



JK Lakshmipat University, Jaipur
Institute of Management

MBA (2017-19 Batch)
Course Outlines (**Semester I/II/III/IV**)

Table of Content

S. No.	Course Code	Course Title	Credits	Page No.
Year 1 Semester 1				
1	AC01	Financial Accounting & Analysis	3	4
2	EC01	Managerial Economics	3	8
3	IT01	Information Technology for Managers	3	11
4	QT01	Statistics for Managers	3	13
5	QT02	Operations Research	3	16
6	MK14	Marketing Management –I	3	20
7	HR18	Organizational Behavior – I	3	23
8	HR19	Organizational Behavior - II	3	27
9	LS01	Managerial Communication	3	29
Year 1 Semester 2				
10	FN01	Financial Management	3	33
11	IT08	Business Analytics	3	35
12	EC08	Macro Economics	3	37
13	AC20	Managerial Accounting	3	40
14	MK15	Marketing Management –II	3	43
15	HR02	Human Resource Management	3	46
16	HR22	Managing Self	3	50
Year 2 Semester 3				
17	GN05	Legal Aspects of Business	3	54
18	EP13	Basic Entrepreneurship	3	56
19	MK25	Digital Marketing	3	58
20	ID303	Intelligent Machines	3	59
21	CCT301	Personal Communication	3	60
22	GN23	Summer Training Project Report	3	61
Electives				
23	MK02	Services Marketing	3	62
24	MK03	Consumer Behavior	3	64
25	HR04	Training and Development	3	66
26	HR05	Leadership and Change	3	69
27	OM02	Logistics & Supply Chain Management	3	72
28	OM08	Operations Management	3	74
Year 2 Semester 4				
29	GN06	Strategic Management	3	76
30	GN40	Sprints	2	78
31	CCT402	Workplace Communication	2	80
32	CCT202	Articulation & Elocution	Audit	82
Electives				
33	MK04	Sales and Distribution Management	3	84
34	MK05	Integrated Marketing Communication	3	86
35	HR08	Organization Development	3	89
36	HR09	Human Resource Analytics	3	92
37	OM15	Supply Chain Concepts and Planning	3	94
38	OM19	Materials & Inventory Management	3	96

Semester-I

Course Title: Financial Accounting and Analysis

Course Code: ACo1

Credits: 3

Semester: 1

COURSE DESCRIPTION:

This is a compulsory course mandatory for all the management students. One can argue that as a management professional need not require hands on accounting subject. To some extent he may be correct, but it depends on how accounting been pursue by management students. The accounting subject can be approach with an emphasis on either of two viewpoints:

- What the user of accounting information needs to know about the accounting, or
- What the preparer of accounting information needs to know about accounting.

Financial Accounting & Analysis is a very relevant and useful course in the MBA curriculum. In any future role, as a manager, competitor, leader or financial analyst, an MBA student is required to be comfortable with analyzing and interpreting financial statements. Business is built on a foundation of numbers - Revenues, cost ratios, valuations, performance measures etc. These numbers are the science behind the art of making crucial business decisions that would determine the current and future health of a company. Accounting relates to each functional activity due to its measurability in numbers and primacy of profit in a business organization. The financial health of an organization is determined by its Profit & Loss Account and the Balance Sheet. Although these statements are well defined and fact based, their analysis yields crucial information and knowledge. Moreover, at the operational level, every employee in the organization comes across financial terms and figures in his/her day to day working. Therefore, it is imperative for every individual to understand the basic financial statements and concepts to perform well in their personal as well as professional life.

COURSE OBJECTIVES:

This Course would help student to

- Understand the nature and purpose of accounting and its role in making economic and business decisions.
- Understand the use & Preparation of Balance Sheet & Income Statement and how amounts that appears in these statements are changed to reflect events that affect an organization's resources.
- Understand the mechanism for recording and summarizing business transactions.
- Develop competency in using various tools & techniques for financial statement analysis and its useful interpretation.
- Understand the contemporary issues in financial accounting and reporting practices.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

- Integrate the accounting knowledge with various managerial functions.
- Prepare various financial statements such as Balance sheet, Income Statement and Cash Flow Statement etc.
- Analyze and interpret the accounting facts and figures for various business decisions making.
- Learn how accounting information fit into the legal framework of reporting through financial statements through applications of GAAP and IFRS.

TENTATIVE SESSION PLAN:

Chapter/Session/ Theory or Practical			TOPIC	SESSION DETAILS	
				Case	Practical
C1	S1	T	The financial Accounting Framework The Need for Information and Users of Accounting Information		
C1	S2	P	Accounting Equation, Events, Transactions, Personal Accounts and Impersonal Accounts Accounting Methods		Practical Assignment-1
C1	S3	P	Case discussion and Review of Assignment	1. Ribbons an 'Bows, Inc. 2. Anand John Company Ltd.	
C2	S4	T	Balance sheet- Accounting Concepts Contents of Balance Sheet	3. Wellstore Enterprise	
C2	S5	P	Preparation of Balance sheet, Statement of Changes in owner's equity	4. Dawn Department Shop	PA-2
C2	S6	P	Case discussion and Review of Assignment	5. Money Care Company 6. Jet Airways India Pvt, Ltd.	
	S7		Class Test/Quiz/presentation-1		
C3	S8	P	Income Statement- Accounting Concepts Cash Conversion Cycle/Operating Cycle	7. Maynard Company	
C3	S10	T	Revenue & Capital expenditure, receipt, loss & Profit Contents of Income Statement	8. Lone Pine Cafe	
C3	S11	P	Preparation of Income Statement and understanding the Relationship between Balance sheet and Income Statement		PA-3
C3	S12	P	Case Discussion & Review of Assignment	9. Rajesh Garg 10. Shree language course 11. Ashoka Transport Company	
C4	S13	T	Objectively verifiable Evidence, Receipts, Payment Vouchers, Journal Voucher		
C5	S14	T	Revenue and Expense Recognition, Types of Revenues, Its measurement, Classification of Expenditure	12. Sandeep kothari 13. shreyansh Parikh	
C5	S15	P	Expenses Measurement, Assets as Expenses, Revenue expenses as capital expenses	14. Reliance Company 15. Novel Company	PA-4

C5	S16	P	Case Discussion & Review Assignment	16. Findomega.com	
	S17	P	Class		
	S18		Test/Quiz/Presentation-2		
	S19-S20		REVIEW AND RECAP		
			MID TERM EXAMINATION		
C6	S21	T	Accounting Record , Double entry system, Journal writing, General & Specialized Journal		PA-5
C6	S22	P	Ledger posting, Balancing and preparation of Trial balance, Trial balance Errors.	17. Ajay Rawat 18. PC Depot	PA-6
C6	S23		Case Discussion & Assignment Review		
			Class		
			Test/Quiz/Presentation-3		
C7	S24	T	Fixed Assets & Depreciation- Intro Cost associated with Fixed asset, Depreciation expenses, causes, effect		
C7	S25	P	Depreciation methods and application, impairment of asset, Recording depreciation. Depreciation Accounting	19. Dairy Farm 20. Rahini Sinha	PA-7
C7	S26		Case Discussion and Assignment Review	21. Stern Corporation	
			Class		
			Test/Quiz/Presentation-4		
C8	S27	T	Analysis & Interpretation of Financial Statement, Types of Analysis, Horizontal & Vertical Analysis		PA-8
C8	S28	P	Comparative & Common-size Statements preparation & Trend Analysis		PA-9
C8	S29	P	Ratio Analysis- Forms, classification, users, use, calculation		PA-10
C8	S30	P	Ratio Calculation and interpretation, DuPont Analysis		PA-11
C8	S31	P	Practical Assignment Review		
C8	S32	P	Case Discussion – Financial Statement Analysis & Interpretation	22. Genmo Corporation	
C8	S33	P	Case Discussion	23. Amerban Company 24. Springfield National Bank	
	S34		Class		
			Test/Quiz/Presentation-5		
C8	S35	T	Cash Flow Statement- objective, activities, format		
C8	S36	P	Preparation of Cash flow statement – AS3		PA-12

