productive Capacity, Perishability. Professional Service Firms, Attributes of Professional Services, Operational Characteristics, Outsourcing Services, Benefits and Risks of Outsourcing Services, Classification of Business Services, Managerial Considerations with Service Outsourcing. (7+2)
- Service Design Principles:** Basics of Service Design , Holistic service design, service design and overall business change, Scope and flow of service design, Value to the business, Comprehensive and integrated service design, The four Ps, Service composition, Setting direction, policy and strategy for IT services, Optimizing design performance, Service design goals, Balanced design , Identifying service requirement , Designing measurement methods and metrics. (7+2)
- Customer in service industry:** Buyer characteristics, buyer decision-making process (EKB model), customer involvement in service process, customer behaviour in service settings. Relationship marketing, evolution of relationship marketing, degree of relationship building, the importance of customer retention, enhancement of internal and external relationship change. 7-S Framework, determining the value of customer, lifetime value of customer, customer relationship management strategies, customer delight and customer loyalty. Case study on Axis Bank. (7+2)

Suggested Text Books:

- Successful Service Operations Management, Metter, King–Mettters, Pulliman& Walton, Thomson India
- Services Business Management, Dr Abhay Kulkarni and Dr Sudhir Hasamnis, Himalaya Publication
- Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
- Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill

Suggested Reference Books:

1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication
2. Services Sector Management An Indian Perspective, C. Bhattacharjee
3. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson

Semester III		305 OSCM - Logistics Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Logistics management.
CO305OSCM.2	UNDERSTANDING	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
CO305OSCM.3	APPLYING	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
CO305OSCM.4	ANALYSING	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
CO305OSCM.5	EVALUATING	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
CO305OSCM.6	CREATING	DISCUSS modern real world logistical systems using the various concepts in the syllabus.

1. **The Principles of Logistics:** Definitions and Significance of Logistics. Logistical System of Services Elements of Logistics, Distinction between Procurement Logistics, Production Logistics and Distribution Logistics, Service Level, Logistics and Corporate Strategy, Supply Chains and Networks. (7+2)
2. **Logistics Systems:** Logistical Infrastructure, Basic Terminology, Types and Functions, Transport Infrastructure and Superstructure, Transport Routes and Transport Networks, Logistics Real Estate, Logistics Parks, and Freight Villages, Information Infrastructure and Communication Infrastructure, Telecommunication Infrastructure, Satellite Systems and Satellite Navigation. (8+2)
3. **Transport Systems and Logistics Services:** Transport Basics, Significance and Development, Modes of Transport and Transport Technologies, Transport Value and Transport Affinity, Road Freight Transport, Rail Freight Transport, Sea Freight Transport, Inland Waterway Transport, Air Freight Transports, Pipeline Transport. (8+2)
4. **Logistics Service Providers:** Carriers and Forwarders, Courier, Express Parcel and Mail Service Providers, Systems Service Providers and Contract Logistics Providers. IT in Logistics, Communication Standards, Identification Standards, Classification of IT in the Fields of Inventory and Warehousing. (7+2)
5. **Warehousing, Handling, and Picking Systems:** Warehousing, Handling, and Picking Systems, Warehousing Basics, Storage Facilities, Static Storage Systems, Dynamic Storage Systems, Conveyors, Discontinuous Conveyors, Continuous Conveyors, Sorters, Packages, Loading Units, and Load Carriers, Picking and Handling, Warehouse Organization, Inventory, Stock and Provisioning Management. (5+2)

Suggested Text Books:

1. Logistics, by Harald Gleissner and J Christian Femerling
2. Lean Supply Chain and Logistics Management, by Paul Myerson
3. Supply chain logistics management, By Bowersox

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.
3. Supply Chain and Logistics Management: Concepts, Methodologies, Tools, and Applications, by Information Resources Management Association, US.

Subject Elective (SE) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester III		312 OSCM- Manufacturing Resource Planning
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP II.
CO312OSCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO312OSCM.3	APPLYING	ILLUSTRATE the importance of MRP as a top-management planning tool
CO312OSCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
CO312OSCM.5	EVALUATING	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
CO312OSCM.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

- Master Production Scheduling (MPS):** Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a "Link between strategic and tactical planning". Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS). (5+1)
- Material Requirements Planning (MRP-I):** Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & where-used files. (5+1)
- Capacity Management:** Introduction to 'Capacity' and 'Capacity management', Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop Calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies. (5+1)
- Manufacturing Resource Planning (MRP-II)- (Module-I):** Introduction to MRPII, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar. (5+1)
- Manufacturing Resource Planning (MRP-II)- (Module-II):** Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT). (5+1)

Suggested Text Books:

- Manufacturing Resource Planning System, Mr. Oliver W.Wight
- Manufacturing Resource Planning , Mr. Khalid Shaikh,
- Manufacturing Resource Planning System, S. M. EMBERLY

Suggested Reference Books:

- Operations Management by Terry Hill, Palgrave
- The fundamentals of Production Planning and Control by Stephen Chapman, Pearson

Semester III		313 OSCM- Sustainable Supply Chains
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313OSCM.1	REMEMBERING	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
CO313OSCM.2	UNDERSTANDING	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
CO313OSCM.3	APPLYING	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
CO313OSCM.4	ANALYSING	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
CO313OSCM.5	EVALUATING	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
CO313OSCM.6	CREATING	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.

- 1. Introduction:** Sustainable Supply Chain Concept, Supply Chain Sustainability Management, Need, Business imperatives. Leveraging Connections of the Consumer, Brand, and Environmental Sustainability, Overview of Green Supply Chain, Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains. (5+1)
- 2. Closed Loop Supply chains:** Natural resource Management, Global warming, environment legislation, Managing reverse logistics, recycling through lease and service agreements, Supply Chain Integration in View of Secondary Raw Materials, Sustainable supply chain products - from cradle to cradle. (5+1)
- 3. Environmental Costs of Logistics:** Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs, Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains, Sustainable transportation, Greening transportation in the supply chain, Reverse channel design: Profitability VS Environmental benefits. New strategies to improve sustainability through supplier assessment. (6+1)
- 4. Monitoring Performance:** Measuring and Monitoring of Sustainable Supply Chain, Evaluating the impact of SC activities on Sustainability: Economic, Environmental and Social, Visible Supply Chain - Process, Product and Performance, Product oriented monitoring, Benefits and use of performance measurement, Problems with measuring performance, Stages of Supply Chain Performance Measurement. (5+1)
- 5. Sustainable purchasing and procurement:** The role of procurement in the supply chain, Drivers and barriers for sustainable procurement, Procurement frameworks, Ecolabels, Lifecycle assessment, Comparing purchasing options. Managing future supply chain, International Supply Chain Management and Collaboration Practices. (4+1)

Suggested Textbooks:

1. Strategy for Sustainability: A Business Manifesto by A. Werbach
2. Earth, Inc.: Using Nature's Rules to Build Sustainable Profits, G. Unruh
3. The Ecology of Commerce: A Declaration of Sustainability by P. Hawken, Harper Paperbacks
4. Greening of Industry Networks Studies, Behnam Fahimnia Michael G.H. Bell David A. Hensher Joseph Sarkis Editors
Green Logistics and Transportation A Sustainable Supply Chain Perspective
5. Environmental Issues in Logistics and Manufacturing Series editor Eco Production. Paulina Golinska, Poznan, Poland.

Suggested Reference Books:

1. Sustainable Logistics and Supply Chain Management: David B Grant, Alexander Trautrim and Chee Yew Wong
2. Logistics Operations, Supply Chain Management and Sustainability: Paulina Golinska
3. Sustainable Fashion Supply Chain Management: From Sourcing to Retailing, edited by Tsan-Ming Choi, T. C. Edwin Cheng

Semester III		314 OSCM- Business Excellence
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314OSCM.1	REMEMBERING	REPRODUCE the essential tenets of Business Excellence in organizations with special emphasis on Operations Excellence
CO314OSCM.2	UNDERSTANDING	EXPLAIN the basic principles of various models of Business Excellence.
CO314OSCM.3	APPLYING	MAKE USE OF the concepts, tools and techniques of Business Excellence in the various areas of Operations, Supply Chain and Services
CO314OSCM.4	ANALYSING	ILLUSTRATE the various facets of development, implementation and assessment of business excellence
CO314OSCM.5	EVALUATING	FORMULATE a managerial perspective and DEVELOP an informed decision-marking ability for driving Business Excellence in the various areas of Operations, Supply Chain and Services
CO314OSCM.6	CREATING	DISCUSS what makes some organizations best-in-class organizations.

- Business Excellence:** Business Excellence – Concept & Need. Fundamental concepts, European Foundation for Quality Management (EFQM), Malcolm Baldrige National Quality (MBNQA) framework, Deming Award, Indian BE Models such as Tata Business Excellence Model, Golden Peacock Award by the Institute of Directors(IOD), CII-EXIM Bank Award for Business Excellence, Rajiv Gandhi National Quality Award (RGNQA), etc, Core Values and Concepts, TQM Vs Business Excellence, Paradigm Shift. (5+1)
- Leadership triad:** Leadership, Strategy and Customers, Role of Senior Leadership and communication, Vision, Mission and Values, Organizational Governance, Strategy - Strategy development and deployment process, Tools and Techniques for strategy development and deployment - Hoshin Kanri, BSC, etc. Customers – Voice of Customer, current and potential customers, Customer Satisfaction and Engagement, Product and Service Offerings. (5+1)
- Results triad:** People, Operations and Results, Results flowing from all areas of organization, Measurement, Analysis, and Knowledge Management, Overall Performance Management. (5+1)
- Assessment:** Assessment of organizations based on BE Models and guidelines, developing assessors, Factors in assessment, scoring bands, global scale for comparison. (5+1)
- Comparisons and Benchmarking:** Benchmarking within organization, across the BUs and sister organizations, benchmark grid, benchmarking with competitors and global benchmarks. (5+1)

Suggested Textbooks:

- The Business of Excellence: Building High-performance Teams and Organizations by Justin Hughes, Bloomsbury Publishing.
- Achieving Class A Business Excellence: An Executive's Perspective by Dennis Groves, Kevin Herbert and Jim Correll, Wiley Publications
- Design for Operational Excellence: A Breakthrough Strategy for Business Growth by Kevin J. Duggan, McGraw-Hill Education
- From Quality to Business Excellence: A Systems Approach to Management by Charles G. Cobb, ASQ PR
- Business Excellence through Process Management by Manik Kher, VIVA BOOKS

Suggested Reference Books:

- Achieving Business Excellence by Pravin Rajpal, Om Books International
- Creating a Lean Culture: Tools to Sustain Lean Conversions by David Mann, CRC Press
- Measuring Business Excellence, Routledge Advances in Management and Business Studies Book
- EFQM, MBNQA, RGNQA Guidelines
- 54 Tools and Techniques for Business Excellence by Michael Wash, Management Books

Semester III		315 OSCM- Toyota Production System
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315OSCM.1	REMEMBERING	DESCRIBE 14 principles of the Toyota Way.
CO315OSCM.2	UNDERSTANDING	RELATE the TPS with other business situations.
CO315OSCM.3	APPLYING	IMPLEMENT TPS principles to a real-life situation.
CO315OSCM.4	ANALYSING	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
CO315OSCM.5	EVALUATING	DESIGN a process for executing Improvement Initiatives at workplace.
CO315OSCM.6	CREATING	BUILD an organization culture to foster continuous improvement.

- The Toyota Way:** Using Operational Excellence as a Strategic Weapon. Toyota Production System Vs Lean Production, what does it actually mean by getting Lean, The Heart of the Toyota Production System - Eliminating Waste, The TPS House Diagram (5+1)
- The 14 Principles of the Toyota Way:** An executive summary of the culture behind TPS, Toyota Way in action, Long Term Philosophy, creating continuous process flow, Pull system to avoid over production. (5+1)
- Leveling Workload (Heijunka), Getting quality right the first time, Standardization of the task, Use of Visual Control, Use of reliable technology. (5+1)
- Leadership:** Role of Leaders in Manufacturing Philosophy, Development of Exceptional Teams, Challenging and respecting extended networks, see yourself to understand the situation, Developing decisions with consensus. (5+1)
- Organizational Aspects:** Become a learning organization, Continuous Improvement, Using the Toyota Way to transform organizations, Lean Manufacturing, Lean, Agile and Sustainable Manufacturing. (5+1)

Suggested Text Books:

- The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker McGraw-Hill

Suggested Reference Books:

- The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean by John Stewart , Taylor and Francis Group
- The Toyota Way Field book A Practical Guide for Implementing Toyota's 4 Ps by Jeffrey K. Liker and David Meier, Tata McGraw-Hill Edition

Semester III		316OSCM- Operations & Service Strategy
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316OSCM.1	REMEMBERING	ENUMERATE the key components of operations strategy.
CO316OSCM.2	UNDERSTANDING	EXPLAIN the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features.
CO316OSCM.3	APPLYING	ILLUSTRATE the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy
CO316OSCM.4	ANALYSING	EXAMINE the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain.
CO316OSCM.5	EVALUATING	DESIGN the operations and service strategy.
CO316OSCM.6	CREATING	FORMULATE an operations strategy (long-term plan) and link with operational decisions.

- Operations Strategy:** Introduction, Relationship Between business grand strategies & the operations strategy, Strategic issues in manufacturing / operations, Elements of Operations Strategy, Competing through operations. Operation strategy in global economy, Changing nature of business, Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit (5+1)
- Methodology for Developing Operations Strategy:** Value as business concept, Strategy- Formulation Process.– Value Chain concept , Focus, core competence and distinctive capabilities, stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.
- Operation Strategy Implementation:** Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant-based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression (5+1)
- Strategic Resource Management:** Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale)
- Service Strategy:** Introduction, The service opportunity, Service growth- How to grow in service, Service Focus Strategy, Design an Effective service organization, Service Supply Chain, Service Pricing, Service Innovation. (5+1)

Suggested Text Books:

- Operations Management Theory & Practice – B. Mahadevan - Pearson
- Operations Now by Byron Finch, TMGH
- Operations Research – by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India

Suggested Reference Books:

- Operations Management by Norman Gaither, Greig Fraizer, Cengage Learning, India Ed.
- Operations Management by Terry Hill, Palgrave

Semester III		317 OSCM- Six Sigma for Operations
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317OSCM.1	REMEMBERING	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
CO317OSCM.2	UNDERSTANDING	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.
CO317OSCM.3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
CO317OSCM.4	ANALYSING	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
CO317OSCM.5	EVALUATING	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)
CO317OSCM.6	CREATING	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation

- Introduction to Lean Six Sigma:** History of Quality (Key Concepts by Quality Guru- Deming, Juran, Crosby, Ishikawa, Taguchi etc.), History of Continuous Improvement, Evolution of Six Sigma, Defining Six Sigma – philosophy and objectives, Six Sigma Principles and Focus Area, Value of Six Sigma. DMAIC Process
- DEFINE and MEASURE PHASE: DEFINE** - Six Sigma Project Identification, Selection and Definition, Project Charter and Monitoring, Process characteristics and analysis, Process Mapping: SIPOC- Suppliers – Inputs – Process – Outputs – Customers. **MEASURE** - Data Collection and Summarization, Measurement systems: Fundamentals, Accuracy, Precision, Discrimination, R&R Studies, Linearity, Process Stability, Fundamentals of statistics: Probability theory. Process capability analysis: Key Concepts, Measures and Indices, Non-normal process capability analysis, (5+1)

3. **ANALYZE and IMPROVE PHASE: ANALYZE** - Hypothesis testing: Fundamentals, Single Population Test, Two Population Test. Correlation and Regression Analysis, Regression Analysis: Model Validation. Introduction to One-Way ANOVA, Two-Way ANOVA, Multi-vari Analysis, Failure Mode Effect Analysis (FMEA) **IMPROVE** - Introduction to Design of Experiment, Randomized Block Design, Factorial Design, Fractional Factorial Design, Taguchi Method: Key Concepts and Illustrative Application. (5+1)
4. **CONTROL PHASE:** Seven QC Tools, Statistical Process Control: Key Concepts, Control Charts for Variables, Operating Characteristic (OC) Curve for Variable Control charts. Statistical Process Control: Control Charts for Attributes, Operating Characteristic (OC) Curve for Attribute Control charts. Acceptance Sampling: Key Concepts, Design of Acceptance Sampling Plans for Attributes, Design of Acceptance Sampling Plans for Variables, Return on Six Sigma – ROSS. (5+1)
5. **Six Sigma Implementation Challenges:** Design for Six Sigma (DFSS): DMADV, DMADOV, DFX Six Sigma Team Management: Composition and Layers, Six Sigma: Case study and Applications, Overview of Lean Six Sigma, Critical Success Factors in Implementation of Six Sigma. (5+1)

Suggested Text Books:

1. Daniel J. Zrymiak Govindarajan Ramu Roderick A. Munro, The Certified Six Sigma Green Belt Handbook
2. Hemant Urdhwarshhe, Six Sigma for Business Excellence: Approach, Tools and Applications, Pearson Education
3. Mitra, Amitava, Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd

Suggested Reference Books:

1. T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication.
2. Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley.
3. Forrest W. Breyfogle III, Implementing Six Sigma, John Wiley & Sons.
4. Evans, J R and W M Lindsay, An Introduction to Six Sigma and Process Improvement, CENGAGE Learning.
5. Howard S. Gitlow and David M. Levine, Six Sigma for Green Belts and Champions, Pearson Education, Inc.
6. Montgomery, D C. Design and Analysis of Experiments, Wiley.
7. Larson, Alan, Demystifying Six Sigma: A Company–Wide Approach to Continuous Improvement, American Management Association

Subject Core (SC) Courses - Semester IV
Specialization: Operations & Supply Chain Management

Semester IV		403 OSCM- E Supply Chains and Logistics
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403OSCM .1	REMEMBERING	DESCRIBE the structure of modern days Logistics.
CO403OSCM .2	UNDERSTANDING	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO403OSCM .3	APPLYING	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
CO403OSCM .4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
CO403OSCM .5	EVALUATING	EXPLAIN the key Operational Aspects of E Procurement.
CO403OSCM .6	CREATING	DEVELOP a framework for e-logistics

- 1. Introduction to E-logistics:** Nature and Scope of E Logistics, Forward E-logistics, Reverse E-logistics, Challenges of E-logistics, environmental issues, e-business strategy, Application for E-logistics in Business to business and Business to consumers, Logistics renovation towards E-logistics, New trends and technology in logistics. (7+2)
- 2. e-Supply Chain Management:** Competitive advantages through e-Supply chain management, Process orientation as a basic understanding in the value creation process, Holistic approach to supply chain management, e-Supply Chain Management as a concept for success, Collaborative Commerce: The future in e-SCM , e-Supply chain system, Elements of e-supply chains, Characteristics of e-SCM, Structuring the e-SCM business architecture strategy. (7+2)
- 3. E-logistics documentation:** Electronic data interchange, ERP Enterprise resource planning systems, Intranets and extranets – The world wide web, Web-enabled relational databases, data warehouses and data marts, Decision support systems. (6+2)
- 4. E-Tracking Systems:** ASNs, tracking systems, Satellite global positioning systems (GPS) and geographic information systems (GIS), Bar-coding and scanning, Electronic signature technology, Wireless technology, Radio frequency identification (RFID). (8+2)
- 5. E-Supply Chains & Logistics:** Electronic procurement (e-Procurement): Transport and delivery management, Packing and order management, Inventory and warehousing, E-business logistics and its benefits. E-Sales: e-Sales in the e-Commerce environment, CRM as a philosophy, e-Distribution: distribution strategies in the e-age, e-Payment: transactions along the e-Supply chain, e-SCM scorecard: controlling in e-Supply chain management. (8+2)

Suggested Text Books:

1. E-Supply-Chain-Management, Prof. Dr. Helmut H. Wannenwetsch, Sascha Nicolai
2. Applications of Supply Chain Management and E-Commerce Research, Joseph Geunes, Elif Akçali... in Applied Optimization
3. Supply chain management, Engaging technology to build market – winning business partnerships, David F Ross
4. Supply Chain Management, Oliver Lawrenz... in Business Computing
5. Logistics, Harald Gleissner J. Christian Femerling
6. Lean Supply Chain and Logistics Management Paul Myerson

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Semester IV		404 OSCM- Industry 4.0
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404OSCM .1	REMEMBERING	DEFINE industrial revolutions and its different aspects.
CO404OSCM .2	UNDERSTANDING	EXPLAIN the role of technology pillars of Industry 4.0.
CO404OSCM .3	APPLYING	DEMONSTRATE the use of data in effective decision making.
CO404OSCM .4	ANALYSING	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
CO404OSCM .5	EVALUATING	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
CO404OSCM .6	CREATING	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB

- Decoding Various Aspects of Industrial Revolutions :** The 4th Industrial Revolution: The Various Industrial Revolutions, Japanese vs. Western approach for manufacturing excellence, Introduction to Industry 4.0, Overview on Mechatronics, Sensing and Actuation, Communication and Networking, Digitalization and the Networked Economy, Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0, The Journey so far: Developments of Industry 4.0 in developed countries. Comparison of Industry 4.0 Factory and Today's Factory, Developments in Industrial revolution, its impact on governments, businesses, civil society and individuals, and offers bold ideas. (7+1)
- Way to Fourth Industrial Revolution:** Features and uniqueness of the Cyber-physical Systems, Introduction to Pillars of Industry 4.0, Collaborative Platform and Product Lifecycle Management, Manufacturing as a Administration, Horizontal and Vertical Integration. Smart Factory, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities. Internet of Things (IoT) & Industrial Internet of Things (IIoT) and Introduction to IIoT layers, Overview of Reference Architectural Model Industrie 4.0 (RAMI 4.0), Internet of Services. (8+2)
- Data and Analytics:** Resource-based view of a firm and importance of data as a new resource for organizations, Big data analytics (BDA) and significance of V's of big data. Overview of Software Defined Network (SDN), Harnessing and sharing knowledge in organizations, Four types of Analytics: Descriptive, Diagnostics, Predictive, and Prescriptive Analytics, Artificial Intelligence, Cloud Computing Basics. (7+2)
- Ecosystems for Industry 4.0:** Robots and Cobots, Mobile Computing, Supporting Systems and related disciplines for I4.0 such as Augmented Reality, Virtual Reality and Mixed Reality, Additive Manufacturing, Automated Guided Vehicle (AGV), Cyber Security. (7+2)
- Challenges, Preparedness and Use Cases:** Opportunities and Challenges, Future of Work system and skill requirements, Leadership for Industry 4.0, Strategies for competing in an Industry 4.0 era, Introduction to Smart Industry Readiness Index (SIRI), Overview of Society 5.0. Other Applications and Case Studies Industry 4.0 laboratories (CII 4.0), IIoT case studies across world: Sector-wise and/or Function-wise e.g. Healthcare, Automobile, Banking, Power etc. or Inventory Management, Quality Control, Plant Safety and Security, Facility Management etc. (Minimum 1) (7+2)

Suggested Text Books:

- The Fourth Industrial Revolution, by Klaus Schwab, Portfolio Penguin
- Industry 4.0: The Industrial Internet of Things, by Alasdair Gilchrist
- Industry 4.0: Entrepreneurship and Structural Change in the New Digital Landscape (Studies on Entrepreneurship, Structural Change and Industrial Dynamics), by Tesselano Devezas, Joao Leitao, Askar Sarygulov, Springer International Publishing
- "Industrial Internet of Things: Cyber manufacturing Systems" by Sabina Jeschke, Christian Brecher, Houbing Song, Danda B. Rawat (Springer)

Suggested Reference Books:

- Analysing the Impacts of Industry 4.0 in Modern Business Environments, by Richard Brunet-Thornton and Felipe Martinez, IGI Global

2. The 4th Industrial Revolution: Responding to the Impact of Artificial Intelligence on Business, Book by Felix Hovsepian and Mark Skilton
3. Industry X.0: Realizing Digital Value in Industrial Sectors, by Eric Schaeffer, Kogan Page
4. Analysing the Impacts of Industry 4.0 in Modern Business Environments, Felipe Martinez; Richard Brunet-Thornton; IGI Global

Subject Elective (SE) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester IV		409 OSCM- Enterprise Resource Planning
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409OSCM.1	REMEMBERING	DESCRIBE the key concepts of ERP systems for manufacturing or service organizations.
CO409 OSCM.2	UNDERSTANDING	EXPLAIN the scope of common ERP Systems modules.
CO409 OSCM.3	APPLYING	DEVELOP basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
CO409 OSCM.4	ANALYSING	EXAMINE the challenges associated with implementing enterprise systems and their impacts on organizations.
CO409 OSCM.5	EVALUATING	JUSTIFY selection of an appropriate ERP transition strategy.
CO409 OSCM.6	CREATING	FORMULATE best selection and implementation strategy in a real setting.

- 1. Introduction to ERP:** Evolution of ERP, Reasons for the Growth of ERP, Scope of ERP systems, General model of business and ERP, Three Tier Architecture of ERP, Various Modules of ERP, Benefits and Risks of ERP, ERP and related technologies – Data mining, data warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management (SCM), Customer Relationship Management (CRM), Geographical Information Systems (GIS).(5+1)
- 2. ERP Modules:** Introduction; Finance, HRM, Production Planning, Plant Maintenance, Quality Management, Materials Management and Manufacturing Management. (5+1)
- 3. Business Process Reengineering (BPR):** Introduction, need of BPR, Pros and Cons of BPR, reasons for failure and success of BPR, Reengineering phases, Role of IT in BPR, **Selection of ERP vendors:** Role of vendors, consultants and users, Vendor selection process, In-House Implementation - Pros and Cons. (5+1)
- 4. ERP Implementation Lifecycle:** Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode), Success and failure factors of ERP implementation. (5+1)
- 5. ERP Transition Strategies** - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team. (5+1)

Suggested Text Books:

1. Enterprise Resource Planning-Text and Cases, Rajesh Ray, Tata McGraw Hill
2. Enterprise Resource Planning, Alexis Leon, Tata McGraw Hill
3. Enterprise Resource Planning – A Managerial Perspective, Veena Bansal, Pearson
4. Vinod Kumar Garg, N. K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practice, PHI

Suggested Reference Books:

1. Enterprise Resource Planning, Mary Sumner, Pearson Education
2. Enterprise Resource Planning- A Managerial Perspective, D P Goyal, Tata McGraw Hill
3. Textbook of Enterprise Resource Planning, Mahadeo Jaiswal and Ganesh Vanapalli, Macmillan
4. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
5. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
6. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI 4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

Semester IV		410 OSCM- World Class Manufacturing
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410OSCM.1	REMEMBERING	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
CO410OSCM.2	UNDERSTANDING	SUMMARIZE the features of various frameworks used for World Class Manufacturing
CO410OSCM.3	APPLYING	IDENTIFY the challenges to manufacturing industry in the information age
CO410OSCM.4	ANALYSING	ANALYZE the usage of Information management tools, Material processing and handling tools.
CO410OSCM.5	EVALUATING	EVALUATE the country's preparedness for World Class Manufacturing
CO410OSCM.6	CREATING	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing

- World Class Manufacturing and the Information Age:** Information Age, Competing in the Information Age. Business challenges of the Information Age, Operating Environment of the Information Age. India's global Competitiveness and Manufacturing Excellence. World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition. Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient process ability of available information. (5+1)
- World Class Manufacturing and Competitive Advantage:** Manufacturing Excellence and Competitiveness. Concept of World Class Manufacturing. Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing. The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing. (5+1)
- World Class Manufacturing - Systems and Tools:** The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools. (5+1)
- World Class Manufacturing –Indian Scenario:** Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms. Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy. Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing? (5+1)
- Leading India towards World Class Manufacturing:** Business Strategy and Global Competitiveness. Generic Manufacturing Strategies for the Information Age. Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically. Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement –The POP System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork. (5+1)

Suggested Text Books:

- World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd.
- World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing.

Suggested Reference Books:

1. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3rd Ed.
2. Competitive Manufacturing Management by John Nicholas, TMGH.
3. The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press
4. Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd.

Semester IV		411 OSCM- Supply Chain Strategy
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Strategy, Supply Chain
CO411OSCM.2	UNDERSTANDING	EXPLAIN the SC Components and Processes
CO411OSCM.3	APPLYING	ILLUSTRATE the importance of SC strategies on competitive advantage.
CO411OSCM.4	ANALYSING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology.
CO411OSCM.5	EVALUATING	EVALUATE and EXPLAIN impact of strategic decisions on SC
CO411 OSCM.6	CREATING	FORMULATE and DISCUSS a model for SCM strategies

1. **SC and Business Strategy:** Understanding Strategy and SC, Objectives of SC, decision phases, process strategies. Generic strategies in SC – Competitive & SC strategies, Strategies for SC--fit-demand based, commodity based, cost centric. Strategies to deal with uncertainty, Competitive advantage through SC Strategies. (5+1)
2. **Supply Chain Strategies -- Planning and scheduling:** Demand forecasting – Role of forecasting in SC, Components of forecasting, Forecasting models, Aggregate planning- Inventory, Transportation, Pricing, Information, Internal logistics, Transportation using LP (numerical). Sales and Operation planning – responsiveness of predictive variables, sales planning at real time. Scheduling in SC – impact, obstacles, tactics, importance. (5+1)
3. **SC Strategy and Distribution Network:** SC Strategy--Supplier Strategy, Operations Strategy, Logistics Strategy. Designing distribution networks – Factor affecting distribution, Framework, online sales, Omni-channel retailing, different network models for designing, identifying and allocating. Global SC networks – impact, importance, risk management in SC. (5+1)
4. **Performance measures in SC Strategy:** Financial measures - Cost of raw materials, Revenue from goods sold., Activity-based costs like the material handling, manufacturing, assembling rates etc. Inventory holding costs, Transportation costs, Cost of expired perishable goods, Penalties for incorrectly filled or late orders delivered to customers, Credits for incorrectly filled or late deliveries from suppliers, Cost of goods returned by customers, Credits for goods returned to suppliers. Non – Financial measures - Cycle Time, Customer Service Level, Inventory Levels. Resource Utilization. (5+1)
5. **SC Strategy and Information Technology:** SC Strategies and Information Technology, Role of IT in SC, Application of strategies in retail and healthcare, Building SC models using Excel, Agile vs Lean strategies, LeAgile supply chain management strategy, Green SCM, Future trends in SC. (5+1)

Suggested Text Books:

1. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson
2. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill
3. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminsky et. al., Tata McGraw Hill

Suggested Reference Books:

1. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall
2. Total Supply Chain Management, Basu & Wright, Elsevier
3. Logistics Management: The Supply Chain Imperative, Vindo Sople, Pearson Education
4. Supply Chain Management, Mentzer, Response Books.

Semester IV		412 OSCM- Financial Perspectives in Operations Management
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412OSCM.1	REMEMBERING	REMEMBER basic concepts used in cost management, Budgeting and activity-based costing
CO412OSCM.2	UNDERSTANDING	UNDERSTAND the importance of cost management as key to profitability.
CO412OSCM.3	APPLYING	CALCULATE NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control with Microsoft Excel.
CO412OSCM.4	ANALYSING	Outline capital budgeting techniques used in Operations.
CO412OSCM.5	EVALUATING	Explain the role of Financial Institutions in project financing
CO412OSCM.6	CREATING	Solve the real time issues involved in Operations and Project Management using appropriate method in order to reduce the costs.

- Cost Management:** Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability. Make or buy, hire vs purchase (Numerical & Analysis) (5+1)
- Activity Based Costing:** Concept and basic knowledge, applicability, Limitations, Simple Numerical. Cost Concepts, behaviour, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing. (5+1)
- Budgeting:** Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting. (5+1)
- Capital Budgeting:** The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties , Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree. (5+1)
- Project Cost Estimate and Risk Analysis:** Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure (Use of Microsoft Excel/MS Project is Recommended.) (5+1)

Suggested Text Books:

- Financial Management by I.M. Pandey, Vikas Publications
- Financial Management by M.Y.Khan & P.K.Jain, TMGH
- Project Management by K. Nagarajan, New Age Publications

Suggested Reference Books:

- Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication
- Corporate Financial Management by Arnold Glen, Pearson Publication

Semester IV		413 OSCM- Facilities Planning
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO413OSCM.1	REMEMBERING	DESCRIBE the concepts and principles of Facilities Planning.
CO413OSCM.2	UNDERSTANDING	EXPLAIN the key considerations in Facilities Planning.
CO413OSCM.3	APPLYING	ILLUSTRATE the use of the concepts and principles of Facilities Planning.
CO413OSCM.4	ANALYSING	EXAMINE the practical layouts in real world in light of the theoretical concepts and principles of Facilities Planning.
CO413OSCM.5	EVALUATING	EVALUATE various approaches to Facilities Planning.
CO413 OSCM.6	CREATING	REARRANGE existing layouts for enhanced outcomes.