C8	S37	P	Case Discussion and Assignment Review	25.Kingfisher Airlines Ltd.	
C9	S38	T	Contemporary Accounting Practices-Inflation Accounting, Human Resource Accounting		TA-13
C9	S39	T	Financial Reporting & Corporate Governance, Accounting Scams, Window Dressing, Other Disclosures in Annual Reports: Disclosures under the Companies Act, Disclosures under the Listing Agreement, Disclosures under the Accounting Standards, Voluntary Disclosures		
	S40		FINAL REVIEW AND RECAP		

T= Theory session in Lecturer Mode through PPT.

P= Practical sessions meant for Case analysis, exercises, class test, class presentation, Assignment Check and review of progress.

READING MATERIALS:

- Shah, Paresh (2015). Financial accounting for management, 2/e. New Delhi: Oxford University Press. [ISBN: 978-0-19-07703-9]
- Narayanaswamy, R. (2014). Financial accounting: A managerial perspective. 5/e. New Delhi: PHI Learning Private Limited.
- Robert, N. A., Hawkins, F. D. & Merchant, A. K. (2015). Accounting text and cases. 12/e. New Delhi: Tata McGraw Hill.
- Ambrish, Gupta (2014). Financial accounting for management: An analytical perspective. 2/e. New Delhi: Pearson Education.
- Tulsian, P.C. (2014). Financial accounting. 4/e. New Delhi: Pearson Education.
- Bhattacharyya, S.K., & Dearden, John. (2009). Accounting for Management – Text & Cases. New Delhi: Vikas Publishing.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Managerial Economics**Course Code: ECo1****Credits: 3****Semester: 1****COURSE DESCRIPTION:**

This is a core course mandatory for all the management students. With increasing application of economic theories, concepts and tools of economic analysis in business decision-making, Managerial Economics is a very relevant and useful course in the MBA curriculum. This course is broadly concerned with principles involved and problems encountered in making decisions in business and management. It provides the analytical framework and understanding of economic behaviour with a sharp, logical thinking and useful techniques for decision making from an economic viewpoint, and to advance and highlight the businessman's or manager's role in the decision process. A mastery over it bestows a powerful tool for understanding and thinking over a remarkable range of business issues and phenomena of decision making.

COURSE OBJECTIVES:

The main objective of the course is to prepare business students as architecture of business strategy rather than simply middle level managers. The other objectives are:

- To familiarize the students with economics concepts, theories and their application in decision science, to find the optimal solution to management problems and the economic problems in their day to day life.
- To bridge the gap exists between theoretical knowledge and real business life experience in application, through the cases and quantitative tools.
- To strengthen the analytical and critical thinking skills of business students and provide skills to predict the economic forces, shaping real world business decisions.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

- Understand fundamental economic concepts and its applications in business world.
- Enable to use the concept of demand/supply, demand elasticity for demand estimation and demand forecasting of a firm.
- Develop understanding and usage of various production functions, cost concepts and revenue concepts in the optimization of the output, profit, minimization of the cost and determination of break-even quantity.
- Enable them to formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures.

TENTATIVE SESSION PLAN:

Session No.	Topic/Sub Topic
1-4	Managerial Economics and Business Decisions, Some Fundamental Concepts used in Business Decisions and Measurement Techniques in Managerial Economics, Optimum Decision Rules
5 -6	The Objectives of Business-Firm - Economic Theory, Behavioural Theory and Managerial Theory - Alternatives to Profit Maximization.
7 - 9	Demand and Supply Demand and Supply Determinants, Functions, From Individual to Market Demand, The Demand Faced by a Firm, Market Equilibrium Numerical, Caselets (Applied Problems) and Case-Study: Demand function in the Indian Auto industry

10-12	Demand elasticity, Methods of Measurement, Factors affecting the Price Elasticity, Using Elasticities in Managerial Decision Making Numerical, Caselets (Applied Problems) and Case-Study: Consumer Behaviour and Petrol Demand
13-14	Control and Management of Demand, Demand Forecasting Using Regression Analysis and Least Square Method, Numerical, Caselets (Applied Problems)
15- 18	Profit and Output Analysis -Empirical Forms of Production Function, Input-Output Decision. Optimum Output, Managerial uses of Production functions Numerical, Caselets (Applied Problems) Readings: <ol style="list-style-type: none"> 1. Bajaj Auto Limited- Smaller is Better 2. The Euro and the International Competitiveness of European Firms
19-22	Cost Concepts, Cost functions, Managerial use of Cost Functions, Revenue Functions, Break-even Analysis Numerical, Caselets (Applied Problems) Case- Study: <ol style="list-style-type: none"> 1. Maruti Swift: A Recipe for Success 2. Macmillian India Ltd and its Publishing Strategy
23-25	Price & Output Decisions Market Structures and degree of Competition, Price Determination under Perfect Competition
26-28	Monopoly, Sources of Monopoly, Measures of Monopoly power, Price Discriminations
29-30	Price and Output Decisions under Monopolistic competition Case Study: Videocon: Bring Home the Leader
31-33	Oligopoly and Oligopoly Models Reading: The Organisation of Petroleum Exporting Countries (OPEC) Cartel
34-35	Game theory formulations and Market Strategies Case Study: Texaco versus Pennzoil
36-38	Pricing Principles and Practices Two part Pricing, Multiple Product Pricing, Joint Product pricing and Transfer Pricing Case Study: Indiatimes and Competition on the Internet
39-40	Wrap-up

Note: After the completion of each topic a student presentation will be scheduled during the next session.

Minor modifications & alteration might be required, depending on the composition & progress of the class

READING MATERIALS:

- Dwivedi, D.N. (2015). Managerial economics. New Delhi: Vikas Publishing House Pvt Ltd.
- Salvatore, D., & Srivastava, R. (2015). Managerial economics. New Delhi: Oxford University Press.
- Mithani, D.M. Managerial economics: Theory and applications, 7/e. New Delhi: Himalaya Publishing House Pvt. Ltd.
- Economy & Industry. A Business Standard Publication.