- 1. Introduction to Facilities Planning:** Facilities planning defined, Significance of Facilities Planning, Objectives of Facilities Planning, Long Range Capacity Planning, Facilities Planning process, Strategic Facilities Planning, Developing Facilities Planning Strategies, Examples of Inadequate Planning. Impact of Environmental Issues on Facilities Planning Product, Process and Schedule Design: Introduction, Product Design, Process Design, Schedule Design, Facilities Design. (5+1)
- 2. Logistics and Facilities Location:** Logistics, Decisions related to Logistics, Issues in Facilities location – Market related factors, Cost-related factors, Regulatory and Policy Issues, Location Planning Methods – Location Factor rating, Centre-of-gravity method, Load-distance method, Transportation Model. Locating Service Facilities, Relocation aspects,
- 3. Layout Planning:** Concept of Layout, Basic Layout Types, Layout Procedures, Algorithmic approach, Department Shapes and Aisles, Multi-floor facility layout, Commercial Facility Layout, Impact of change, Developing alternative layouts. Introduction to ALDEP and CORELAP. Facilities design for various Facilities Functions: Warehouse operations – Functions of Warehouse, Receiving and Shipping Operations, Dock Locations, Storage Operations, Order Picking Operations.
- 4. Service Facilities Layout:** Nature of Services, Operational Classification of services, Structuring the service encounter, Service blueprinting and fail-safing, Role of floor manager in service sectors such as – Hospital, Hotel, Airlines and airports.
- 5. Flow Space and Activity Relationships:** Departmental Planning, Activity Relationships, Flow Patterns, Flow Planning, Measuring Flow, Space Requirements. Personnel Requirements: Employee-Facility Interface, Restrooms, Food Services, Health Services, Barrier-Free Compliance, Office Facility Planning. Material Handling: Scope and Definition of Material Handling, Material Handling Principles, Designing Material Handling Systems, Unit Load design, Material Handling Equipment, Estimating Material Handling costs, Safety Considerations.

Suggested Text Books:

1. Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India
2. Operations Management – Theory and Practice by B Mahadevan, Pearson
3. The Goal by E M Goldratt and Cox J, Great Barrington, North River

Suggested Reference Books:

1. Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano
2. Operations Management by Terry Hill, Palgrave.
3. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India

Semester IV		414 OSCM- Purchasing and Supplier Relationship Management
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414OSCM.1	REMEMBERING	DESCRIBE the Purchasing Process and its importance in organizations.
CO414OSCM.2	UNDERSTANDING	Students will understand the impact of purchasing on competitive success and profitability of modern-day organizations.
CO414OSCM.3	APPLYING	MAKE USE OF the various Negotiation technique in the context of Purchasing process.
CO414OSCM.4	ANALYSING	ILLUSTRATE how Supplier evaluation and selection is done in organizations and its relationship with corporate Strategy.
CO414OSCM.5	EVALUATING	EXPLAIN the importance of Performance Measurement & Evaluation in operations management.
CO414 OSCM.6	CREATING	BUILD A purchasing strategy for a real world situation.

- 1. Purchasing Process, Policy & Procedures:** Overview of Purchasing & Supply Chain Management, Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy, Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing. (5+1)
- 2. Purchasing of Services:** Hidden Opportunities, Planning the statement of work, Writing the statement of work, selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation. (5+1)
- 3. Strategic Sourcing – Supplier Evaluation & Selection:** Linking Purchasing and Corporate Strategy. Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria. (5+1)
- 4. Negotiation & Contracts Management:** Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract. (5+1)
- 5. Performance Measurement & Evaluation:** Why Measure Performance, Problems with Purchasing Measurement and Evaluation. Purchasing Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures. Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review. (5+1)

Suggested Text Books:

1. Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western.
2. Purchasing & Supply Chain Management by Lyons and Farrington, Pearson Education.

Suggested Reference Books:

1. Purchasing & Supply Chain Management by Dobler, Burt, TMGH
2. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing.
3. Extending the Supply Chain by Boyer, Forhlich and Hult, PHI.

Semester IV		415 OSCM- Strategic Supply Chain Management
2 Credits	LTP: 2.0.0	Subject Elective (SE) Course – Operations & Supply Chain Management

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO415OSCM.1	REMEMBERING	DEFINE Key configuration components of Strategic Supply Chain Management.
CO415OSCM.2	UNDERSTANDING	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
CO415OSCM.3	APPLYING	ILLUSTRATE the Design Organization for Performance and Organizational Change
CO415OSCM.4	ANALYSING	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management
CO415OSCM.5	EVALUATING	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
CO415 OSCM.6	CREATING	DEVELOP the architecture of a supply chain.

- Supply chain as Strategic Asset** - Key configuration components - Operations strategy, Outsourcing strategy, Channel strategy, Customer service strategy, Asset network, Criteria of robust SC strategy - Aligned with business strategy, Aligned with customers' needs, Aligned with power position, Adaptive, Next Generation Strategy - support continuing improvements in productivity and drive the achievement of business-level outcomes. (5+1)
- Process Architecture** – SC architecture details the process, applications, and information to improve and evolve, Components of SC architecture, Tests of Supply Chain Architecture – Strategic fit, End-to-end focus, Simplicity and Integrity, Architectural Toolkits , Levels of the Supply-Chain Operations Reference-model (SCOR) Model - processes, subprocesses, and activities, Processes for End-to-End Supply Chain Management – Plan, Source, Make, Deliver and Return, Next-Generation Processes. (5+1)
- Design Organization for Performance** – Primary challenges - structure of SC organization, roles and responsibilities, right people with the right skills. Organisational Change Is an Ongoing Process – modify & redefine, Evolution of the SC Organisation, Guiding Principles for Organizational Design - organization should mirror process, every process has an accountable function or individual, Know, grow, and keep your core capabilities, Organize around the skills you need, Gaining Respect for the Supply Chain Discipline, Next-Generation Organizational Design – new roles and new skills. (5+1)
- Build the Right Collaborative Model** - Drivers of collaboration, desire to access - technology, capital-intensive technology, cost of competency to acquire, develop, or maintain, and new market effectively closed off by high entry costs or preconditions. Collaboration Spectrum model, transactional, cooperative, coordinated, and synchronized, Finding the right place on the Spectrum, The Path to Successful Collaboration - Master internal collaboration first, Define the degree of collaboration for each partner segment, Next-Generation Collaboration. (5+1)
- Use Metrics to Drive Business Success** - Why Measure, Managing Performance with Metrics, Which Metrics, Next-Generation Performance Management, Roadmap to change - advanced systems Aren't Enough, Stages of supply chain process maturity model, Characteristics of the Next Generation - transparency, flexibility, and simultaneity, Developing a Roadmap – creating the roadmap to change. (5+1)

Suggested Text Books:

- Strategic SCM – The Five discipline for top performers - Shoshanah Cohen, Joseph Roussel
- Strategic Supply Chain Management: Creating Competitive Advantage and Value Through Effective Leadership, by Samir Dani
- Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier
- Supply chain management – strategy, planning & operation –Sunil Chopra , Peter Meindl.

Suggested Reference Books:

- Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan
- Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint
- Strategic Supply Chain Management by S. Kale, Everest Publication

4. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing
5. Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminskyet. al., TMGH.

Subject Core (SC) Courses - Semester III
Specialization: Business Analytics

Semester III		304 BA- Advanced Statistical Methods using R
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304BA .1	REMEMBERING	RECALL all basic statistical concepts and associated values, formulae.
CO304BA .2	UNDERSTANDING	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
CO304BA .3	APPLYING	APPLY time series analysis in prediction of various trends.
CO304BA .4	ANALYSING	DISCRIMINATE between various types of probability and probability distributions.
CO304BA .5	EVALUATING	FORMULATE and TEST hypothesis using tools of R.
CO304BA .6	CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

- 1. Statistics with R:** Computing basic statistics, Business Hypothesis Testing concepts, Basics of statistical modeling, Logistic Regression, Comparing means of two samples, Testing a correlation for significance, Testing a proportion, t test, z Test, F test, Basics of Analysis of variance (ANOVA), One way ANOVA, ANOVA with interaction effects, Two way ANOVA, Summarizing Data, Data Mining Basics, Cross tabulation. Case studies in different domains- using R. **(7+2)**
- 2. Linear Regression:** Concept of Linear regression, Dependency of variables, Ordinary Least Sum of Squares Model, Multiple Linear Regression, Obtaining the Best fit line, Assumptions and Evaluation, Outliers and Influential Observations, Multi-collinearity, Case studies in different domains- using R. Dimension Reduction Techniques – Concept of latent dimensions, need for dimension reduction, Principal Components Analysis, Factor Analysis. Case studies in different domains- using R. **(7+2)**
- 3. Probability:** Definition, Types of Probability, Mutually Exclusive events, Independent Events, Marginal Probability, Conditional Probability, Bayes Theorem. Probability Distributions – Continuous, Normal, Central Limit theorem, Discrete distribution, Poison distribution, Binomial distribution. **(7+2)**
- 4. Predictive Modeling:**
 - (a) Multiple Linear Regression:** Concept of Multiple Linear regression, Step wise Regression, Dummy Regression, Case studies in different domains- using R
 - (b) Logistic regression:** Concept of Logistic Regression, odds and probabilities, Log likelihood ratio test, Pseudo R square, ROC plot, Classification table, Logistic regression & classification problems, Case studies in different domains- using R
 - (c) Linear Discriminant Analysis:** Discriminant Function, Linear Discriminant Analysis, Case studies in different domains- using R **(7+2)**
- 5. Time Series:** Time Series objects in R, Trends and Seasonality Variation, Decomposition of Time Series, autocorrelation function (ACF) and partial autocorrelation (PACF) plots, Exponential Smoothing, Holt's Winter Method, Autoregressive Moving Average Models (ARMA), Autoregressive Integrated Moving Average Models (ARIMA), Case studies in different domains- using R. **(7+2)**

Suggested Text Books:

1. R for Business Analytics, A Ohri
2. Data Analytics using R, Seema Acharya, TMGH
3. Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons.
4. Statistical Methods, S.P.Gupta
5. Quantitative Techniques, L.C.Jhamb

6. Quantitative Techniques, N.D.Vohra

Suggested Reference Books:

1. Statistics for Management, Levin and Rubin
2. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
3. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press

Semester III		305 BA - Machine Learning & Cognitive intelligence using Python
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305BA.1	REMEMBERING	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
CO305BA.2	UNDERSTANDING	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
CO305BA.3	APPLYING	DEVELOP a thought process to think like data scientist/business Analyst
CO305BA.4	ANALYSING	ANALYSE data using supervised and unsupervised Learning Techniques
CO305BA.5	EVALUATING	SELECT the right functions, arrays of Python for Machine Learning algorithms.
CO305BA.6	CREATING	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.

1. **Python Basics:** Overview, Python Features, Basic Syntax, Variable Types, Basic Operators, decision making, Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions, Scope of Variables, Function overloading, Operator overloading ,Objects and Classes. (9+1)
2. **Working with Data in Python:** Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas, Array oriented Programming with Numpy, Data cleaning and preparation, Plotting and Visualization, data Aggregation and Group Operations.(9+1)
3. **Machine Learning and Cognitive Intelligence:** Introduction to Machine Learning- History and Evolution, Machine Learning categories: Supervised, Unsupervised and Reinforcement learning. Framework for building ML Systems-KDD process model, CRISP-DM & SEMMA, Machine learning Python packages, Machine Learning Core Libraries. Introduction to Cognitive Intelligence, Features of Cognitive Intelligence. (8+2)
4. **Supervised Learning:** Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbour, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains. (9+1)
5. **Unsupervised Learning:** Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Applications of unsupervised learning in multiple domains. (4+1)

Suggested Text Books:

1. Machine Learning using Python - Manaranjan Pradhan, U Dinesh Kumar
2. Ultimate Step by Step Guide to Machine Language using Python: Predictive modeling concepts explained in simple terms for beginners by Daneyal Anis
3. Machine Learning by Anuradha Srinivasaraghavan and Vincy Joseph
4. Machine Learning in Python – Michael Bowles
5. Machine Learning for Absolute Beginners: A Plain English Introduction (First Edition by Oliver Theobald)

Suggested Reference Books:

1. Mastering Machine Learning with Python in Six Steps: A Practical Implementation Guide to Predictive Data Analytics Using Python by Manohar Swamynathan
2. Machine Learning by Tom Mitchell

3. Python for Data Analysis by Wes McKinney
4. Machine Learning by Rajiv Chopra
5. Machine Learning by Peter Flach
6. Introduction to Machine Learning by Alpaydin Ethem
7. Machine Learning: A step by Step Guide to Learning and Understanding from Beginner to Expert (Beginner, Intermediate and Advanced) – Ronald Anthony

Subject Elective (SE) Courses - Semester III
Specialization: Business Analytics

Semester III		312 BA- Social Media, Web & Text Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312BA.1	REMEMBERING	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
CO312BA.2	UNDERSTANDING	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
CO312BA.3	APPLYING	DEVELOP a thought process to harness the power of social media analytics to improve website or business
CO312BA.4	ANALYSING	ANALYSE Social Media Analytics and Web Analytics Tools
CO312BA.5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics
CO312BA.6	CREATING	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

1. **Social Media Overview:** Social Media Introduction, definition, evolution, need of social media, Importance of Social Media, Social Media Data Sources, Use of Social Media in Business, Objective and KPIs, Measure, Content flow on Social Network, Challenges, Tools to analyse and measure social data (Facebook, Twitter, Instagram, LinkedIn, YouTube), Social Analytics and competitors, Strategy planning in Social Media Analytics. (5+1)
2. **Social Analytics - Measuring Success:** Metric categories: Divide and Conquer, Selecting the best metrics for the job, Default and Custom Metrics, Elements of effective metrics, Metrics and Strategy. Estimated Metrics: Use and Common applications, Dashboards : Definition, Purpose, Objectives, default and custom dashboards, Reports: elements of reporting, good quality of reporting, 360 overview report, Data gathering in social Media Analytics, Types of Analytics in Social Media, Charts, Machine learning in Social Media. (6+1)
3. **Web Analytics Overview:** Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process. (5+1)
4. **Web Analytics - Measuring Success:** Actionable Outcome KPIs-Task completion Rate, Share of Search, Visitor Loyalty and Recency, RSS/Feed Subscribers, % of Valuable Exits, Cart and Checkout Abandonment ,Days and Visits to Purchase, Average Order Value, Identify the Convertible, Measuring Macro and Micro Conversions, Building the action Dashboard, Consolidated Dashboard, Rules for High-Impact Dashboards. (6+1)
5. **Text Analytics:** Introduction to text Analytics, Processing and Understanding Text -Tokenization, Tagging Chunking, Stemming, Lemmatization, Applications of Text Analytics. (4)

Suggested Text Books:

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kuashik
2. Web Analytics: An Hour a Day by Avinash Kuashik
3. Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business by Brent Dykes
4. Practical Web Analytics for User Experience by Michael Beasley
5. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from your Data by Dipanjan Sarkar

Suggested Reference Books:

1. Social Media Marketing Step by Step: The Guides to Instagram and Facebook Marketing- Bryan Bren
2. Social Media Analytics Strategy: Using data to optimize Business Performance – Alex Goncalves
3. Effective Advertising and Social Media: Strategy and Analytics – Gerard Tellis
4. Measuring the User Experience: Collecting, Analyzing, and Presenting Usability Metrics by Tom Tullis, Bill Albert, Morgan Kaufmann
5. Social Media Metrics: How to Measure and Optimize Your Marketing Investment by Jim Sterne, John Wiley & Sons
6. Advanced Web Metrics with Google Analytics by Brian Clifton, John Wiley & Sons

Semester III		313 BA- Industrial Internet of Things
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313BA.1	REMEMBERING	ENUMERATE the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
CO313BA.2	UNDERSTANDING	DISCUSS the value added by analytics in the operations function.
CO313BA.3	APPLYING	DEMONSTRATE the practical applications of data analytics and data science in manufacturing operations.
CO313BA.4	ANALYSING	EXAMINE the Industrial Internet of things (IIoT) and the role of Big Data Analytics.
CO313BA.5	EVALUATING	EXPLAIN the applications of analytics in operations.
CO313BA.6	CREATING	COMPILE the issues pertaining to the adoption of technologies that will shape industry

1. **Data Science for Modern Manufacturing:** Business Analytics and Big Data Driving Organizational Change, Industry 4.0, Industrial Internet, (Industrial) Internet of Things - A Platform Built for Manufacturing, Big Data and Analytics – Hardware, Platforms. Technology & Global Trends, The data-driven manufacturer, Issues and Challenges Data Science for Modern Manufacturing – Blending analytic skills and domain expertise, Rethinking business processes, Factoring in change management, Security, Data Integration. (5+1)
2. **Machine Learning:** Basics of Machine Learning, Natural-Language Processing, Autonomous Robots, Augmented Reality, and More: Simulation, Additive Manufacturing. (5+1)
3. **Industry 4.0:** LEAN Production Systems, The Fourth Revolution, Industry 4.0: Cyber Physical Systems, Industrial Processes - Sensing & Actuation, Processing, Communication. Next Generation Sensors, Collaborative Platform and Product Lifecycle Management. (5+1)
4. **Industrial IoT- Application Domains:** Healthcare, Power Plants, Inventory Management & Quality Control, Plant Safety and Security (Including AR and VR safety applications), Facility Management. (5+1)
5. **Industrial IoT- Application Domains:** Oil, chemical and pharmaceutical industry, Applications of UAVs in Industries, Real case studies : Case study - I : Milk Processing and Packaging Industries, Case study - II: Manufacturing Industries - Part I, Case study - III : Manufacturing Industries - Part II, Case study – IV, Virtual Reality Lab, Case study - V : Steel Technology Lab(5+1)

Suggested Textbooks:

1. Data Science for Modern Manufacturing by Li Ping Chu, O'Reilly Media
2. Industry 4.0 Data Analytics Paperback by Rajesh Agnihotri, Samuel New
3. Industry 4.0: The Industrial Internet of Things by Alasdair Gilchrist
4. Industrial Internet of Things: Cyber manufacturing Systems by Sabina Jeschke, Christian Brecher, Houbing Song, Danda B. Rawat

Suggested Reference Books:

1. Advances in Business, Operations, and Product Analytics: Cutting Edge Cases from Finance to Manufacturing to Healthcare (FT Press Analytics) by Matthew J. Drake

Semester III		314BA: Supply Chain Analytics
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314BA.1	REMEMBERING	DESCRIBE the importance of the basics of Supply Chain Analytics and Optimization
CO314BA.2	UNDERSTANDING	EXPLAIN the role and applications of Descriptive, Predictive & Prescriptive Analytics in a Supply Chain
CO314BA.3	APPLYING	ILLUSTRATE the basics of Modeling through R Language.
CO314BA.4	ANALYSING	EXAMINE the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.
CO314BA.5	EVALUATING	DETERMINE the right tools for addressing various issues in Supply Chain Analytics.
CO314BA.6	CREATING	COMBINE the various approaches to Supply Chain Analytics for improvements in the supply chain system

- Context of Supply Chain Analytics:** Context of today's supply chains (SC) analytics. Understanding and defining supply chain analytics (SCA). Review of Basics of Supply Chain Management, Significance of Analytics in a supply chain, Relating Operations Management with Supply Chain concepts and SC Analytics. The importance of supply chain analytics in the flows involving material, money, information and ownership. Key issues in Supply chain analytics, Case studies of Supply Chains Analytics in India. (5+1)
- Supplier Selection Analytics:** Linear Programming, Rating method, Ranking method, Borda Count, Clustering, Goal Programming and related multi-criterion decision making (MCDM) techniques. (5+1)
- Transportation Modeling and Analytics:** Transportation models, Route planning, Transshipment, Shipment schedule, Flow path optimization. (5+1)
- Warehousing Modeling and Analytics:** Warehouse location problem, MILP formulation, Location with foreign exchange risks, space calculation for warehouse, Non-linear optimization for warehouse space allocation.
- Strategic Performance Improvement:** Data Envelopment Analysis for competitive comparisons among multiple warehouses and service units and formulation of strategic action plans for improving the efficiencies of non-performing DMUs, Stochastic Frontier Analysis. (5+1)

Suggested Textbooks:

- Unleashing the Potential of Supply Chain Analytics by Melissa R. Bowers, Adam Petrie and Mary C. Holcomb, Oreilly
- Modeling the Supply Chain, Jeremy F. Shapiro, Duxbury Thomson Learning
- Supply Chain Management, Sunil Chopra, and Peter Meindl, Pearson
- Business Analytics, Rahul Saxena and Anand Srinivasan

Suggested Reference Books:

- Designing and Managing the Supply Chain concepts, Strategies and Case studies, D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Tata McGraw Hill, New
- Global Business Analytics Models: Concepts and Applications in Predictive, Healthcare, Supply Chain, and Finance Analytics by Hokey Min
- Supply Chain Planning and Analytics by Gerald Feigin

Semester III		315 BA- Cognos
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315BA.1	REMEMBERING	TELL how and when to use visualization
CO315BA.2	UNDERSTANDING	ILLUSTRATE uses of crosstabs and SQL queries
CO315BA.3	APPLYING	BUILD stunning Dashboards with Cognos Analytics
CO315BA.4	ANALYSING	ILLUSTRATE the full-fledged Report Authoring tool
CO315BA.5	EVALUATING	EXPLAIN how a dashboard is different from a report, and when to use both
CO315BA.6	CREATING	DEVELOP the advanced reporting solutions which allow users to perform complex analysis tasks and interact with information

- Getting started with IBM Cognos Analytics:** The user interface, Work in design, structure, or preview vie, Report layout and queries, Layout, Queries Report, objects, Find objects in a report, Relational and dimensional reporting styles, Options, Web browser settings. (5+1)
- Dashboards:** Designing for mobile use, create simple Dashboards, create complex interactive Dashboards, modify Dashboards, control Dashboard data. (5+1)
- Reports:** Create list reports, apply filters, use prompts, conditional formatting, calculations and macros, markers, presenting data graphically, using HTML and XML, using Crosstabs, using reusable objects, using layout control, combining multiple related objects, using interactivity. (5+1)
- Active Reports:** Create report connections, using Charts, Visualizations and Decks, managing controls and variables. (5+1)
- Data:** Connecting to the Data source, using Data sources, differences between using Data modules and Framework Manager packages on a report, using data shaping, creating reports using an SQL statement, using bursting. (5+1)

Suggested Text Books:

- IBM Cognos User Guide – IBM
- First Guide to Dashboards using IBM Cognos Analytics by Abhishek Sanghani

Suggested Reference Books:

- Going beyond Dashboards with IBM Cognos Analytics by Abhishek Sanghani
- IBM Cognos Business Intelligence by Dustin Adkison
- IBM Cognos 10 Report Studio Cookbook , by Ahmed Lashin , Abhishek Sanghani (Author)
- Cognos 8 BI for Consumers: A Step-by-step Introductory Guide to Cognos By Juan A. Padilla

Semester III		316BA- Predictive Modelling using SPSS Modeler
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316BA.1	REMEMBERING	DESCRIBE what Predictive Modeling is all about and know why you would want to use it
CO316BA.2	UNDERSTANDING	EXPLAIN the CRISP-DM methodology and the IBM SPSS Modeler Workbench
CO316BA.3	APPLYING	Explore, Prepare, Model and Evaluate your data using IBM SPSS Modeler
CO316BA.4	ANALYSING	ILLUSTRATE how to use modeling skills to make decisions.
CO316BA.5	EVALUATING	FORMULATE models based on trained data, test the model with historical data, and use qualifying models on live data or other historical untested data.
CO316BA.6	CREATING	SOLVE real world problems using predictive modeling techniques on a real-world data set

1. **SPSS Modeler Professional Functionality:** SPSS Overview, SPSS Modeler Overview, Palette, purpose and use, use of SuperNodes, advantages of SPSS Modeler scripting, Business Understanding and Planning, CRISP-DM process, mapping business objectives to data mining goals. (4+1)
2. **Data Understanding:** Appropriate nodes for summary statistics, distributions, and visualizations, graph nodes, output nodes, data quality issues, outliers and missing data. (3+1)
3. **Data Preparation:** Methods for data transformation, Derive node, Auto Data Prep node, Data Audit node and Filler node, how to integrate data - Merge node and Append node, sampling, partitioning, and balancing data - Sample node, Balance node and Partition node, methods for refining data - Select node, Filter node and Aggregate node. (6+1)
4. **Modeling:** Classification models - GLM and regression, segmentation models, association models, auto modeling nodes, how to combine models using the Ensemble node. (8+1)
5. **Evaluation and Analysis:** How to interpret SPSS Modeler results - using Evaluation node, Analysis node, and data visualizations, how to use model nugget interfaces, Deployment- how to use Export nodes - tools for exporting data, how to score new data using models, SPSS Modeler reporting methods. (4+1)

Suggested Text Books:

1. IBM SPSS Modeler Essentials: Effective techniques for building powerful data mining and predictive analytics solutions by. Jesus Salcedo,. Keith McCormick

Semester III		317 BA- E Commerce Analytics - I
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO317BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO317BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO317BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO317BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO317BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

1. **Ecommerce Analytics:** Role of Ecommerce Analytics in Creating Business Value and Driving Business Growth, The Ecommerce Analytics Value Chain, Identifying and Prioritizing Demand, Developing an Analytical Plan. Activating the Ecommerce Analytics Environment, Elements of an Ecommerce Analytics Environment, Collecting and Governing Data and Metadata. Preparing and Wrangling Data, Analyzing, Predicting, Optimizing, and Automating with Data, Socializing Analytics, Communicating the Economic Impact of Analytics. (5+1)

2. **Methods and Techniques for Ecommerce Analysis:** Understanding the Calendar for Ecommerce Analysis, Storytelling, Tukey's Exploratory Data Analysis. Analyzing Ecommerce Data Using Statistics and Machine Learning. Key Performance Indicators for Ecommerce: KPI Metrics - Page or Screen Views, Visits or Sessions, Returns, Total Revenue and Revenue by N, Gross Margin, Lifetime Value, Repeat Visitors / Users / Customers. KPI Rate Metrics - Conversion Rate, Step Completion Rate, Abandoned Cart Rate; KPI Average Metrics - Average Order Value. KPI Derivative Metrics - Bounce Rate, Percentage of Orders with Promotions or Discounts, Inventory Turnover, Return on Investment, Loyalty—Time Since Last Visit (Recency), Retention—Time between Visits (Frequency). KPI Percentage Metrics - Percentage of X from Source N, Percentage of New Customers (or N Metric), KPI "Per" Metrics - Cost and/or Revenue per Visitor, Revenue per Customer, Cost per Customer Acquisition. (5+1)

3. **Visualizing, Dashboarding, and Reporting Ecommerce Data and Analysis:** Understanding Reporting, Explaining the RASTA Approach to Reporting, Understanding Dashboarding, Explaining the LIVEN Approach to Dashboarding, What Data Should I Start With in an Ecommerce Dashboard?, Understanding Data Visualization, The Process for Data

Visualization, Maximizing Impact with Data Visualization: The SCREEN Approach and More, Why Use Data Visualizations?, Types of Data Visualization. (5+1)

4. Ecommerce Analytics Data Model and Technology: Understanding the Ecommerce Analytics Data Model- Facts and Dimensions, Sample Ecommerce Data Model, Understanding the Inventory Fact, Understanding the Product Fact, Understanding the Order Fact, Understanding the Order Item Fact, Understanding the Customers Fact, Understanding the Customer Order Fact, Reviewing Common Dimensions and Measures in Ecommerce. (5+1)

5. Marketing and Advertising Analytics in Ecommerce: Understanding the Shared Goals of Marketing and Advertising Analysis, Reviewing the Marketing Lifecycle, Understanding Types of Ecommerce Marketing, Analyzing Marketing and Advertising for Ecommerce, What Marketing Data Could You Begin to Analyze? **Analyzing Behavioral Data:** Answering Business Questions with Behavioral Analytics, Understanding Metrics and Key Performance Indicators for Behavioral Analysis, Reviewing Types of Ecommerce Behavioral Analysis, Behavioral Flow Analysis, Shopping Behavior Analysis, Content Analysis, In-Page or On-Screen Behavior Analysis. (5+1)

Suggested Text Books:

1. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips
2. Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People into Business Operations by Judah Phillips

Subject Core (SC) Courses - Semester IV
Specialization: Business Analytics

Semester IV		403 BA- Economics of Network Industries
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403BA .1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
CO403BA .2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products.
CO403BA .3	APPLYING	ILLUSRTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
CO403BA .4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
CO403BA .5	EVALUATING	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
CO403BA .6	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.

- Network Economics:** Introduction, information goods and services, traditional goods and services, Overview of Network Industries, Demand side economies of scale - Network externality, Supply side economies of scale - Increasing returns. Systems effect in information industry, Network effects in physical (telecommunication) and virtual (systems) networks; Internalizing the network externality – gateways, adapters and standards. (7+2)
- Analyzing the hardware & software industry:** Analyzing the hardware industry - Hardware Compatibility, Network externalities approach, The Components approach. Analyzing the software industry - Principles of Software Production, Determinants of Software variety, Software variety under hardware competition, Software Variety and Partial Compatibility, Software Piracy, Software Pricing and Market Segmentation. (7+2)
- Technology advance and standardization:** New Technology Adoption – Static Approach, Technology Revolutions – Dynamic Approach, patents, licensing and standardization in network industries.
- Industry Reviews- I:** Economics of the Telecommunication Industry, Interconnections, Broadcasting and Cable Television, Spectrum Allocation, Digital Convergence, Markets for Information – Information reproduction, Economics of Libraries, Pricing Information Goods. (7+2)
- Industry Reviews – II:** Banks and Money – Switching costs and Competition, ATMs, Media of Exchange as Networks. Airline Industry – Network Structure and Network Economies, Deregulation and Entry, Code Sharing Agreements. Social Intercation – Status Seeking versus Conformism, Conformity, Vanity and Price Competition, Economics of Entertainment Places, Gifts. Languages as Networks, Religious Affiliations as Networks. (7+2)

Suggested Text Books:

- The Economics of Network Industries by Oz Shy
- Information Rules: A Strategic Guide to the Network Economy by Carl Shapiro and Hal R. Varian

Semester IV		404 BA- Artificial Intelligence in Business Applications
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404BA .1	REMEMBERING	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
CO404BA .2	UNDERSTANDING	UNDERSTAND AI's fundamental concepts and methods.

CO404BA .3	APPLYING	APPLY various machine learning algorithms on structured data to develop machine learning models.
CO404BA .4	ANALYSING	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
CO404BA .5	EVALUATING	SELECT logical and functional process to develop the model
CO404BA .6	CREATING	CREATE SOLUTIONS for various business problems using AI techniques.

1. **Introduction to AI and Programming Tools:** Analytics Landscape, Complexity of Analytics, What Is Artificial Intelligence? Embedding AI into Business Processes, Basic Concepts of Artificial Intelligence Brain Science and Problem Solving, The History of AI, Benefits of AI Data Pyramid Property of Autonomy, The AI Revolution, Business Innovation with Big Data and Artificial Intelligence. AI and Predictive Analytics, Overlapping of Artificial Intelligence with Other Fields Ethics and Privacy Issues, Application Areas, AI and Society. Knowledge-Based Systems Knowledge Based Reasoning: Agents, Facets of Knowledge. (7)

2. **Logic and Inferences:** Formal Logic, Propositional and First Order Logic, Resolution in Propositional and First Order Logic, Deductive Retrieval, Backward Chaining, Second order Logic. Knowledge Representation: Conceptual Dependency, Frames, Semantic nets. Reasoning Systems for Categories, Reasoning with Default Information. Propositional Logic & Predicate logic - Syntax., Semantics , Computability and Complexity Applications and Limitations, Logic for Problem solving, Logic Programming with PROLOG , PROLOG Systems and Implementations, Execution Control and Procedural Elements, Constraint Logic Programming, Simple Examples (8)

3. **Problem Solving, Search and Game Techniques:** Problem solving with AI, Study and analysis of various searching algorithms, Local Search in Continuous Spaces, Searching with Non-deterministic Actions General Problem Solver, Gelernter's Geometry Theorem, STRIPS, ABSTRIPS, Search - Overview, Problem representation State-space representation, Problem-reduction representation, Uninformed Search - Blind state-space search, Breadth-First Search, Uniform-cost search, Depth-First Search, Iterative Deepening, Heuristic Search, Greedy Search , A★-Search ,IDA★-Search. Games with Opponents- Minimax Search, Alpha-Beta-Pruning Non-deterministic Games. Heuristic Evaluation Functions Game trees, optimal search for an optimal solution. Conditions for optimality: Admissibility and consistency, Optimality of A*, Optimization Problems: Hill-climbing search Simulated annealing, Local beam search, Recursive Best First Search, Pruning the CLOSED and OPEN Lists (10)

4. **Machine Learning and Data Mining:** Introduction - What is machine learning?, Supervised vs. unsupervised learning , Reinforcement Learning. Machine Learning Workflow, Learning Algorithms, Linear Regression k -Nearest Neighbor , Decision Trees, Feature Construction and Data Reduction ,Random Forest, k -Means Algorithm, Gradient Boosting, Analyzing Big Data Different Deep Learning Models, Auto encoders, Data Analysis, The Perceptron, a Linear Classifier, The Learning Rule, Optimization and Outlook , The Nearest Neighbor Method, Two Classes, Many Classes, Approximation, Case-Based Reasoning, Decision Tree Learning, Entropy as a Metric for Information Content, Learning of Appendicitis Diagnosis, Cross-Validation and Over fitting, Learning of Bayesian Networks, Learning the Network Structure, The Naive Bayes Classifier, Clustering ,Hierarchical Clustering, Data Mining in Practice (10)