- Economic and Political Weekly.
- Economic Survey 15-16.
- Ahuja, H.L. (2014). Managerial economics: Analysis of managerial decision making. New Delhi: S. Chand & Company Pvt. Ltd.
- Hirschey, Mark(2012). Managerial economics. New Delhi: Cengage Learning.
- Mote, V.L., Paul,S.,&Gupta, G.S. (2011). Managerial economics. New Delhi:Tata Mc-Graw Hill.
- <https://www.rbi.org.in/scripts/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy>
- <http://databank.worldbank.org/data/reports.aspx?source=2&country=IND&series=&period=>

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	50%
Economics' Dictionary, Management Colloquium, Current News	10%
Assignments/presentations on current economic trends and event(Group Activity)	10%
Class participation and case Study Discussion	10%

Course Title: Information Technology for Managers**Course Code: IT01****Credits: 3****Semester: 1****COURSE DESCRIPTION:**

Information Technology (IT) has become an integral and inseparable part of a modern day business manager's toolkit. Irrespective of the functional area, a manager is expected to understand and utilize the potential of IT. This is a foundation course and is aimed at familiarizing the students with the fundamentals of computers and information technology. It is designed to develop a firm understanding as well as hands-on-skills in basic IT applications. Students will be able to learn about the important aspects relating to the information technology work environment, communication and teamwork. They will be exposed to the basics of computer hardware components, operating systems and peripheral devices and then move on to see how all these come into play when they begin to work with Windows and Office suite of software. They will be able to create professional documents and presentations with Word, Excel, and Power Point. The course will have plenty of opportunities to develop and re-inforce their IT skills. Business value of IT investments and implementation issues shall be covered to develop a business perspective of technology. A tentative session plan shall guide the course flow which will always remain open to modifications as the class proceeds.

COURSE OBJECTIVES:

- Help students understand basic taxonomy of computer and other IT tools.
- Enable students to learn and use Office suite of software to create professional documents, spreadsheets and presentations.
- Use Formulas and Functions in Excel to develop a basic understanding of data analysis and charting capabilities available.
- Expose students to the contemporary information technologies and their business applications.

COURSE LEARNING OUTCOMES:

Upon successful completion, the student should be able to:

- Understand the basic taxonomy of computers and its associated peripherals.
- Work with basic computer software like MS-Windows, MS-Office and create professional documents under these applications.
- Understand the use of Internet and various services available on it from a managerial perspective.
- Be aware of contemporary information technologies and their business applications.

TENTATIVE SESSION PLAN:

Week/ Session	Topic
Week 1 (1-3)	Introduction to Computers: Components of a Computer System; Hardware and Software; Language Processors; Computer Languages, Evolution of Computers and various generations of computers
Week 2 (4-6)	Operating System Fundamentals: Classification and Functions of Operating Systems, Introduction to popular operating systems

Week 3 (7-9)	Working with MS PowerPoint
Week 4-5 (10-15)	Working with MS-Word
Week 6 (16-18)	MS Excel (Creating, Formatting & linking spreadsheets)
Week 7 (19-21)	Mid Term Assessment
Week 8-10 (22-30)	MS Excel (Using Formulas & Mathematical/ Statistical/Financial Functions, Charting, Data Validation and Data Analysis)
Week 11 (31-33)	Computer Networks and Internet: Data Communication and Networking; Types of Computer Networks; Internet and its managerial applications; Basic Taxonomy of Internet; Intranets and Extranets.
Week 12 (34-36)	Information Technology and Information Systems: IT Applications and Implementation Issues, Issues and Impact of IT on business organizations
Week 13 (37-39)	Hands-on Skill Tests/Presentations
Week 14 (40)	End Term Assessment

Note: Session Plan is tentative and may require adjustments depending on the progress of class.

READING MATERIALS:

- Leon, Alexis and Leon, Mathews (Latest Edition). Fundamentals of Information Technology. New Delhi, Vikas Publishing. [ISBN: 9788182092457]
- Saxena, Sanjay (2015). A First Course in Computers (Based on Windows 8 and MS Office 2013). New Delhi, Vikas Publishing. [ISBN: 9789325980822]

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Statistics for Managers

Course Code: QTo1

Credits: 3

Semester: 1

COURSE DESCRIPTION:

This course will familiarize management students with basic statistical tools and techniques, which are essential tools for today's management decisions. Statistical tools & techniques have wide applications in both service and manufacturing industries making it necessary for budding managers. These techniques assist in resolving complex problems accurately and precisely serving as a valuable guide to the decision makers.

COURSE OBJECTIVE:

The Course has the following objectives:

- Students should be able to relate and apply basic concepts in exploratory data analysis.
- Students should be able to relate to the concepts of probability and random variables in managerial decision making
- Students should be able to apply the concepts of the sampling distribution of a statistics, and its practical applications
- Students should be able to formulate a hypothesis and test it through various statistical tools
- Students should be able to apply parametric and non parametric methods relating to the means of various sampling distributions.
- Students should be able to model techniques for bivariate data and use inferential methods in the context of simple linear regression models and correlation concepts
- Students should be able to relate and appreciate the practical importance of one—way analysis of variance (ANOVA) in managerial decision making.

COURSE LEARNING OUTCOMES:

Upon completion of this course, students are expected to:

- Develop understanding of the basic concepts underlying quantitative analysis.
- Strengthen their ability to frame and formulate management decision problems.
- Deepen their ability to interpret and evaluate results of quantitative analysis through software (Excel and SPSS latest version)
- Cultivate the sound use of judgment in the applications of quantitative methods to management decisions

TENTATIVE SESSION PLAN:

Session Number	Topics
1-3	Introduction to Quantitative Methods with emphasis on Statistics: Statistics in business, Importance and Functions of Statistics, Types of Data, Data Measurement. Descriptive Statistics: Tabular and Graphical Presentation: Summarizing Qualitative Data, Summarizing Quantitative Data, Scatter Diagrams.
4-6	Descriptive Statistics: Numerical Measures: Measures of Central Tendency: Ungrouped Data, Measures of Variability: Ungrouped Data, Measures of Central Tendency and Variability: Grouped Data, Measures of Shape. Descriptive Statistics on Computer
8-11	Probability: Concepts of Probability, Experiments and Sample Space, Assigning

	probabilities to Experimental Outcomes, Events and their Probabilities, Some basic Relationships of Probability, Conditional Probability, Baye's Theorem.
12-14	Discrete Probability Distributions: Random Variables, Discrete Random Variables, Binomial Probability Distribution, Poisson probability Distribution. Continuous Probability Distributions: Continuous Random Variables, Normal Probability Distribution, Exponential Probability Distribution Using Computer to Solve the above Probability Distributions
15-17	Sampling and Sampling Distributions: Reasons for sampling, Sampling Frame, Random Versus Non-Random Sampling, Random Sampling Methods, Non-Random Sampling, Sampling Distribution, Central Limit Theorem, Sample distribution of Sample Proportion \bar{p}
18-19	REVIEW AND RECAP
20	MID TERM EXAM
21-23	Statistical Inference: Estimation for Single Populations : Types of Estimates, Using the z Statistic for Estimating population Mean, Confidence Interval for Estimating Population Mean μ when σ is Unknown, Estimating Population Mean Using the t Statistic. Using Computer for Estimation
24-26	Statistical Inference: Hypothesis Testing for Two Populations: Hypotheses Testing for the Difference Between Two Population Means Using the z Statistic, Hypotheses Testing for the Difference Between Two Population Means Using the z Statistic, Statistical Inference About the Difference Between, The Means of two Related Populations (Matched Samples) Using Computer for Hypothesis Testing
27-29	Analysis of Variance (ANOVA) and Goodness of Fit: Hypothesis Testing About Two Population Variances (F Distribution), ANOVA Assumptions, ANOVA Test, Completely Randomized Design (One-Way ANOVA) Using Computer for ANOVA
30-32	Linear Regression and Correlation Analysis: The Coefficient of Correlation, The Coefficient of Determination, Testing the significance of Correlation Coefficient, Simple Linear Regression, Determining the Equation of a Regression Line, The Standard Error of Estimate, Assumptions Underlying Linear Regression Multiple Regression and Correlation Analysis: Multiple Regression Analysis, Inferences in Multiple Linear Regression, Multiple Standard Error of Estimate, Assumptions about Multiple Regression and Correlation, The ANOVA Table Using Computer for Regression Analysis
33-34	Time Series analysis & Forecasting: Variation in time series, trend analysis, cyclical variation, seasonal variation, irregular variation, moving average, exponential smoothening, trend prediction, time series decomposition
35-36	Non parametric Methods: The Sign test, Rank sum test, The Mann Whitney U test, Kruskal Wallis test, one sample run test, rank correlation
37-40	Presentations and Course Review