5. **Natural language processing & Neural Networks:** Introduction to Natural Language Processing, Stages in NLP, NLP Models, Morphological Processing - Syntax and Semantics, Text Analytics, Sentiment Analysis, Syntactic Analysis (Parsing), Semantic interpretation, Discourse and pragmatic Processing, Text Classification, Implementation aspects of Syntactic Analysis (Parsing), Application of NLP in Machine Translation, Information Retrieval and Big Data Information Retrieval. Learning: Supervised, Unsupervised and Reinforcement learning. Use Cases of NLP, Applications of NLP in Business Customer Service, Reputation Monitoring. Market Intelligence, Sentiment Technology in Business. Artificial Neural Networks - Concept, Feed forward and Feedback ANNs, Error Back Propagation, Boltzmann Machine, Deep Neural Network and Tools, Hopfield Networks , Application to a Pattern Recognition Example, Neural Associative Memory , Linear Networks with Minimal Errors, Applications of Neural Network (10)

Suggested Text Books:

1. Introduction to Artificial Intelligence by Wolfgang Ertel, Springer, Translated by Nathanael Black
2. Artificial Intelligence by Elaine Rich, Kevin Knight and Nair, TMH
3. A First Course in Artificial Intelligence by Deepak Khemani, McGraw Hill Education(India)

Suggested Reference Books:

1. Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig, Pearson
2. Artificial Intelligence by Saroj Kausik, Cengage Learning
3. Artificial Intelligence by Dan W Patterson, Prentice Hall of India

Subject Elective (SE) Courses - Semester III
Specialization: Business Analytics

Semester IV		409 BA- E Commerce Analytics - II
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO409BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO409BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO409BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO409BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO409BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

- Optimizing for Ecommerce Conversion and User Experience:** The Importance of the Value Proposition in Conversion Optimization, Basics of Conversion Optimization: Persuasion, Psychology, Information Architecture, and Copywriting, Conversion Optimization Process: Ideation to Hypothesis to Post-Optimization Analysis, Data for Conversion Optimization: Analytics, Visualization, Research, Usability, Customer, and Technical Data, Science Behind Conversion Optimization, Succeeding with Conversion Optimization. (5+1)
- Analyzing Ecommerce Customers:** Customer Record in Ecommerce, Types of Customer Data to Analyze. Questioning Customer Data with Analytical Thought, Ecommerce Customer Analytics Lifecycle. Defining the Types of Customers, Reviewing Types of Customer Analytics. Segmenting Customers, Performing Cohort Analysis. Calculating Customer Lifetime Value, Determining the Cost of Customer Acquisition, Analyzing Customer Churn. Understanding Voice-of-the-Customer Analytics - Doing Recency, Frequency, and Monetary Analysis. Determining Share of Wallet, Scoring Customers, Predicting Customer Behavior, Clustering Customers, Predicting Customer Propensities, Personalizing Customer Experiences. (5+1)
- Analyzing Products and Orders in Ecommerce:** Ecommerce Orders, Order Data to Analyze, Metrics and Key Performance Indicators Relevant for Ecommerce Orders. Approaches to Analyzing Orders and Products. - Financial Analysis, Product and Item Analysis, Promotional Analysis, Category and Brand Analysis, Event and Goal Analysis, Path-to-Purchase Analysis, Funnel Analysis, Cluster Analysis, Up-Sell and Cross-Sell Analysis, Next-Best-Action Analysis. Analyzing Products in Ecommerce, Useful Types of Product Analysis for Ecommerce - Product Brand Analysis, Product Category Analysis, Customer Service Analysis, Product Returns Analysis, Social Media Product Analysis. Analyzing Merchandising in Ecommerce - Testing Merchandising Creative, Performing Inventory Analysis, Analyzing Product Offers, Determining the Optimal Price via Pricing Analysis, Understanding the Sales Impact of Merchandising, Analyzing Suppliers and the Supply Chain, Determining Effective and Profitable Markdowns, Promotions, and Discounts. (8+1)
- Attribution in Ecommerce Analytics:** Attributing Sources of Buyers, Conversion, Revenue, and Profit, Understanding Engagement Mapping and the Types of Attribution, The Difference between Top-Down and Bottom-Up Approaches to Attribution, A Framework for Assessing Attribution Software. (2+1)
- Integrating Data and Analysis to Drive Ecommerce Strategy:** Defining the Types of Data. Single-Channel to Omnichannel, Integrating Data from a Technical Perspective. Agile Versus Waterfall Delivery, Integration with Operational Data Stores, Integration with On-Premises Enterprise Data Warehouses. Integration with Cloud Data Sources, Integration with Data Lakes, Integration with Data Federation, Integration with Data Virtualization, Integrating Analytics Applications, Integrating Data from a Business Perspective. (5+1)

Suggested Text Books:

1. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips
2. Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People into Business Operations by Judah Phillips

Semester IV		410BA: Healthcare Analytics
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410BA.1	REMEMBERING	DESCRIBE the key terms in healthcare data analytics
CO410BA.2	UNDERSTANDING	EXPLAIN the fundamental concepts in Health Care Analytics
CO410BA.3	APPLYING	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
CO410BA.4	ANALYSING	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
CO410BA.5	EVALUATING	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
CO410BA.6	CREATING	ADAPT healthcare data analytics for improving the health and well-being of people.

1. **Introduction to Healthcare Data Analytics:** Introduction, Healthcare Data Sources and Basic Analytics, Electronic Health Records, Biomedical Image Analysis, Sensor Data Analysis, Biomedical Signal Analysis, Genomic Data Analysis, Clinical Text Mining. Mining Biomedical Literature, Social Media Analysis, Advanced Data Analytics for Healthcare, Clinical Prediction Models, Temporal Data Mining, Visual Analytics, Clinico–Genomic Data Integration, Information Retrieval, Privacy-Preserving Data Publishing. Applications and Practical Systems for Healthcare, Data Analytics for Pervasive Health, Healthcare Fraud Detection, Data Analytics for Pharmaceutical Discoveries, Clinical Decision Support Systems, Computer-Aided Diagnosis, Mobile Imaging for Biomedical, Resources for Healthcare Data Analytics. (5+1)
2. **Electronic Health Records:** History of EHR, Components of EHR, Administrative System Components, Laboratory System Components & Vital Signs, Radiology System Components, Pharmacy System Components, Computerized Physician Order Entry (CPOE). Clinical Documentation, Coding Systems, International Classification of Diseases (ICD), Current Procedural Terminology (CPT), Systematized Nomenclature of Medicine Clinical Terms (SNOMED-CT), Logical Observation Identifiers Names and Codes (LOINC), RxNorm, International Classification of Functioning, Disability, and Health (ICF), Diagnosis-Related Groups (DRG), Unified Medical Language System (UMLS). Digital Imaging and Communications in Medicine (DICOM), Benefits of EHR - Enhanced Revenue, Averted Costs, Additional Benefits, Barriers to Adopting HER, Challenges of Using EHR Data. (5+1)
3. **Social Media Analytics for Healthcare:** Social Media Analysis for Detection and Tracking of Infectious Disease Outbreaks, Outbreak Detection, Using Search Query and Website Access Logs, Using Twitter and Blogs, Analyzing and Tracking Outbreaks, Syndromic Surveillance Systems Based on Social Media, Social Media Analysis for Public Health Research. Topic Models for Analyzing Health-Related Content, Detecting Reports of Adverse Medical Events and Drug Reactions, Characterizing Life Style and Well-Being, Analysis of Social Media Use in Healthcare, Social Media as a Source of Public Health Information, Analysis of Data from Online Doctor and Patient Communities. (5+1)
4. **Visual Analytics for Healthcare:** Introduction to Visual Analytics and Medical Data Visualization, Clinical Data Types, Standard Techniques to Visualize Medical Data, High-Dimensional Data Visualization, Visualization of Imaging Data, Visual Analytics in Healthcare, Visual Analytics in Public Health and Population Research, Geospatial Analysis, Temporal Analysis, Beyond Spatio-Temporal Visualization, Visual Analytics for Clinical Workflow, Visual Analytics for Clinicians, Temporal Analysis, Patient Progress and Guidelines, Other Clinical Methods, Visual Analytics for Patients, Assisting Comprehension, Condition Management, Integration into Healthcare Contexts. (5+1)
5. **Fraud Detection in Healthcare:** Understanding Fraud in the Healthcare System, Definition and Types of Healthcare Fraud, Identifying Healthcare Fraud from Data. Types of Data, Challenges, Knowledge Discovery-Based Solutions for Identifying Fraud, Identifying Fraudulent Episodes, Identifying Fraudulent Claims - Bayesian Approach & Non-Bayesian Approaches to Identifying Fraudulent Claims. Identifying Fraudulent Providers, Analyzing Networks for Identifying Coordinated Frauds, Constructing a Provider Social Network, Relevance for Identifying Fraud, Temporal

Modeling for Identifying Fraudulent Behavior, Change-Point Detection with Statistical Process Control Techniques, Anomaly Detection Using the CUSUM Statistic, Supervised Learning for Classifying Provider Profiles. (5+1)

Suggested Text Books:

1. Healthcare Data Analytics Edited by Chandan K. Reddy & Charu C. Aggarwal, CRC press.
2. Healthcare Analytics Made Simple by Vikas Kumar, Packt Publishing
3. Healthcare Analytics: From Data to Knowledge to Healthcare Improvement by Hui Yang & Eva K. Lee
4. Healthcare Management and Administration, S.L. Goel, Deep & Deep Publications Pvt. Ltd. New Delhi.
5. Introduction To Health Care Management , Sharon B. Buchbinder , Nancy H. Shanks, Malloy Incorporation.

Semester IV		411 BA- Watson
2 Credits	LTP: 2:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411BA.1	REMEMBERING	RECALL the key aspects of cognitive computing and Watson.
CO411BA.2	UNDERSTANDING	DESCRIBE & DISCUSS the conceptual components and practical aspects of a cognitive system.
CO411BA.3	APPLYING	MAKE USE OF Watson platform and its underlying technologies for natural language processing and question answering in particular.
CO411BA.4	ANALYSING	ILLUSTRATE the various use cases of Watson.
CO411BA.5	EVALUATING	EXPLAIN fundamentals of IBM Cloud and creating service instances.
CO411BA.6	CREATING	BUILD a Customer Complaints Analyzer using Watson Natural Language Understanding.

1. **Introduction to cognitive computing:** Cognition, Cognitive system and its main features, why build cognitive systems? The eras of computing, differences between cognitive systems and traditional development, different computing paradigms for solving problems, changing focus from rules definition and development to data analysis and training, conceptual components of a cognitive system, overview of Watson as a cognitive system, brief history of Watson , current status of Watson and the way of using it. Impact of cognitive computing to our lives, Solving real life problems with cognitive systems, Cognitive computing and the future of jobs. (5+1)
2. **Cognitive business and IBM Watson:** Landscape of cognitive computing in the industry, Consumer market: Cognitive computing offerings, Enterprise market: Cognitive computing offerings, Delivering cognitive services: Cloud and open source projects/IBM Watson, Watson APIs: APIs available in IBM Cloud. High level categorization of API functionality, summary of natural language and empathy APIs, signal processing APIs, data analysis services, demos of the APIs, IBM Watson applied to industries, businesses, and science. (5+1)
3. **Introduction to question-answering systems:** The Jeopardy! Challenge, DeepQA system architecture, Exploring the DeepQA pipeline, Question analysis, Primary search, Hypothesis generation, Hypothesis and evidence scoring, Final merging and ranking. (5+1)
4. **Evolution from DeepQA to Watson Developer Cloud :** Why commercialize Watson, Refresher of DeepQA architecture, Evolution to Watson Developer Cloud, Evolution of question analysis, Micro-services and robust tooling evolved from DeepQA, Watson Conversation service, Watson Discovery service, Evolution summary. (5+1)
5. **Domain adaptation:** Introduction to domain adaptation, IBM Watson Developer Cloud and domain adaptation, Watson Conversation, Watson Language Translator, Watson Natural Language Classifier, Watson Retrieve and Rank, Watson Visual Recognition, Watson Speech to Text, Watson Text to Speech, Watson Natural Language Understanding, Watson Discovery, Watson Knowledge Studio domain adaptation overview. Creating a machine learning model, Deploying a machine-learning annotator to Watson Natural Language Understanding, Deploying a machine-learning annotator to Watson Discovery. (5+1)

Suggested Text Books:

1. IBM's Watson and the Era of Cognitive Computing by Kelly, John E., and Steve Hamm, Columbia Business School Publishing.

Suggested Reference Books:

1. Cognitive Computing: A Brief Guide for Game Changers by Finger, Peter. , Meghan-Kiffer Press.

2. Life 3.0: Being Human in the Age of Artificial Intelligence by Max Tegmark., Knopf
3. Artificial Intelligence for Humans: Deep Learning and Neural Networks, Heaton, Jeff.

Semester IV		412 BA- Scala and Spark
2 Credits	LTP: 2:0:0	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412BA.1	REMEMBERING	DESCRIBE the ecosystem associated with SCALA and SPARK.
CO412BA.2	UNDERSTANDING	ILLUSTRATE the use of SPARK and SCALA.
CO412BA.3	APPLYING	USE the core RDD and DataFrame APIs to perform analytics on datasets with Scala.
CO412BA.4	ANALYSING	EXAMINE how and when it differs from familiar programming models
CO412BA.5	EVALUATING	READ data from persistent storage and load it into Apache Spark.
CO412BA.6	CREATING	MANIPULATE data with Spark and Scala

1. **Scala:** What is Scala? Why Scala for Spark? Scala in other frameworks Introduction to Scala REPL, Basic Scala operations, Variable Types in Scala, Control Structures in Scala, Foreach loop Functions, Procedures, Collections in Scala- Array, Array Buffer, Map, Tuples, Lists. **Spark Core:** Introduction, Introduction to big data, Challenges with big data, Batch Vs. Real Time big data analytics, Batch Analytics - Hadoop Ecosystem Overview, Real-time Analytics. (7+1)
2. **What is Spark?** : Spark Ecosystem, Modes of Spark, Spark installation demo, Overview of Spark on a cluster, Spark Standalone cluster, Spark Web UI, Components of Spark Unified stack, Spark Streaming, MLlib, Core, Spark SQL, RDD - The core concept of Spark RDDs, Transformations in RDD, Actions in RDD. Loading data in RDD, Saving data through RDD, Key-Value Pair RDD, MapReduce and Pair RDD, Operations Scala and Python shell Word count, example Shared Variables with examples, Submitting jobs in cluster, Hands on examples. (5+1)
3. **Spark SQL:** Overview, Hive and Spark SQL architecture, sqlContext in spark sql, Dataframes API, Understanding concept of data frame, Loading data in dataframe, Operations on dataframes. Interaction with Hive, Reading various data formats Hands on Examples.(4+1)
4. **Spark Streaming:** Overview of streaming, Spark Streaming Architecture, First Spark Streaming Program, Transformations in Spark Streaming, checkpointing, Parallelism level, Introduction to queuing systems. Eg. Kafka, Hands on examples. (4+1)
5. **Spark MLlib:** Supervised Learning, Classification - logistic regression, decision trees, random forests, naive Bayes, Regression - linear least squares, Lasso, ridge regression, decision trees, Unsupervised learning : Clustering - K-means, Gaussian Mixture, Dimensionality reduction – PCA, Hands on examples. (5+1)

Suggested Text Books:

1. Scala and Spark for Big Data Analytics: Explore the Concepts of Functional Programming, Data Streaming, and Machine Learning by Md. Rezaul Karim and Sridhar Alla
2. Programming in Scala by Bill Venners and Martin Odersky

Suggested Reference Books:

1. Scala Cookbook: Recipes for Object-Oriented and Functional Programming by Alvin Alexander
2. Scala in Depth by Josh Suereth

Syllabus for Rural & Agri Business Management (MINOR ONLY SPECIALIZATION)
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Semester III		SC – RABM – 01 Agriculture and Indian Economy
3 Credits	LTP: 2:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM01.1	REMEMBERING	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
RABM01.2	UNDERSTANDING	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
RABM01.3	APPLYING	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
RABM01.4	ANALYSING	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.
RABM01.5	EVALUATING	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
RABM01.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Indian Agriculture under the Five Year Plans :** The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.
2. **Food Security in India:** Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security, Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.
3. **Irrigation and other agricultural inputs:** Irrigation, multipurpose river valley project - a controversy, irrigation in the 12th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture
4. **Land Reforms:** The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms. Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming.
5. **Agriculture Labour:** Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL)

Suggested Text Books:

1. Indian Economy, Datt and Sundharam, S Chand
2. Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation
3. Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press

Suggested Reference Books:

1. Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons.
2. Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publications
3. Francis Cherunilam 2003. *Business Environment*. Himalaya Publications

Semester IV		SE – RABM – 02 ICT for Agriculture Management
3 Credits	LTP: 2:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM02.1	REMEMBERING	RECALL the basic terminologies related to ICT
RABM02.2	UNDERSTANDING	UNDERSTAND the use of ICT with different aspects & various issues & challenges for ICT information services
RABM02.3	APPLYING	Apply the GIS Applications in micro resource mapping
RABM02.4	ANALYSING	ANALYZE the different tools and techniques used under ICT in Agriculture Management
RABM02.5	EVALUATING	EVALUATE the common ICT platforms for information services
RABM02.6	CREATING	CHOOSE the right ICT as per the requirement of agriculture activity

1. Introduction : Basic terminology , Recent history of adoption of ICT in developing countries , Leapfrogging technology – the mobile phone , ICT and its ramifications for rural economies , Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele- education, community radio etc. Potential impact

2. ICT for production systems management : Types of ICT information service, , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services

3. ICT for market access: Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services

4. ICT for financial inclusion: Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit , Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services , Advantages of and opportunities for ICT financial inclusion services.

5. Overview of Geographical Information Systems (GIS): Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.

Suggested Text Books:

1. Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation
2. Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall.
3. E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India

Suggested Reference Book:

1. Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI
2. Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3. Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press

Semester III		SE – RABM – 03 Rural Credit and Finance
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM03.1	REMEMBERING	RECALL the Role of Credit in Agriculture & Role of Agriculture in Economic Development
RABM03.2	UNDERSTANDING	UNDERSTAND the concept and special features of co-operative banking, Structure of the co-operative credit system in India
RABM03.3	APPLYING	Apply the theories of Agricultural finance with concept of credit
RABM03.4	ANALYSING	ANALYZE Players and Approaches in Microfinance & Rural Finance.
RABM03.5	EVALUATING	EXPLAIN the triangle of microfinance and the role of BDS in rural finance.
RABM03.6	CREATING	Develop a plan to create awareness about different rural finance schemes

1. Role and Characteristics of Indian Agriculture: Introduction, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.

2. Critical Review of Agricultural Finance: Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. **Financial Intermediaries In Agriculture:** Functions, Structure and Performance.

3. Cooperative Banks: Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs. MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions , Apex Co-operative Banks Structure and functions , Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms

4. Theories of Agricultural Finance: Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption, – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.

5 Rural Finance and Microfinance: Players and Approaches; Microfinance& Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of microfinance and the role of BDS in rural finance.

Suggested Text Books:

1. Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications

Suggested Reference Book:

1. Theories of Agricultural Finance, Jugale, Atlantic Publishers
2. Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012.
3. Ross, S.A., R.W. Westerfield, B.D. Jordan. "Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011.
4. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.

Semester IV		SC – RABM – 04 Rural Marketing – I
2 Credits	LTP:1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM04.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
RABM04.3	APPLYING	APPLY the models of consumer behavior in the rural market
RABM04.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
RABM04.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools
RABM04.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

1. Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers

2. Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience

3. Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption

4. Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.

5. Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
3. Rural Marketing, Velayudhan, Sage
4. Rural Marketing, Gopaldaswamy, Vikas Publishing house
5. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
6. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

Suggested Reference Book:

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal. 2004.
2. Rural Marketing. Vikas Publishing House.

Semester IV		SE – RABM – 05 Agri – Entrepreneurship
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM05.1	REMEMBERING	DEFINE the term rural entrepreneurship and ENUMERATE factors that support women's participation in rural entrepreneurship
RABM05.2	UNDERSTANDING	UNDERSTAND the Process of entrepreneurship, aims, and barriers
RABM05.3	APPLYING	APPLY different ICT in Rural entrepreneurship development.
RABM05.4	ANALYSING	Analyze the importance of IT in rural India and role of entrepreneur in rural development.
RABM05.5	EVALUATING	EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
RABM05.6	CREATING	Design the business plan, factors considering rural development & Rural BPO

- 1. Rural Entrepreneurship:** Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.
- 2. Skill Development:** Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and PublicPrivate Partnership
- 3. Women Entrepreneurship:** Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.
- 4. ICT and Rural Entrepreneurship:** Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.
- 5. Case study;** Corporate intervention and entrepreneurship Development.

Suggested Text Books:

Entrepreneurship Development – Theories and Practices – By N.P.Singh

Suggested Reference Book:

1. Projects : Profile and process – Vasant Desai
2. Entrepreneurship and echnology – Vasant Desai
3. Economic Environment in Business – By Misra and Puri
4. Women Entrepreneurs – By Deepak Walokar

Semester IV		SE – RABM – 06 Rural Marketing II
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM06.1	REMEMBERING	DESCRIBE the key terms associated with the Strategies of marketing.
RABM06.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering in both rural and urban markets
RABM06.3	APPLYING	DEMONSTRATE an understanding of Framework of IMC
RABM06.4	ANALYSING	EXAMINE the various distribution Strategies of a real-world marketing offering
RABM06.5	EVALUATING	EXPLAIN the rising organized rural retailing, malls & Government initiatives
RABM06.6	CREATING	DESIGN the Promotion Strategy in rural marketing

1. Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.

2. Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .

3. Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.

4. Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.

5. Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Suggested Reference Book:

1. Rural Marketing, Velayudhan, Sage
2. Rural Marketing, Gopaldaswamy, Vikas Publishing house
3. Rural Marketing, Badi and Badi, Himalaya Publishing House

Syllabus for Pharma & Health Care Management (MINOR ONLY SPECIALIZATION)

Semester III		SC-PHCM- 01 Fundamental of Pharma and Healthcare Management
3 Credits	LTP: 2:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM01.1	REMEMBERING	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
PHCM01.2	UNDERSTANDING	UNDERSTAND the different managerial functions of managers
PHCM01.3	APPLYING	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
PHCM01.4	ANALYSING	ANALYZE modern Pharma and Healthcare models
PHCM01.5	EVALUATING	EXPLAIN government initiatives to provide healthcare facilities in each part of country
PHCM01.6	CREATING	CONSTRUCT model to provide effective service in healthcare management

1. Introduction: Introduction of Pharmaceutical Industry, Health Care Management, Classical Management & Healthcare Services. Concept of Health Care Industry & its ever-changing character, Managerial activities for effective functioning, Duties and responsibilities of Managers, Qualities of effective Managers

2. Health Systems in India: Health planning in India including various committees and National Health Policy and Health Goals set from time to time. Organised sector with reference to Centre, State, District and Block level structures and local bodies and Panchayati Raj Organisation and functions of community health centres and Primary Health Centres (PHCs). Health Manpower, Primary Health care and concept, Alternative systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach Non-Governmental Organisations (NGOs) and Private Voluntary Organisations (PVOs). Unorganized Sector.

3. Human Resource Management in Pharma and Healthcare Organization: Recruitment process, Training and development, Managerial Role: A Framework for Thinking as well as in Practices. Concept of Motivation, Significance of Motivating People in Health Care Delivery. Different Motivational Theories. Groups and Teams Organizational Learning, Innovation and Change,

4. Pharma and Healthcare marketing: Marketing Mix in Pharma and Healthcare, STP, CRM Concept, Role and Significance of Customer Relationship Management (CRM) in Pharma and Healthcare industry.

5. Modern Pharma and Healthcare models- Medical tourism, Tele Diagnosis and Tele medicine, Artificial Intelligence in Pharma and Healthcare, Use of Robotics in Pharma and Healthcare, Organised formats of Hospitals, Diagnostics and Chemist chain.

Suggested Text Books:

1. Organizing Design and Behavior in Health Care Services: Stephen M. Shortell, Arnold D. Kaluzny: CENGAGE Lernings
2. Healthcare Management Ruchi Singh Himalaya Publishing House.

Suggested Reference Books

1. Hospital Management by S. M. Jha
2. Organization Design and Behavior in Health Care Services: Cengage Learning Stephen M Shortell

Semester IV		SC-PHCM- 02 Pharma and Healthcare regulatory environment in India
3 Credits	LTP: 2:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM02.1	REMEMBERING	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
PHCM02.2	UNDERSTANDING	UNDERSTAND various laws applicable to Pharma and Healthcare industry
PHCM02.3	APPLYING	Understand the situation and identify right legal way to solve the problem.
PHCM02.4	ANALYSING	ANALYSE steps involved in Intellectual Property Rights registrations
PHCM02.5	EVALUATING	CHOOSE the right type of IPR as per the content and work available to protect.
PHCM02.6	CREATING	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector

1. Environmental Scanning: Economic Environment, Competitive Environment, Political Legal Environment, Socio Cultural Environment, International and Technological Environment.

2. General Laws: General Law of Contract: Essentials of a Contract – Offer and acceptance – Capacity of Parties Free Consent – Consideration and legality of object – Void argument and Contingent Contract, Law of privileged communications.

3. Introduction of Laws applicable to Hospitals: Functioning of hospitals and Medico – legal responsibilities cases and problems, Medico- Legal Problems in relation to health administration, Provision of commissioning of hospitals: Registration of companies act 2013 with reference to Incorporation of hospitals as a company, Indian medical council act 1956

4. Laws related to drugs and Pharmacy: Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 , (Blood bank regulations under Drugs and cosmetic rules), Pharmacy Act 1948 Consumer Protection Act – Definition, Consumer Protection Council, Consumer Disputes Redressal Agencies – Other Salient features – Application of Consumer, Protection Act in Hospital, Recent judgment of Supreme Court, Implication for Health Professionals

5. Role of IPR in Pharma Business: Intellectual Property Rights: Ideas to Assets, Types of IPR , their term, criteria and relevance: Patent, Trademarks, Design, Copyright, Trade secrets

Suggested Text Books:

- 1.New Drug Approval Process, edited by Richard A. Guarino
- 2.The Pharmaceutical Regulatory Process, edited by Ira R. Berry
- 3.Medical Product Regulatory Affairs, edited by J. J. Tobin and G. Walsh
- 4.Pharmaceutical Jurisprudence by G K Jani
- 5.Official websites related to various guidelines - www.ICH.Org 73 NIPER HYDERABAD
- 6.Compliance Quality Standards in the Pharmaceutical and Regulated Industries,
- 7.FDA Regulatory Affairs, edited by Douglas J. Pisano
- 8.The Pharmaceutical Regulatory Process edited by Ira R.Berry, Marcel Dekker.

Suggested Reference Books

1. The Pharmacy Act, 1948.
2. The Drugs and Cosmetics Act, 1940.
3. The Drugs and Magic Remedies (Objectionable Advertisement Act), 1954.
4. DPCO, 1995.
5. Patents Act, 2005/
6. Infant Milk substitutes, feeding bottles (Regulations of production, supply and distribution Act, 1992).
7. Clinical trial application requirement in India.
8. IND, NDA, ANDA application in Indian context.
9. Prevention of Food Adulteration Act. 10. Narcotics Drugs and Psychotropic Substance, 1985. 11. Latest amendments to the Drugs & Cosmetics Act. Recommended books:

Semester III		SE-PHCM- 03 Strategic Planning & Healthcare Management
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM03.1	REMEMBERING	DEFINE strategy and DESCRIBE various types of Strategic planning
PHCM03.2	UNDERSTANDING	EXPLAIN why Vision Mission needs to consider for strategy formulation
PHCM03.3	APPLYING	USE strategic planning to solve the management problem in healthcare management
PHCM03.4	ANALYSING	ANALYSE various management problem where it is required to take strategic actions.
PHCM03.5	EVALUATING	COMPARE various strategic formulations and the select right strategy
PHCM03.6	CREATING	Understand the problem and DEVELOP strategy to solve it.

- 1. What is strategy:** Strategy defined, Types of strategies, What strategy should achieve for an organization, The imperatives of strategy, Strategy Map
- 2. Strategy focus:** Tie strategy to the mission and vision of the organization, environmental and competitor challenges, Vision – Mission and goals of the Healthcare organization.
- 3. Strategic formulation:** Strategic formulation and implementation for Healthcare organizations, importance and effects of Blue ocean and Red ocean strategies in Healthcare.
- 4. Strategic Thinking:** Methods and Models for Strategic Analyses, tools to evaluate the internal and external environment of Healthcare Industry.
- 5. Mapping and Managing a Strategy:** a strategy “scorecard”, Financing a Strategy, returns on strategic investments

Suggested Text Books:

1. Kim,W Chan, Mauborgne, Renée, Blue Ocean Strategy,
2. Strategic Management by Jeyarathnam Himalays Publication

Suggested Reference Books

Strategic Management and Business Policy by Dr. Azahar Kazmi.

Semester III		SE-PHCM- 04 Information Technology in Pharma and Healthcare
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM04.1	REMEMBERING	IDENTIFY the different types of information required in Pharma and Healthcare system
PHCM04.2	UNDERSTANDING	DESCRIBE the different types of Networks and structure require to establish computerize system in daily operations
PHCM04.3	APPLYING	Identify the different Integrated Health information Systems used by different Pharma and Healthcare companies
PHCM04.4	ANALYSING	SIMPLIFY the process to maintain an electronic record, its analysis, and Presentation for decision making
PHCM04.5	EVALUATING	DETERMINE the various components require to develop Hospital Information Systems (HIS)
PHCM04.6	CREATING	DEVELOP architecture for routine business activities in pharma and healthcare sector

1. Introduction to information: Scope, Components of hardware and software. Health Care Informatics: Introduction, Standardized languages in practice. Health IT Architecture: Information Technology architecture models in healthcare organizations, Service-oriented structures. Concept of biosignal processing and Medical Imaging.

2.IT Structure: Computer Networks- LAN, WAN, ISDN, VSAT. The Internet- structure, role in Medicine. Mobile IT devices in healthcare. Telemedicine and applications- Architecture of major telemedicine systems in India. Information compression, storage and transmission standards, wireless telemetry,

3. Regulations & Standards: Necessity of standards for electronic health, security issues, cyber laws, ethical and medico legal issues in patient information exchange. Healthcare Information Regulations & Standards: Legal Aspects of Managing Health information, Health records and Privacy, Health Level standards- HL7. Integrated Health information Systems.

4. Introduction to medical databases: Electronic Medical Record, Electronic Health Record. National and International regulations. Data collection, Data analysis, Data Presentation in Medical systems. Systems Implementation and Integration, Interface Engine. Patient registries/patient portals/Health information exchange.

5. Hospital Information Systems : Definition, Structure and Application, system Advantages. Nursing Informatics, Automated clinical laboratory systems. Pharmacy information system. Electronic Health- overview, implementation of various systems.

Suggested Books:

1. Management Information Systems by Kenneth C. Laudon
2. Information Systems for Modern Management by Robert G. Murdick
3. Fundamentals of Information Systems, Second Edition by Ralph M. Stair and George Walter Reynolds
4. Management Information system "Jayadevan".

Semester IV		SE-PHCM- 05 Pharmaceutical Import and Export
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM05.1	REMEMBERING	DEFINE the various concepts related to import and export procedure
PHCM05.2	UNDERSTANDING	DISCUSS various steps involved in export procedures of pharmaceutical product
PHCM05.3	APPLYING	IDENTIFY the international market for pharmaceutical product
PHCM05.4	ANALYSING	ANALYZE different payments methods used in international trade
PHCM05.5	EVALUATING	DETERMINE various rules and regulations related to export procedures of pharmaceutical product
PHCM05.6	CREATING	CHOOSE right product for the right International market.

1. Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.

2. Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

3. Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

4. Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.

5. Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000

Suggested Text Books:

Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007

Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006

Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006

Export Management by D.C. Kapoor, Vikas Publishing House, 2009

Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010

Suggested Reference Books

Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi.

Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.

Semester IV		SE-PHCM- 06 Entrepreneurship in Pharma and Healthcare
2 Credits	LTP: 1:1:1	Pharma and Healthcare Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM06.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs feature and ENUMERATE the Factors influencing Entrepreneurship Growth.
PHCM06.2	UNDERSTANDING	DISCUSS the various theories of entrepreneurship.
PHCM06.3	APPLYING	CONSTRUCT a framework for a typical EDP for the Pharma industry
PHCM06.4	ANALYSING	EXAMINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
PHCM06.5	EVALUATING	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national the context for Pharma and Healthcare sector.
PHCM06.6	CREATING	BUILD a business plan for an entrepreneurial pharma of healthcare venture.

1. Entrepreneurship: Entrepreneurship Need, scope and philosophy, Creativity and entrepreneurship, Entrepreneurial competencies and traits, Factors affecting entrepreneurial development: Religious, social, cultural, political, ancestral and demographic.

2. Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen.

3. Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs

4. Role of Central Government and State Government in promoting Entrepreneurship: Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Future of Entrepreneurship Development and Government, Start Up India, Make in India.

5. Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk, Contingencies of the proposal, Scheduling and milestones.