READING MATERIALS:

- Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2015). **Statistics for Business and Economics**. 12/e. New Delhi: Cengage Pvt. Ltd. [ISBN: 978-81-315-2813-6]
- Sharma, J.K. (2014). Fundamentals of Business Statistics. 2/e. New Delhi: Vikas publishers.

- Bajpai, N. (2013). Business Statistics. 2/e. New Delhi: Pearson publishers.
 - Gupta, S.C. (2014). Fundamentals of Statistics. 7/e. Mumbai: Himalaya publishers.
- Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Attendance	10%
Assignment Report and Presentation	10%
Quiz and Subject Awareness	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Operations Research**Course Code: QTo2****Credits: 3****Semester: 1****COURSE DESCRIPTION:**

In the dynamic business environment traditional methods of conducting business should be more agile in order to remain in competition by enhancing performance, reducing operational and environmental risks and ensuring compliances. Operations Research (OR) or Decision Sciences is a scientific tool developed for the purpose of reducing cost and risks, maximizing profits by optimizing resources. Its applications are many and almost all businesses units can benefit from the use of OR. To name a few – healthcare, hospitality, railways, power sector, e-commerce and manufacturing are widely using OR techniques for their decision making purpose. World's most renowned company like Cisco, Texas instruments have used OR applications across their value chain successfully, an example from Dell states that Dell's business was enhanced by 15 billion dollars since 2007 as well as greater customer satisfaction was attained by incorporating OR in their decision making. This also facilitated the overall growth and solved complex business issues more accurately and analytically. Thereby, indicating the relevance of OR's applications in management studies. OR is an essential technique for management students who will be our future managers or decision makers. With this goal in mind, this course aims to make students competent in selecting, implementing and evaluating OR techniques for real-life business problems.

COURSE OBJECTIVES:

The objectives of this course are:

- To develop application oriented problem solving approach
- To provide participants with a sound conceptual understanding and applications of OR techniques for business decision
- To develop the ability to structure, analyze and solve real life problem situations in their working environment

COURSE LEARNING OUTCOMES:

Students, who successfully complete the course on Operations Research, should be able to:

- Have an understanding of process of OR and its importance in managerial decision making,
- Select and employ suitable OR techniques for a given business situation,
- Have hands-on training in building and evaluating models from a given dataset/s,
- Have the ability to structure, analyze and solve real life problems of business,
- Understand the practical application of operations research and apply it for profit maximization with optimum resources utilization such as: transportation problems,
- Evaluate PERT and CPM and waiting time techniques for timely project scheduling and its completion, and
- Perform software based exercises for decision making and interpretation of output from software (Excel Solver).

TENTATIVE SESSION PLAN:

Session	Topic	Required Readings
1 & 2	Introduction: Course overview, course relevance, expectation, outcome and evaluation Quantitative Approach to Decision Making and its applications Examples of business problems and their solutions through OR	N.D. Vohra, Chapter 1 Caselets: (I) Room pricing with Management Science at Marriott; (II) OR in Healthcare

3&4	Linear Programming: Formulation and Graphical Method Introduction to Linear Programming Formulation of Linear Programming Problems Graphical Method of solving Linear Programming Problems	N.D. Vohra, Chapter 2 Caselets: (I) Allocating Seat Capacity on Indian Railways Using Linear Programming; (II) Improving Customer Service at Amazon.com; (III) Determining Optimal Fertilizer Mixes at Soquimich (South America) Case Problem: Metropolitan Police Patrol
5 & 6	Linear Programming: Simplex Method Introduction to Simplex Method Solving Maximization & Minimization Problems using Simplex Method	N.D. Vohra, Chapter 3 Caselets: (I) Optimizing Production Quantities at GE Plastics; (II) Improving Profitability at Norske Skog with Linear Programming; (III) Linear Programming Blending Applications in the Petroleum Industry Case Problem: (I) Summer Sports Camp at State University; (II) Walsh's Juice Company
7 & 8	Linear Programming: Big M Method & Two Phase Method	Handouts
9 & 10	Linear Programming: Duality & Sensitivity Analysis Introduction Duality in Linear Programme Economic Interpretation of Duality Sensitivity Analysis	N.D. Vohra, Chapter 4 Caselets: (I) Optimizing Production Quantities at GE Plastics Case problem: Mossaic Tiles, Ltd.
11 & 12	Integer Programming & Goal Programming Introduction Integer Programming Solution to IPPs Goal Programming	N.D. Vohra, Chapter 7 Caselets: (I) Allocating Operating Room Time at Toronto's Mount Sinai Hospital; (II) College of Business Class scheduling at JKLU; (III) Planning Next-Day Air Shipments at UPS Case Problem: PM Computer Services
13-15	Transportation & Transhipments Problems Introduction Mathematical Formulation Mathematical Model of Transportation Problem BFS of Transportation Problem (NW Corner rule, Matrix Minimum Method, VAM) Optimum Transportation problem solution (Stepping Stone Method and MODI Method) Unbalanced Transportation Problem	N.D. Vohra, Chapter 5 Caselets: (I) Transportation Models at Nu-kote International; (II) Matching Wineries with Distributors Case Problem: The Department of Management Science and Information Technology at Tech
16-17	Assignment Problems Introduction Mathematical Model of an Assignment Problem Hungarian Method Variations of the Assignment Problem	N.D. Vohra Chapter 6 Case lets: (I) Transporting Mail at the U.S. Postal Service;(II) Assigning Umpire Crews at Professional Cricket Tournaments Case Problem: Burlingham Textile

		Company
18-19	Course Review & Recap	
20-21	Mid-Term Exam	
22-27	Queuing Models Introduction Structure of a Waiting Line System Some Queuing Models Some General Relationships for Waiting Line Models	N.D. Vohra, Chapter 10 Caselets: (I) Reducing Perceived Waiting Time at Bank of America; (II) Providing Telephone Order Service in the Retail Catalog Business
28-31	Simulation Models Introduction to Simulation Modelling Monte Carlo Simulation Simulation and inventory Analysis	N.D. Vohra, Chapter 17
32-33	Sequencing Introduction Solution to Sequencing problem Maintenance crew Scheduling and application	N.D. Vohra, Chapter 08
34	Decision Theory Introduction One stage Decision making problems Multi stage Decision making problems Decision Tree Utility as a basis for Decision Making	N.D. Vohra, Chapter 13 Caselet: Planning for terrorist attacks and epidemics in Los Angeles county with decision analysis; Evaluating electric generator maintenance schedules using decision tree analysis; Scheduling Refueling at the Indian point 3 nuclear power plant
35 – 37	Computer applications in OR	
38 – 40	Project Presentation	