Suggested Text Books:

1. Dynamics of Entrepreneurial Development and Management by Vasant Desai
2. Entrepreneurship Development Small Business Enterprises by Poornima Charanthimath
3. Small Scale Industries and Entrepreneurship by Vasant Desai
4. The Theory of Economic Development by Joseph A. Schumpeter.
5. Entrepreneurial Development by S S Khanka
6. Business Innovation by Praveen Gupta
7. Launching New Ventures by K. Allen

Suggested Reference Books

1. The Culture of Entrepreneurship, Brigitte Berger

Syllabus for Tourism & Hospitality Management (MINOR ONLY SPECIALIZATION)
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Semester III		SC-THM-01 Fundamentals of Hospitality Management
3 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM01.1	REMEMBERING	DESCRIBE different types of hotels & travel agents
THM01.2	UNDERSTANDING	UNDERSTAND the basic functioning of star hotels, major operational, Departments, government rules & regulations
THM01.3	APPLYING	USE of flow charts & diagrams of various Hospitality Sectors to know the hierarchy of the organization
THM01.4	ANALYSING	EXAMINE current changes taking place in the Hotel & Tourism Industry
THM01.5	EVALUATING	EVALUATE the changes required to improve traditional methods to suit the current market trends.
THM01.6	CREATING	DEVELOP Smart techniques adaptable to the present market scenario for better customer satisfaction

1. Introduction: The Hospitality Industry, Origin and Growth, Tourism Industry, Importance of Tourism, Industries related to Tourism, Evolution and Growth of the Hotel, Evolution of Tourism, Factors Affecting Hospitality and Tourism Industry, Employment Opportunities in Hospitality

2. Tourism Industry: Introduction, concept, definition, types and characteristics Relation of hospitality industry with Tourism Definition of Tourism, Features, Types of Tourists, Tourism Activities, Components of Tourism Infrastructure, Elements and Characteristics of Tourism Products, Scope of Tourism, Motivation for Tourism, Relation of hospitality industry with Tourism

3. Hotel Industry: Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract, concept, their advantages and disadvantages. Clarification of Hotels, Major Departments of a Hotel, Star Ratings of Hotels, Global Standards for Hotels

4. Travel and Transport: History growth and present status of travel agency, Travel formalities, Linkages and arrangements with hotels, airlines and transport agencies, Transport system, Different types of transport, Impact of Science and Technology.

5. Recent Trends in Hospitality and related sectors: Future of Hospitality Industry, Changing trends, issue and challenges, Importance of Hospitality industry in India. Government regulations and support related to Travel, Tourism and hotel industries. Role of E-commerce in Hospitality sector

Suggested Text Books:

Bhatia A.K.(2012)Tourism Development and Principles & Practices, Sterling Publishers

Suggested Reference Books

David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall. Oxford University Press

Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.

Semester IV		SC-THM-02 Tourism and Travel Management
3 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM02.1	REMEMBERING	DEFINE the various components of the Tourism Industry & Types of Tourism
THM02.2	UNDERSTANDING	UNDERSTAND basic operations of a Travel Agency & tour conduction
THM02.3	APPLYING	EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
THM02.4	ANALYSING	Analyze changing trends in Travel & Transport industry- Domestic & International
THM02.5	EVALUATING	INTERPRET the impacts of Tourism Industry globally & practicing of Eco-Tourism
THM02.6	CREATING	BUILD new concepts of Eco-Tourism according to customer requirements

1. Introduction: Tourism Definitions and Concepts, Components of tourism, Geographic components of tourism, Types of Tourists, Visitor, Traveler, and Excursionist, Differentiation Tourism, Recreation and leisure, adventure tourism, their inter-relationships, Tourism organization / Institutions, Role and functions of International agencies in Hospitality industry.

2. Travel Management: Travel Agency and Tour Operation Business, Functions of Travel Agency, Setting up a full-fledged Travel Agency - Sources of Income of a travel agency, Diversification of Business, Travel and Health Insurance, Forex, Cargo & MICE, Documentation, IATA Accreditation, Recognition from Government.

3. Tour Planning: Tour Packaging & Costing, Importance of Tour, Packaging, Classifications of Tour Packages, Components of Package Tours, Concept of costing, Types of costs, Components of tour cost, Preparation of cost sheet, Tour pricing, Calculation of tour price, Pricing strategies

4. Tourism Management: Tourism infrastructure, Tourism organizations, Travel motivators, Leisure or holiday Tourism, Visiting friends and Relatives (VFR), Cultural Tourism, Adventure Tourism, Sports Tourism, Religious Tourism, Business Tourism, Medical Tourism, Alternative Forms of tourism-Tourism Products and types.

5. Eco Tourism: Evolution, Principles, Trends and Functions of Ecotourism, Themes, Eco-tel and Eco resorts, Fundamentals of Ecology- Basic Laws & ideas in Ecology, Function and Management Ecosystem, Biodiversity and its Conservation, Pollution, Ecological Foot Prints, Mass Tourism Vs Ecotourism, Typology of Eco-tourists, Ecotourism Activities & Impacts, Western and Eastern Views of Ecotourism

Suggested Text Books:

Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993) Macmillan/ McGraw, Singapore

Suggested Reference Books

Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi

Semester III		SE-THM-03 Event Management
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM03.1	REMEMBERING	DESCRIBE the fundamentals of event management & different types of Events
THM03.2	UNDERSTANDING	EXPLAIN the concepts of Events & guest requirements to plan an event
THM03.3	APPLYING	DESIGN & Budget an event from various perspectives
THM03.4	ANALYSING	EXAMINE possible shortfalls on an event & create necessary back up systems to avoid failures
THM03.5	EVALUATING	COMPARE Success of an event in comparison to the set objectives
THM03.6	CREATING	COMPOSE New concepts of the event with innovative ideas to leave a lasting impression in the guest's mind along with achieving organizational growth.

1. Event Management Fundamentals Concept of Event, Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Code of Ethics.

2. Event Planning and related statutory compliances: Event Conceptualizing – Host, Sponsor, Media, Guest, Crew, Participants, Spectators, Concept Designing – Theme, Event Objective and content development Pre Event Preparation: Budgeting, Event design, Event Related Documentations: Timing, Contracts and Agreements, Insurance, Regulation, License and Permits

3. Publicity & Marketing of Event : Pricing, Marketing Communication Methods & budget, Element Marketing Communication, Managing Marketing Communication, Modes of Publicity, Role of Internet in event publicity, Event Sponsorship, Managing Sponsorship, Measuring and evaluating sponsorship.

4. Conduct of Event: Venue selection: Indoor & Outdoor, Stage Audio Visual lighting, Performers, Decors, Caterer, Photography & Videography, Guest Demography and list, Handling children at event safety perspective, Invitation, media, food and beverage, entertainment, Event logistics management, Sanitary Facilities

5. Safety and Event Evaluation: Risk assessment, Provision of Safety Officer and Medical officer at venue, Structural Safety, Occupational Safety and Food Safety, Fire Prevention, Vehicle traffic, Waste Management, Event Evaluation Process: Event Impact, Service Quality, Customer Satisfaction

Note: Students are expected to be divided in Group and at least one event to be planned and executed by students.

Suggested Text Books:

Events, 4th Edition, Pearson Publications, 2014.

G.A.J. Bowdin, Events Management, Elsevier Butterworth

Suggested Reference Books

Allison, The Event Marketing Handbook: Beyond Logistics & Planning.

Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.

Allison, The Event Marketing Handbook: Beyond Logistics & Planning

John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management Pearson Publication, 2014.

Semester III		SE-THM-04 Tourism Planning and Development
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM04.1	REMEMBERING	DISCUSS Structures, Processes, Policies of Tours- Domestic & International Rules & regulations for operating a travel agency
THM04.2	UNDERSTANDING	UNDERSTAND Forex & Documentations for Operations
THM04.3	APPLYING	APPLY Knowledge to design attractive tours for clients
THM04.4	ANALYSING	ANALYZE Environmental impact & advantages of Eco-Tourism to promote sustainable tourism globally
THM04.5	EVALUATING	DETERMINE Environmental issues & adverse effects observed of Tourist destinations
THM04.6	CREATING	DESIGN backup systems to face crisis & emergencies Formulate Tourism policies for safe & secured travel of passengers

- 1. Tourism Components and Supply-** Supply Components; Natural Resources; Built Environment; Operating Sectors; Hospitality and Cultural Resources; Matching Supply with Demand; Measuring and Forecasting Demand; Economic Impact
- 2. Tourism Policy - Structure, Content and Process-** Tourism Policy – Definition; Policy focusing competitive Destination; Major Parameters of Tourism Destination Management; Process of Tourism Policy Formulation; Translating Policy into Reality; Formulating Policy to Deal with Crises
- 3. Environmental analysis:** Environmental Analysis, Resource Analysis, Regional Environmental analysis
- 4. Tourism Planning, Development, And Social Considerations-** Tourism Destination Planning, Planning for Sustainable Tourism Development, Contingency Planning, economic impact, social impact, cultural impact, environmental impact, and supply match, sustainable development and planning approaches and indicators, design and innovations.
- 5. Recent trends Tourism planning:** Booking System, Tour scheduling, payment systems, feedback system

Suggested Text Books:

Var, T., & Gunn, C. (2002). Tourism Planning: Basics, Concepts, Cases (4th ed.). Routledge

Suggested Reference Books

Godfrey, K., & Clarke, J. (2000). Tourism Development Handbook: A Practical

Approach to Planning And Marketing. Cengage Learning EMEA. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Heinemann

Semester IV		SE-THM-05 Strategic Hospitality Management
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM05.1	REMEMBERING	DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry
THM05.2	UNDERSTANDING	DISCUSS Strategic management for various organizations factors influencing strategy formulations
THM05.3	APPLYING	IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
THM05.4	ANALYSING	ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
THM05.5	EVALUATING	EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
THM05.6	CREATING	DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big players

1. Introduction To Strategic Hospitality Management- Strategic Management–Origin, concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.

2. Micro And Macro Strategic Environment- The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage.

3. Strategic Direction & Formulating Basic Strategies- Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring.

4. Implementing Strategies And Establish Control Systems- Inter organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.

5. Strategies For Hospitality Entrepreneurship- Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends.

Suggested Text Books:

Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases

Suggested Reference Books

David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.

Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.

Semester III		SE-THM-06 Revenue Management for Hospitality
2 Credits	LTP: 2:1:1	Tourism and Hospitality Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
THM06.1	REMEMBERING	DESCRIBE Basic concepts & terminologies related to finance & revenue
THM06.2	UNDERSTANDING	EXPLAIN Flow of cash, capital, investment, loan & generation of revenue from various sectors of Hospitality Franchising, leasing & renting out properties
THM06.3	APPLYING	DETERMINE the utilization of available funds for business maximization
THM06.4	ANALYSING	To ANALYSE Financial status of the organisation
THM06.5	EVALUATING	MEASURE the relation between income & outflow of revenue, profit & loss of organization Budgeting of required necessities Forecasting business & making necessary investments
THM06.6	CREATING	DEVELOP Business plan for future prospectus of organization Business proposals & expansions

1. Introduction : A Basic Understanding of Financial Management – Profit vs Wealth Maximization- Time value of money - Financial Markets- Capital Markets, Money Market - Financial Instruments-- Key Financial Intermediaries in the Hospitality Industry.

2. Relationship between Risk and Rewards : Risk. Returns and Distributions – Diversification - Beta. Expected Return and the Security Market Line- Bonds - Bond Features-. Bond Ratings-. Valuing Corporate Bonds. Computing Yield to Maturity on Corporate Bonds. Bonds with Semi-Annual Coupon Payments. Preferred Stock- Basic Preferred Stock Terminology. Preferred Stock Features. Valuing Preferred Stock - Common Stock-Common Stock Features. Valuing Common Stock. General Dividend Valuation Model - Zero-Growth Dividend Valuation Model. Constant-Growth Dividend Valuation Model. Valuing Common - Stock with Multiple Growth Rates. - Investors Rate of Return and Growth.

3. Cost of Capital and Capital Structure : The Weighted Average Cost of Capital - The Cost of Debt- The Cost of Preferred Stock - Cost of Internal Equity - Cost of. External Common

4. Equity - New Issues of Common Stock Financial Planning for the Hospitality- Capital Structure Theory - Factors in the Determination of a Firms Capital Structure.

5. Capital Budgeting and Working Capital Management: Classifying Capital Budgeting Projects- The Capital Budgeting Decision and Cash Flow Estimation - Uses -Managing Working Capital Other Financial Issues: Leasing, Expansion, Franchising - Asset Management in the Hospitality Industry- Valuation of Hospitality Real Estate - Hotel Appraisal Requirements - The Hotel Appraisal Process -Approaches to Hotel Valuation -Thumb rules-Revenue Multipliers.- Reconciliation

Suggested Text Books:

I.M.Pandey, Financial Management, Vikas.

M.Y. Khan & Jain, Financial Management, McGraw-Hill.

Suggested Reference Books

Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Management: Prentice Hall US.

William P. Andrew, James W. Damitio, Ph.D, CMA,Raymond S. Schmidgall

Syllabus for International Business Management (MINOR ONLY SPECIALIZATION)

Semester: III	Course Code: SC-IB-01	304 IB: Import Export Documentation and Procedures
3 Credits	LTP: 2:1:1	Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304IB.1	REMEMBERING	DESCRIBE THE PROCESS OF IMPORT AND EXPORT IN THE CONTEXT OF BUSINESS
CO304IB.2	UNDERSTANDING	EXPLAIN THE IMPORT AND EXPORT TRANSACTIONS, CLASSIFICATION AND VARIOUS PAYMENT TERMS
CO304IB.3	APPLYING	IDENTIFY VARIOUS TYPES OF DOCUMENTS REQUIRED FOR THE PROCEDURES INVOLVED IN IMPORT AND EXPORT
CO304IB.4	ANALYSING	EXAMINE VARIOUS DOCUMENTATION FORMATS FOR THE IMPORT AND EXPORT PROCESSES
CO304IB.5	EVALUATING	EXPLAIN PRE AND POST ACTIVITIES OF IMPORT AND EXPORT PROCESS
CO304IB.6	CREATING	DISCUSS ON VARIOUS ASPECTS OF TRADES, DOCUMENTATION AND PROCEDURES FOR IMPORT AND EXPORT

- 1. Introduction to Imports and Exports:** Meaning and Definition of Imports and Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers. **(7+2)**
- 2. Management of Import and Exports:** Basic Concept of Import and Exports - Understanding an Export Transaction - Direct Quotation Method - Spot & Forward rates and booking of Forward contract for exports – Understanding NOSTRO, VOSTRO and LORO - Payment terms - contents and types of Letter of credit - Uniform Customs Procedures for Documentary Credits (UCPDC) - Excise clearance - Customs house agents - Marine insurance. **(7+2)**
- 3. Import Export Documentation:** Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies - Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration - Principal, Auxiliary & Regulatory set of documents. **(7+2)**
- 4. Import Export Procedures:** Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds - Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents. **(7+2)**
- 5. Policy Framework for Imports and Exports:** Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank. **(7+2)**

Note:

- Real world examples and cases are expected to be discussed and analysed in the class as well as included in the examination.

Suggested Text Books:

- Export-Import Procedures and Documentation, Jain Khushpat S, Himalaya Publishing House

- Export Import Procedures Documentation & Logistics, Abir Lal Mukherjee, Random Publications

Suggested Reference Books:

- Export Import Procedures and Documentation, Thomas Johnson, Donna Bade, Harper Collins Publisher.
- Export-Import Theory, Practices, and Procedures, Erdener Kaynak, Belay Seyoum, Routledge.
- Export Import Management, Justin Paul, Rajiv Aserkar, OUP India.
- Exporting: Regulations Documentation Procedures: International Documentation and Procedures, George P. Thompson, George W. Thompson, Catherine J. Peterson, Global Training Center

Semester: IV	Course Code: SC-IB-02	404 IB: Global Trade and Logistics Management
3 Credits	LTP: 2:1:1	Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404IB.1	REMEMBERING	DESCRIBE THE ECONOMIC SIGNIFICANCE OF TRADE ALONG WITH THE LOGISTICS PROCESSES
CO404IB.2	UNDERSTANDING	EXPLAIN INTERNATIONAL TRADE THEORIES AND APPLICATIONS IN BUSINESS
CO404IB.3	APPLYING	IDENTIFY VARIOUS ENVIRONMENTAL FACTORS ASSOCIATED WITH INTERNATIONAL BUSINESS
CO404IB.4	ANALYSING	EXAMINE VARIOUS MODES AND PRACTICES OF INTERNATIONAL LOGISTICS
CO404IB.5	EVALUATING	EXPLAIN THE ACTIVITIES INVOLVED IN ENTIRE LOGISTICS PROCESSES IN INTERNATIONAL BUSINESS
CO404IB.6	CREATING	DEVELOP THE APPROPRIATE STRATEGY OF OPERATIONS FOR GLOBAL TRADE AND LOGISTICS

- 1. Introduction to Global Trade and Logistics Management:** Introduction to International Business - Elements of International Business – Globalization and trade - Trade and its significance - Economic significance of trade - Elements of Logistics Management – Trade and Logistics Processes. **(7+2)**
- 2. International Trade Theories and Applications:** Why do nations trade - Theories of International trade – Mercantilism - Absolute advantage - Comparative advantage - Heckscher-Ohlin, Product life cycle theory and Porter’s diamond model. **(7+2)**
- 3. International Business Environment:** Economic Environment - Political Environment - Demographic environment - Legal Environment - Global sourcing - Challenges for Indian Businesses – Introduction to Foreign Trade Policy – Institutional Framework for Export Promotion – Export Incentives and Facilities. **(7+2)**
- 4. Introduction to Global Logistics:** Introduction to global logistics - Different modes of shipment - Different modes of operation of shipping - Different modes of transport - Multi modal transport system - Chartering practice - Conference system - Containerization – Concepts of FCL/LCL, CFS, ICD - Third party logistics. **(7+2)**
- 5. Global Logistics Operations:** Concepts of CHA, FFA, C&FA - Ship operating agents and process – Understanding NVOCC - Introduction to port operations - harbor facility and terminal facility - Role of VTMS - Customs bonded warehouses - Freight types, application, and consolidation - Introduction to International logistics - logistics Documentation - Understanding INCOTERM and Selection of INCOTERM - Application of information technology in global logistics. **(7+2)**

Note:

- Real world examples and cases are expected to be discussed and analyzed in the class as well as included in the examination.