Caselets & Cases will be provided by the Instructor during the sessions

READING MATERIALS:

- Vohra, N.D. (2010). *Quantitative Techniques in Management*. 4/e. New Delhi: Mc Graw Hill.
- Ravindran, A., Philips, D.T., & Solberg, J.J. (2007). *Operations Research*. 2/e. Singapore: John Wiley & Sons.
- Pannerselvam, R. (2010). *Operation Research*. 2/e. New Delhi: Prentice Hall of India.
- Render, B., Ralph, M.S., Hanna, M.E., & Badri, T.N. (2009). *Quantitative Analysis for Management*. 10/e. New Delhi: Pearson.
- Taha, H.A. (2003). *Operation Research*. 9/e. New Delhi: Pearson.
- Anderson, D.R., Sweeney, D., & Williams, T. (2009). *Quantitative Methods for Business*. 10/e. New Delhi: Cengage Learning.
- Srivastava, U.K., & Chenoy, G.V. (2008). *Quantitative Techniques for Managerial Decisions*. 2/e. New Delhi: New Age.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Marketing Management-I**Course Code: MK14****Credits: 3****Semester: 1****COURSE DESCRIPTION:**

Marketing is the sum of the activities undertaken to create, promote and distribute products, services or idea, at a price and quality deemed valuable by the company's customers, in order to create value and profit for the company. Marketing is integral to establishing a company's strategic direction. This in turn makes marketing skills and perceptive essential to the success of all business managers in any business. The course is designed to enable students to develop an appreciation of the role of marketing and the management of marketing functions in the contemporary business environment. This course provides an introduction to the fundamentals of marketing management and managerial introduction to the strategic and tactical aspects of marketing decisions. Key issues covered in the course are: the marketing concept; understanding the market environment; understanding buyer behaviour; marketing planning and strategies; managing the two important elements of marketing mix: product and price.

COURSE OBJECTIVES:

The course is designed to make students able to:

- Understand the core marketing concepts to evaluate marketing scenarios.
- Understand strategic concepts and theories.
- Identify and explain the elements of an integrated marketing communications and marketing channel programs.
- Develop an appreciation of the integration and the interdependence of the domestic and foreign markets in developing global strategies.

COURSE LEARNING OUTCOMES:

By the end of the course the student would be able to:

- Design an integrated marketing channel.
- Develop an integrated marketing plan.
- Develop and critically evaluate marketing strategies contexts.
- Translate corporate objectives to marketing goals, make strategic and tactical choice of markets, development of a marketing programme and the implementation of marketing activities.

TENTATIVE SESSION PLAN:

Session No.	Topic/s	Readings
1-3	Nature, scope and basics of Marketing, Company orientation toward the market place (The old and the new concepts, integrated marketing)	Kotler, P. & Keller, K. L: Chapter 1 Case: Google: Marketing Excellence
4-5	Marketing environment – micro and macro environment	Kotler, P. & Keller, K. L: Chapter 3
6-9	Developing Marketing Strategies and plans: Corporate Strategic Planning, Evaluating Business Portfolios, Growth Strategies, Marketing Plan	Kotler, P. & Keller, K. L: Chapter 2 Case: Intel

10	Revision Session and Quiz	Session no. 1-9
11-12	Creating Customer Value and Satisfaction	Kotler, P. & Keller, K. L: Chapter 4
13-15	Understanding Consumer Behavior and Buying Process	Kotler, P. & Keller, K. L: Chapter 5 Case: Disney
16-17	Organizational Buying Process	Kotler, P. & Keller, K. L : Chapter 6
18	Class Test	Session no. 1-17
19- 21	Differentiated and Undifferentiated Marketing, Segmentation and Targeting	Kotler, P. & Keller, K. L: Chapter 7 Case: BMW
22-23	Competitive Dynamics	Kotler, P. & Keller, K. L: Chapter 8
24-26	Crafting the Brand positioning	Kotler, P. & Keller, K. L: Chapter 9 Case: Samsung
27-29	Creating Brand Equity	Kotler, P. & Keller, K. L:Chapter 10 Case: McDonald's
30	Revision Session and Quiz	Session no. 19-28
31-34	Product Classification and Product Mix, New Product Development Process, Product Life Cycle Strategies	Kotler, P. & Keller, K. L:Chapter 11 Case: Toyota
35-37	Developing Pricing Strategies and Programs.	Kotler, P. & Keller, K. L:Chapter 13 Case: eBay
38	Class Test	Session no. 19-38
39-40	Student Presentations	Student presentations on Marketing plan (to be announced during session no. 6-9)

Note: Session Plan is tentative and may require adjustments depending on the progress of class.

READING MATERIALS:

- Keller, K. L.(2015). *Marketing Management*. New Delhi: Pearson Education.
- Kumar, S. R. (2012). *Case Studies in Marketing Management*. New Delhi: Pearson Education.
- Lal, R. (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company.
- Panda, T. K. (2009). *Marketing Management*. New Delhi: Excel Books.
- Ramaswamy, V. S., & Namakumari, S. (2013). *Marketing Management: Global Perspective, Indian Context*. New Delhi: Macmillan (India) Limited.
- Saxena, R. (2014). *Marketing Management*. New Delhi: McGraw-Hill Education.
- Shahjahan, S. (2011). *Applied Case Studies in Marketing*. New Delhi: Primus Books.
- Marketing Whitebook (2011). One step Guide for Marketers, 1/e PB, *Business World*.
<http://www.mrsi.in/sec.html>.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation	10%
Presentation	10%
Quiz and Assignments	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Organizational Behavior-I**Course Code: HR18****Credits: 3****Semester: 1****COURSE DESCRIPTION:**

Organizational behavior is the study of what people as individuals and teams think, feel and behave in organizations. As a discipline, it has taken roots from other disciplines like management thought, social psychology, personality psychology, sociology and political science to name a few. It educates one on the causes and consequences of various behaviors in an organizational context. In the corporate world, a great deal of interest revolves around the development of soft skills. This course fundamentally provides the knowledge in that area. This is not a skill development course, but a knowledge and awareness building course in people management. Organizational behavior comprises of three major units of analysis. They are the individual, the group/team and the organization as a whole. To quote a few, needs, expectations, motivation and satisfaction at the individual level governs a person's personal and interpersonal effectiveness in an organization. In teams, there are a lot perspectives which explain the dynamics of effectiveness among team deliverables. The top management makes policy decisions and shapes the culture, and moves the organization through the process of organizational development and change. The content and coverage of this course will aim to predominantly understand individual and team level organizational dynamics.

COURSE OBJECTIVES:

- To enable the student comprehend & appreciate the multiple dimensions of individual variations in employee behavior and productivity.
- To enable the student to understand the multiple enablers and constraints of team productivity.
- To enable the student to understand the behavioral dynamics in execution of roles for effective problem solving in organization.
- To enable the student to understand the basis of mid and top managerial behavior, decision and responses.

COURSE LEARNING OUTCOMES:

By the end of the course the student should have:

- Ability to identify individual level performance related factors including personality and environmental factors in a people management context.
- Ability to identify team level performance related factors including role-related, and process-related factors in a people management context.
- Ability to identify organization level performance-related factors including leadership and environment in a people management context.
- Ability to differentiate between emotionality and rationality in a people management context.

TENTATIVE SESSION PLAN:

Session No.	Topics to be covered in the course	CASE/READINGS
Week 1 (S1-3)	Organizational Behavior- The importance of interpersonal skills-Management functions, roles, skills. Disciplines That Contribute to the OB Field -Psychology Social Psychology Sociology Anthropology -There Are Few Absolutes in OB -Challenges and Opportunities for OB Developing an OB Model	Chapter 1 of Robbins & Vohra

Week 2 (S4-6)	Organization Diversity - Demographic Characteristics of the U.S. Workforce, Levels of Diversity Discrimination ,Biographical Characteristics Other Biographical Characteristics: Tenure, Religion, Sexual Orientation, and Gender Identity Ability	Chapter 2 of Robbins & Vohra Case-Increasing Age Diversity in the work place
Week-3 (S7-9)	Values, Attitudes, and Their Effects in the Workplace- What Are the Main Components of Attitudes? Does Behavior Always Follow from Attitudes? What Are the Major Job Attitudes? Job Satisfaction The Impact of Satisfied and Dissatisfied Employees on the Workplace	Chapter 3 of Robbins & Vohra http://en.wikiversity.org/wiki/The_Factors_that_Determine_Success_in_Attitude_Change_Programs
Week-4 (S10-12)	Emotions and Moods- What Are Emotions and Moods? The Basic Emotions The Basic Moods: Positive and Negative Affect • The Function of Emotions Sources of Emotions and Moods Emotional Affective Events Theory Deviant Workplace Behaviors • Safety and Injury at Work, How Managers Can Influence Moods	Chapter 4 of Robbins & Vohra
Week-5 (S13-14)	Personality & Values- What Is Personality?, The Myers-Briggs Type Indicator ,The Big Five Personality Model , Other Personality Traits Relevant to Values -The Importance of Values , Terminal versus Instrumental Values , Generational Values, Linking an Individual's Personality and Values to the Workplace, Person–Job Fit , Person–Organization Fit	Chapter 5 of Robbins & Vohra Case- Difficult Task Force
Week-5 (S15)	QUIZ-1	
Week-6 (S16-17)	Perception & Individual Decision Making- What Is Perception? , Person Perception: Making Judgments About Others, The Link Between Perception and Individual Decision Making, Decision Making in Organizations Influences on Decision Making, What About Ethics in Decision Making?	Chapter 6 of Robbins & Vohra
Week-6 (S-18)	REVIEW AND RECAP	
	MID TERM EXAM	
Week- 7 (S19-21)	Motivation Concepts- Defining Motivation , Early Theories of Motivation , Hierarchy of Needs Theory, Theory X and Theory Y , Two-Factor Theory McClelland's Theory of Needs, Contemporary Theories of Motivation, Self-Determination Theory, Job Engagement, Goal-Setting Theory Equity Theory/Organizational Justice, Expectancy Theory, Integrating Contemporary Theories of Motivation	Chapter 7 of Robbins & Vohra
Week-8 (S22-24)	Application of Motivation concepts- Motivating by Job Design: The Job Characteristics Model, The Job Characteristics Model, The Social and Physical Context of Work, Employee Involvement, Linking Employee Involvement Programs and Motivation Theories, Using Rewards to Motivate Employees	Chapter 8 of Robbins & Vohra
Week -9 (S25-	Foundations of Group Behavior- Defining and Classifying Groups, Stages of Group	Chapter 8 of Robbins & Vohra

27)	Development, The Five-Stage Model ,An Alternative Model for Temporary Groups with Deadlines ,Group Decision Making Groups versus the Individual, Groupthink and Group shift, Group Decision-Making Techniques	
Week-10 (S28-30)	Understanding Work Teams- Why Have Teams Become So Popular?, Differences Between Groups and Teams, Types of Teams Problem-Solving Teams, Self-Managed Work Teams, Cross-Functional Teams, Virtual Teams, Creating Effective Teams Context: What Factors Determine Whether Teams Are Successful, Team Composition Team Processes, Turning Individuals into Team Players	
Week-11 (S31-33)	Leadership- Trait Theories, Behavioral Theories, Contingency Theories, The Fiedler Model Other Contingency Theories Leader–Member Exchange (LMX) Theory Charismatic Leadership and Transformational Leadership, Charismatic Leadership, Transformational Leadership, Authentic Leadership: Ethics and Trust	Chapter 12 of Robbins & Vohra
Week-12 (S34-36)	Conflict and Negotiation- A Definition of Conflict, Transitions in Conflict Thought The Traditional View of Conflict , The Interactionist View of Conflict , Resolution-Focused View of Conflict The Conflict Process-Stage I: Potential Opposition or Incompatibility Stage II: Cognition and Personalization Stage III: Intentions Stage IV: Stage V: Outcomes Negotiation	Chapter14 of Robbins & Vohra
Week-12 (S37)	QUIZ-II	
Week 13 (38-40)	Group Presentation, Discussion and Q&A	

READING MATERIALS:

- Robbins, S. P. Timothy.A.,J.,&Vohra.N.,. (2014). *Organizational Behavior*: 15Th Edition. Pearson Education India.
- Luthans, F. (2013). *Organizational behavior: An evidence-based approach*. 12th Ed.McGraw-Hill Education.
- Ivancevich, J. M. K., & Matteson, R. (2011). *Organizational behavior and management*.
- Aswathappa, K. (2010). *Organisational Behaviour. Text Cases Games*
- For detailed reading on Psychological contract please refer to <http://www.cipd.co.uk/subjects/employment/psychcontract/psychcontr.htm>
- <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
- <http://coms.uconn.edu/directory/faculty/mhamilton/persuasion/Chapter%205d.pdf>.The handbook of social psychology, Volume 1 By Daniel T. Gilbert)
- http://en.wikipedia.org/wiki/Attitude_changeWaysof changing
- http://en.wikiversity.org/wiki/The_Factors_that_Determine_Success_in_Attitude_Change_Programs
- http://www.thenationalforum.org/Docs/PDF/2005_ASHE_attitude_change_paper.pdf

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Group Presentations- Concept paper/Quiz	20%
Case analysis	10%
Midterm examination	20%
End term examination	50 %

Course Title: Organizational Behavior-II**Course Code: HR19****Credits: 3****Semester: 1****COURSE DESCRIPTION:**

Understanding organizations is essential to become more effective managers, analyst and leaders. Aggressive competition, demanding customers, evolving technologies, global markets and economic upheavals are building pressure on organizations to rethink on their business practices. The purpose of the course is to introduce the students about the organizational practices, theories and some of its complexities. The course also includes the understanding about organizations goals requirement of various designs and structure under various context. It will help students to build a perspective on organization design and change including the recent advancements.

COURSE OBJECTIVES:

Upon completion of this course you should be able.

- To develop an understanding of the nature, functioning and design of organisation as social collectivities.
- To examine the reciprocal relationship between the organisational characteristics (for example: structure, strategies, systems etc.) and managerial behaviour.
- To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organisational processes.

COURSE LEARNING OUTCOMES:

- After the successful completion of this course, the students will be able to:
- Appreciate dynamics of interaction between organizational structure and processes and their impact on effectiveness of the organization.
- Design appropriate organization structure and systems to meet strategic and other consideration
- Acquire insight into various planned change strategies for organizational excellence.