Suggested Text Books:

- Logistics Management for International Business: Text and Cases, S. Sudalaimuthu, S. Anthony Raj, PHI Learning.
- Logistics Management and World Seaborne Trade, Muthiah Krishnaveni, Himalaya Publishing House
- International Trade Logistics, Ram Singh, Oxford University Press

Suggested Reference Books:

- Global Supply Chain Management and International Logistics, Alan E. Branch, Routledge.
- International Logistics: The Management of International Trade Operations, Pierre A. David, Richard D. Stewart, Cengage Learning.
- Global Logistics: New Directions in Supply Chain Management, Donald Waters, Kogan Page.
- Global Logistics and Supply Chain Management, by John Mangan, Chandra L. Lalwani, John Wiley & Sons.
- Handbook of Global Logistics: Transportation in International Supply Chains, James H. Bookbinder, Springer.
- Mastering the Business of Global Trade: Negotiating Competitive Advantage, Thomas A. Cook, CRC Press

Semester: III	Course Code: SE-IB-01	312 IB: Cross Cultural Management and Global Leadership
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312IB.1	REMEMBERING	DESCRIBE THE CONCEPT OF CULTURE AND SIGNIFICANCE OF CROSS-CULTURAL MANAGEMENT
CO312IB.2	UNDERSTANDING	OUTLINE THE CULTURAL VALUES AND DIFFERENCES WITH DIMENSIONS OF CULTURAL NORMS AND BEHAVIORS
CO312IB.3	APPLYING	IDENTIFY VARIOUS FACTORS AFFECTING CULTURE AND DECISION-MAKING MODELS ACROSS CULTURES
CO312IB.4	ANALYSING	EXAMINE THEORIES OF LEADERSHIP WITH LEADERSHIP ACROSS CULTURES
CO312IB.5	EVALUATING	EXPLAIN CULTURALLY INTELLIGENT LEADERSHIP IN INTERNATIONAL TRADE
CO312IB.6	CREATING	DISCUSS ON LEADING AND MANAGING MULTICULTURAL TEAMS IN INTERNATIONAL CONTEXT

- 1. Introduction to Cross-Cultural Management:** Concepts of culture - globalization of business - organizational culture - Cultural dimensions - cross-cultural management - Management in cultural context - Cross-cultural teams - Diversity Management - Understanding Cultural Values and Differences - cultural norms and behaviors - Cultural Acumen for the Global Manager. **(5+1)**
- 2. Management in Diverse Cultures:** Dimensions of Culture - Communicating across Cultures - Negotiating across Cultures - Multicultural Teams - Cross-cultural Marketing - Culture and Human Resource Management - Motivation across cultures - Expatriate Management - Global Teams - cultural intelligence - cross-border business agreements. **(5+1)**
- 3. Business Dimensions of Culture:** National and global cultures - Decision-making models across cultures - Cultural characteristics - Cross-cultural communication - Negotiating styles in different cultures – Diversity management - Global Citizenship. **(5+1)**
- 4. Introduction to Global Leadership:** Concept of Global Leadership - Theories of Leadership - Leadership Attributes - Global Leadership Forces - Leadership across cultures: styles, expectations and management - Culturally intelligent leadership in a globalized business world - Leadership Power and Influence - Leadership Behavior & Culture, Ethics and Norms - Leadership, Transitions & Relocation - Leading Trade Internationally. **(5+1)**
- 5. Global Team Management:** Working in multi-cultural teams: Managing Differences - Managing Multicultural Teams - concepts, processes and performance - Culturally intelligent team management: skills and strategies - Creating cultural competence - ethical dilemmas of international executives - Groups, Teams, and Their Leadership and Change. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- Cross - Cultural Management: Text and Cases, Dipak Kumar Bhattacharyya, Prentice Hall India Learning

- Effective Leadership in Organisational Success Process, Ravi K. Wadhawan, International Book House

Suggested Reference Books:

- Cross Cultural Management: Concepts and Cases, Madhavan, Oxford University Press.
- Understanding Cross-Cultural Management, Marie-Joelle Browaeys, Roger Price, Pearson
- Cross-Cultural Management: A Transactional Approach, Taran Patel, Routledge.
- Global Leadership: A Transnational Perspective, Gama Perruci, Routledge.
- Managing Cultural Differences: Global Leadership for the 21st Century, Neil Remington Abramson, Robert T. Moran, Routledge

Semester: III	Course Code: SE-IB-02	313 IB: International Business and Employment Laws
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313IB.1	REMEMBERING	DESCRIBE THE INTERNATIONAL BUSINESS CONTRACT IN THE LEGAL FRAMEWORK OF INTERNATIONAL BUSINESS
CO313IB.2	UNDERSTANDING	EXPLAIN INTERNATIONAL BUSINESS LAWS PERTAINING TO COMPETITION, COMPLIANCES, ARBITRATION, AND CUSTOMS
CO313IB.3	APPLYING	IDENTIFY VARIOUS ASPECTS OF INTERNATIONAL TRADE LAWS FOR BUSINESS
CO313IB.4	ANALYSING	EXAMINE INTERNATIONAL LEGAL TRADE TERMS FOR THE APPLICABILITY AND SIGNIFICANCE IN INTERNATIONAL BUSINESS
CO313IB.5	EVALUATING	EXPLAIN LEGAL ASPECTS INVOLVED IN THE IMPORT EXPORT AND INTERNATIONAL BUSINESS
CO313IB.6	CREATING	DISCUSS ON VARIOUS ASPECTS OF INTERNATIONAL EMPLOYEMENT LAWS AND ISSUES

- 1. Legal Framework of International Business:** Legal Framework of International Business - Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors - Governance of the sea and air - Regulations in international business - Advertising laws throughout the world - Social, political and environmental regulations in world - Legal aspects of doing business in multinational markets. **(5+1)**
- 2. International Business Competition Laws:** International and Comparative Competition Law - Merger & Acquisitions and Competition Law - Corporate Finance, Investment Laws and Compliances. **(5+1)**
- 3. International Business Commercial Laws:** Commercial Contracts - International Commercial Arbitration and the Law - Intellectual Property Law Information Technology Law - **Import-Export and Customs Laws. (5+1)**
- 4. International Trade Law:** Common Terms of Sale from Common law - International Legal Trade Terms of Cost, Insurance, freight, Free on Board and Letter of credit - Overview of United Nations Convention on Contracts for the International Sale of Goods. **(5+1)**
- 5. Legal Framework of International Employment:** International labour law - Employment contracts - Terms and clauses of employment - Social security legislation of employment - New Minimum Wage Requirements - Restrictions on Incentive Compensation - Global Integration of Employment Practices - Third-Party Compliance Liability - Issues in International Employment. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- International Business: Text and Cases Paperback, Cherunilam, Prentice Hall India Learning.
- Private International Law: Indian and English, Paras Diwan, Deep & Deep.
- International Trade Law, S.R. Myneni, Allahabad Law Agency

Suggested Reference Books:

- Statutory Regulation and Employment Relations: The Impact of Statutory Trade Union Recognition, Sian Moore, Sonia McKay, Sarah Veale, Palgrave Macmillan
- East Asian Labor and Employment Law: International and Comparative Context, Ronald Brown, Cambridge University Press
- International Human Resource Management, Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth, Kogan Page
- International Trade and Business: Law, Policy and Ethics, Gabriel Moens, Peter Gillies, Routledge
- International Trade: Theory and Policy, Paul Krugman, Maurice Obstfeld, Marc Melitz, Pearson

Semester: IV	Course Code: SE-IB-03	409 IB: Global Competitiveness, Value Chains and Alliances
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409IB.1	REMEMBERING	DESCRIBE THE CONCEPT OF GLOBALISATION AND GLOBAL COMPETITIVENESS IN INTERNATIONAL BUSINESS
CO409IB.2	UNDERSTANDING	EXPLAIN THE EFFICACY OF THE FOREIGN COLLABORATIONS AND JOINT VENTURES IN INTERNATIONAL BUSINESS
CO409IB.3	APPLYING	IDENTIFY VARIOUS ELEMENTS OF VALUE CHAIN INVOLVED IN IMPORT AND EXPORT BUSINESS
CO409IB.4	ANALYSING	EXAMINE VARIOUS FACTORS OF INTERNATIONAL SUPPLY CHAIN DESIGN AND GLOBAL PROCUREMENT AND DISTRIBUTION
CO409IB.5	EVALUATING	EVALUATE THE GLOBAL COMPETITIVENESS INDEX FOR INTERNATIONAL BUSINESS
CO409IB.6	CREATING	DISCUSS ON ROLE AND SIGNIFICANCE OF STRATEGIC ALLIANCES IN INTERNATIONAL BUSINESS CONTEXT

- 1. Introduction to Global Competitiveness:** What is global competitiveness - Semiglobalization Today and Tomorrow - Global Concentration and Externalities - Global Risks and Global Imbalances - Global Exploitation, Global Oppression and Global Homogenization - Global Competitiveness Index - Factors Affecting Global Competitiveness - The Emerging Arena and Business in World. **(5+1)**
- 2. Foreign Collaborations and Joint Ventures:** Foreign Direct Investment Policy, Industrial Policy – Kinds of Collaboration and Joint Ventures – Drafting of Agreement – Restrictive Clauses in the Foreign Collaboration and Joint Venture Agreements – International Commercial Arbitration. **(5+1)**
- 3. Value Chains:** Business Performance and Value Chain - Assessment of Value Chain Activities - Capacity and Facilities Resources Planning and Scheduling - Supply Chain Design - Global Procurement and Distribution - Forecasting and Inventory Management - Global Project Management - Technology in managing the Supply Chains. **(5+1)**
- 4. Strategic Alliances:** Meaning, Rationale, Types, Trends in Alliances in New Competitive Environment - Strategic Alliance Failures - Managing Strategic Alliances – Role of significance of strategic alliances in international context. **(5+1)**
- 5. Business Framework for International Business:** Role of MNEs in host economy – Trends in Global FDI - Instruments of Trade Policy - Trading Blocks (ASEAN, SAFTA, SAARC, NAFTA, EU) – Role of WTO and UNCTAD – Significance of IMF, IBRD, ADB - Doha Development Round - Regulatory Framework for Subsidies & Countervailing duties in India. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- International Business: Environment and Globalization, Mahua Dutta, Dreamtech Press.
- International Business & Trade, Ashish Gupta, Mani Kansal, Vayu Education

Suggested Reference Books:

- Enhancing Global Competitiveness through Sustainable Environmental Stewardship, Subhash C. Jain, Ben L. Kedia, Edward Elgar Publishing.
- Global Business: Competitiveness and Sustainability, Riad A. Ajami, G. Jason Goddard, Routledge.
- Competition Policy and Global Competitiveness in Major Asian Economies, Tran Van Hoa, Edward Elgar Publishing.
- Business, Power and Sustainability in a World of Global Value Chains, Stefano Ponte, Zed Books.
- Global Value Chains and Development: Redefining the Contours of 21st Century Capitalism, Gary Gereffi, Cambridge University Press.

Semester: IV	Course Code: SE-IB-04	410 IB: International Banking and Foreign Exchange Management
2 Credits	LTP: 1:1:1	Elective Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410IB.1	REMEMBERING	DESCRIBE THE CHARACTERISTICS AND SIGNIFICANCE OF INTERNATIONAL BANKING
CO410IB.2	UNDERSTANDING	EXPLAIN THE RELEVANCE OF MONEY MARKET AND MONITORY POLICY IN INTERNATIONAL BANKING
CO410IB.3	APPLYING	IDENTIFY VARIOUS TYPES OF FOREIGN EXCHANGE MARKETS AND TRANSACTIONS
CO410IB.4	ANALYSING	EXAMINE SUPPLY AND DEMAND VIEW OF EXCHANGE RATES IN INTERNATIONAL BUSINESS
CO410IB.5	EVALUATING	EXPLAIN THE EXCHANGE RATE RISK AND EXPOSURE IN INTERNATIONAL MARKETS
CO410IB.6	CREATING	DISCUSS ON LINKAGES OF INTERNATIONAL BANKING AND FOREIGN EXCHANGE WITH INTERNATIONAL BUSINESS

- 1. Introduction to International Banking:** What is International Banking - Concept of Money Market, Developed and less developed Money Market, Their Characteristics & Importance - English Banking System – Bank of England, Origin and Growth, Organizational Structure, Functions, Monetary Policy, Commercial Banking System. **(5+1)**
- 2. International Banking Institutions:** Federal Reserve System - Origin, Organizational Structure and Working, Commercial Banking in USA, Unit Banking and Branch Banking and Factors for its Growth in USA - New York Money Market – Constituents and Working, London Money Market - Market Constituents working - Credit Instruments of Euro and Dollar - European Central Bank, Organization Structure and Functions - Bank of Japan- Structure and Working, Asian Development Bank- Functions, Structure and Working - Reserve Bank of India- Functions, Monetary and Credit Policy and Evaluation, - Indian Money Market - Banking Reforms in India – Role of NABARD - International Financial Institutions- I.M.F. and I.B.R.D, I.D.A, IFC, BRICS - New Development Bank. **(5+1)**
- 3. Foreign Exchange Markets:** Foreign Exchange Markets and Transactions - Quoting Foreign Exchange Rates, Spread, Official and Free market rates - Direct, Indirect and Cross Rates - Forward Rates with Quoting and Structure - Forward Exchange Rates versus Expected Future Spot Rate - Outright Forwards versus Swaps. Currency Futures, Marking to Market - Futures Contract Versus Forward Contract - The link between the Future and the Forward Contract. **(5+1)**

4. **Exchange Rates Assessments:** The Balance of Payment Accounts - The net International Investment Position - Supply and Demand View of Exchange Rates - Modern Theories of Exchange Rates - Alternative Systems of Exchange Rate - Hybrid System and Target Zone Arrangement. **(5+1)**
5. **Foreign Exchange Risks and Taxation:** The nature of Exchange Rate Risk and Exposure - Types of Foreign Exchange Exposure - Alternative Strategies for Exposure Management - Exposure Management Techniques - Hedging Risk and Exposure - Different Forms of Taxes, Import Duties - Withholding Taxes AND Branch vs Subsidiary Taxes - Organizational structures for reducing taxes - Tax Reliefs - Tax Treatment of Foreign Exchange Gains and Losses. **(5+1)**

Note:

- The focus of the entire course should be on international business context
- Real world examples and cases are expected to be discussed and analyzed in the class.

Suggested Text Books:

- International Trade Finance, Indian Institute of Banking & Finance, Taxmann Publications.
- Money Banking International Trade & Public Finance, M.L. Seth, Lakshmi Narian Agarwal.
- Foreign Exchange and Risk Management Paperback, C. Jeevanandam, Sultan Chand & Sons.
- Foreign Exchange Management, Sunil Kumar, Galgotia Publishing Company

Suggested Reference Books:

- Environmental Systems and Societies, Jill Rutherford, Oxford University Press.
- International Banking, Legal and Regulatory Aspects, Indian Institute of Banking & Finance, Macmillan Publishers.
- Foreign Exchange International Finance Risk Management, A. V. Rajwade, H. G. Desai, Arizona Business Alliance.
- International Trade Finance, Indian Institute of Banking & Finance, Taxmann Publications.
- How Global Currencies Work – Past, Present, and Future, Barry Eichengreen, Arnaud Mehl, Livia Chitu, Princeton University Press.