TENTATIVE SESSION PLAN:

Session No.	Topic
1-4	Organization and Organization theory: What is an organization? Perspective on organizations, evolution of organization theory and design
5-8	Strategy, organization design and effectiveness
9-11	Fundamentals of organization structure
12	Case Analysis
13-15	The External Environment
16-18	Organization Size, Life Cycle and Decline
19-20	Power and Politics
MID TERM	
21-23	Organizational Culture and Climate
24	Case Analysis
24-27	Learning Organization
28-29	Case Analysis and Exercise
30-33	Organizational Change: Sequential process, Main roles, Effective implementation, Dealing with resistance to change,
34	Case Analysis
36	Case Analysis
37-40	Presentations

READING MATERIALS:

- Richard Daft (2013). Organizational Theory, Change and Design. New Delhi; Cengage Learning.
- Pareek, U. and Kahanna, S. (2016). Understanding Organization Behaviour, 4/e. New Delhi: Oxford University Press.
- Shrivastava, Bhupen (2007). Organizational Design and Development. New Delhi: Biztantra
- Cumming, T.G. and Worley, C.G. (2005). Theory of Organizational Development and Change. South-Western: Cengage Learning.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation	5%
Project Presentation	15%
Quiz and Assignments	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Managerial Communications

Course Code: LSo1

Credits: 3

Semester: 1

COURSE DESCRIPTION:

This course aims to help you develop the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills. Having good oral communication and writing skills is imperative in today's workplace. In the past, business people may have written a couple business letters a month, but now they can receive and send hundreds of email messages weekly. Their writing skills are showcased in every message they send. As well, with the arrival of videoconferencing, large-scale meetings are possible with increased frequency. This course, will improve students: memo, letter, email, report, policy and proposal writing; presentation skills; participation in and chairing of meetings; and job application strategies.

COURSE OBJECTIVES:

- To reinforce the importance of effective business communication for success in today's business environment.
- To enhance the communication skills required in different business contexts through various interactive activities.
- To acquaint the students with the basic concepts and techniques of communication, viz. Listening, Speaking, Reading & Writing skills those are useful in developing skills of communicating effectively.

COURSE LEARNING OUTCOMES:

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

- Write e-mails, memos, press releases, and business letters with different tones and for different purposes.
- Understand the importance of being an effective business communicator in today's changing workplace.
- Write reports, policy documents, and proposals in different formats
- Communicate with the public and colleagues by phone, in person, and in meetings
- Deliver professional, oral presentations.

TENTATIVE SESSION PLAN:

Session	Topic
1-2	Establishing a Framework for Business Communication <ul style="list-style-type: none"> - Introduction, definition, nature and scope of business communication - Objectives and function of business communication
3-4	The Communication Process <ul style="list-style-type: none"> - Encoding the message - Channel selection and message transmission - Causes of interference - Decoding the message - Giving feedback
4-5	Communicating Within Organization <ul style="list-style-type: none"> - Levels of communication - Communication flow in organizations
6,7,&8	External Influences on Business Communication <ul style="list-style-type: none"> - Legal and ethical constraints - Diversity challenges - Team environment - Changing technology
9	Case Study Analysis

	“Effective communication should be developed through trust”
10-11	Focusing on Interpersonal Communication <ul style="list-style-type: none"> - Foundations - Communication styles or modes - Interpersonal influence
12-14	Non-Verbal Communication <ul style="list-style-type: none"> - Metacommunication - Kinesic message - Understanding nonverbal message
15-16	Listening Skills <ul style="list-style-type: none"> - Listening for a specific purpose - Poor listening habits - Suggestions for effective listening
17	Exercise
18-19	<ul style="list-style-type: none"> • Dealing With Resistance • Effective Feedback Counseling
20	Active listening exercises
	MID TERM EXAMINATION
21-22	Focusing on Group Communication <ul style="list-style-type: none"> - Increasing focus on group - Characteristics of effective groups - Group decision-making
23	Group Conflict <ul style="list-style-type: none"> - Personal conflict - Substantive conflict - Procedural conflict - Conflict resolution
25	Meeting Management <ul style="list-style-type: none"> - Face-to-face meetings - Electronic meetings - Suggestions for effective meetings
26	Group Communication Exercise
27	Quiz/ Class Test
28	Use of Technology in Workplace Communication <ul style="list-style-type: none"> - Appropriate use of technology - Electronic mail communication
29	Use of Technology in Workplace Communication <ul style="list-style-type: none"> - Web page communication - Voice and wireless communication
30	Exercise
31	Case Study Analysis Case “ Corporate Blogs”
32	Business Writing <ul style="list-style-type: none"> - Types of business message - Approaches to business message - Stages of writing business message
33	Understanding the Report Process <ul style="list-style-type: none"> - Characteristics and types of reports - Proposals - The problem-solving process
34	Organizing and Preparing Reports <ul style="list-style-type: none"> - Parts of a formal report - Organization of formal reports
35	Organizing and Preparing Reports and Proposals

	<ul style="list-style-type: none"> - Short reports - Parts of a proposal
36	Practical exercise on report writing
37	Designing and Delivering Business Presentation <ul style="list-style-type: none"> - Planning an effective business presentation - Organizing the content
38	Designing and Delivering Business Presentation <ul style="list-style-type: none"> - Designing compelling presentation visuals - Delivery Style - Special presentation situations
39	- Legal aspect of Business Communication
40	Presentation Skills (Student presentations)
	END TERM EXAMINATION

READING MATERIALS:

- Raman, Meenakshi and Singh, Prakash (2013). Business Communication. New Delhi: Oxford University Press
- Lehman, Carol M.; DuFrene, Debbie D. and Sinha, Mala (2011). **BCOM: A South-Asian Perspective**. Delhi: Cengage Learning Pvt., Ltd
- Mukerjee, H. S. (2013). **Business Communication: Connecting at Work**. New Delhi: Oxford University Press

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Semester-II

Course Title: Financial Management

Course Code: FNo1

Credits: 3

Semester: II

COURSE DESCRIPTION:

Finance is the life blood of every organization. Anyone involved in the management of a business needs to have a basic knowledge of business finance and basic financial concepts such as the time value of money, asset valuation, and risk and return. This understanding enables one to better appreciate financial issues and apply them to his/her work and personal decision-making. This understanding in an analytical perspective is the uniqueness of MBA degree against other finance related professional courses. This subject will develop a conceptual understanding of the student to perform at managerial positions in banks, manufacturing concerns and service organizations.

COURSE OBJECTIVES:

This Course would help students to:

- Imbibe a theoretical framework for considering corporate finance problems and issues and to apply these concepts in practice,
- Receive a basic level of finance knowledge that a future practicing manager should possess,
- Have the ability and confidence to tackle common financial problems in practice, and
- Prepare for future finance specialization subjects.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

- Understand the importance of financial management.
- Learn project viability analysis.
- Understand the cost involved in financing alternatives.
- Understand the importance and dynamics of working capital.
- Understand the dividend policies of organisations.

TENTATIVE SESSION PLAN:

Session No.	Topic
1-4	Overview of Financial Management : Introduction – Nature & Scope of Financial management, Source of Finance, Finance Functions – Goals of Financial Management, Profit Maximization and Wealth Maximization, Financial Manager's Role.
4-6	Fundamental Valuation Concepts: Time value of Money Valuation of shares and bonds Minicase I and Minicase II Minicase II
7-8	Corporate Valuation: Adjusted Book Value Approach, Discounted Cash Flow Approach, Forecasting and Valuation of free cash flows, Economic Value Added
9-10	Risk and Return Minicase I and Minicase II
10-15	Capital Budgeting: Nature and Principles, Compounding and Discounting, Cash Flows, Non- Discounting cash flow techniques, Discounting cash flow techniques, Accept Reject Rules, Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach, Calculation of RADR, Minicase I
15-20	Cost of Capital: Concept of cost of capital, Determining Component of Cost of Capital, Factors affecting Cost of Capital, Uses of Cost of Capital, Weighted Cost of Capital.

	<i>Minicase I</i>
20-28	Capital Structure and Leverage : Theories of Capital Structure, Net Income Approach, Traditional Approach, MM Hypothesis and Arbitrage, Designing Capital structure, Financial and Operating leverages <i>Minicase</i>
28-30	Dividend Policy: Objectives of Dividend Policy, Determinants of Dividend policy, Practical Consideration In Dividend Policy, Types of dividend, Dividend theories <i>Minicase</i>
30-32	Working Capital Management: Principles and Concepts of Working Capital, Operating Cycle, Determinants Of Working Capital, Assessment of Working Capital Requirement <i>Minicase</i>
33-34	Cash Management, Receivables Management, Inventory Management <i>Minicase</i>
35-36	Financing of Working Capital <i>Minicase</i>
37-39	Contemporary Concepts: Behavioural Finance, Balance Scorecard, Financial Engineering, M&A, Takeovers, LBO and Private Equity
40	Review of Course

Note: Full effort would be made to cover the cases mentioned in the plan above. However, due to paucity of time, it may be possible that some cases may be given as assignment.

READING MATERIALS:

- Prasanna Chandra (2015). **Financial Management - Theory & Practice**. 9/e. New Delhi: McGraw- Hill Education (India) Private Limited.
- I M Pandey (2010). **Financial Management**. 10/e. New Delhi : Vikas Publishing Private Limited.
- M.Y. Khan & P.K. Jain (2010). **Financial Management Text, Problems and Cases**. New Delhi : McGraw- Hill Education (India) Private Limited.
- Lawrence J. Gitman (2006). **Principles of Managerial Finance**. 11/e. New Delhi : Pearson.
- James C. Van Horne (2002). **Financial Management & Policy**. 12/e. New Delhi : Pearson.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Business Analytics**Course Code: ITo8****Credits: 3****Semester: II****COURSE DESCRIPTION:**

Business Analytics is the use of data, information technology, statistical analysis, quantitative methods, and mathematical or computer-based models to help managers gain improved insight about their business operations and make better, fact-based decisions. It is a process of transforming data into actions through analysis and insights in the context of organizational decision making and problem solving. Analytics is used everywhere, from marketing to operations to customer service. In recent years, analytics has become increasingly important in the world of business, particularly as organizations have access to more and more data. Managers today no longer make decisions based on pure judgment and experience; they rely on factual data and the ability to manipulate and analyze data to support their decisions. Data to support business decisions – including those specifically collected by firms as well as through the Internet and social media such as Facebook – are growing exponentially and becoming increasingly difficult to understand and use. As a result, many companies have recently established analytics department. Companies are increasingly seeking business graduates with the ability to understand and use analytics. The present course on Business Analytics will familiarize the students with the fascinating and rewarding world of Business Analytics and will help them in understanding the different types of Analytics. Students shall be able to take their spreadsheet skills to the next level and will be able to use descriptive, predictive and prescriptive analytics to solve real world business problems.

COURSE OBJECTIVES:

The course will provide students with:

- the basic understanding of business analytics and its major branches;
- the abilities to use analytics on spreadsheet software;
- a firm understanding of data modeling techniques, descriptive and inferential statistics;
- a working knowledge of forecasting techniques, data mining, optimization and decision analysis.

COURSE LEARNING OUTCOMES:

Upon successful completion, the student should be able to:

- understand the areas where business analytics is being used in real world;
- appreciate the role of business analytics in business decision making;
- use spreadsheets and other statistical software to perform analytics;

TENTATIVE SESSION PLAN:

Week/ Session	Topic
Week 1 (1-3)	Foundations of Business Analytics, Evolution, Types of Analytics
Week 2 (4-6)	Analytics on Spreadsheets
Week 3 (7-9)	Visualization and Exploring Data, Descriptive Statistical Measures

Week 4-5 (10-15)	Data Modelling, Sampling & Estimation, Statistical Inference
Week 6 (16-18)	Predictive Modelling, Regression Analysis
Week 7 (19-21)	MID TERM EXAM
Week 8-9 (22-27)	Forecasting, Simulation and Risk Analysis
Week 10 (28-30)	Data Mining
Week 11-12 (31-36)	Linear Optimization, Integer Optimization
Week 13 (37-39)	Decision Analysis
Week 14 (40)	FINAL REVIEW AND RECAP

Note: Session Plan is tentative and may require adjustments depending on the progress of class.

READING MATERIALS:

- Evans, James R. (2016). *Business Analytics: Methods, Models and Decisions*. Noida: Pearson.
- Purba, Halady Rao (2013). *Business Analytics – An application focus*. New Delhi: PHI Learning.
- Lattin, James, Carroll, Douglas & Paul Green (2003). *Analyzing Multivariate Data*. New York: Thomson Learning.
- E. Turban, R. Sharda, J. Aronson, and D. King (2008). *Business Intelligence: A Managerial Approach*. New Delhi: Pearson.
- Anderson, Sweeney and Williams (2005). *Quantitative Methods for Business*. New York: Thomson Learning.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Macro Economic

Course Code: ECo8

Credits: 3

Semester: II

COURSE DESCRIPTION:

This course introduces the students to the concept of macroeconomic, theories, objectives, and instruments. It exposes students to an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like the consumption, national income, employment, prices, investment, money supply, trade and forex etc. The design of government policy measures in regulating and planning for the economy will be discussed. Specific problems like inflation, growth and the control of business cycles will be addressed, with respect to Indian economy. The course focuses on how the external factors and policy issues affect the operation of an economy and why managers need to understand the dynamics of the economy at firm level so as to operate accordingly in changing economic environment.

COURSE OBJECTIVES:

- To equip them with some basic concepts of macroeconomic analysis and their interplay for understanding the macroeconomic environment like Consumption, Saving, Investment, Aggregate Demand, Multiplier, National Income, Money, Interest Rate, Inflation and unemployment etc.
- To give insights of the major macroeconomic issues as economic growth, business cycle, monetary policy, government debt, exchange rate, balance of payment and international monetary system etc.
- To provide an understanding that how government policies, such as change in interest rate and bank rate affects the consumption and saving behavior of the people and the economy as a whole, and how it will affect the industries.
- To enable the students to do appropriate business decision regarding the current macroeconomic environment in India and abroad.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

- Understand the different concepts, tools and techniques of macroeconomic analysis and how the economy functions as a whole.
- Develop understanding about the various macroeconomic variables and their interdependence and interrelation with each other like income, saving, consumption, investment, rate of interest, MEC and multiplier etc.
- Enable the students to understand the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment and poverty.
- Understand the use of monetary policy and Fiscal policy.
- Evaluate and compare the economies of developing and developed countries with respect to certain key macro-economic variables such as inflation, exchange rate, BOT and BOP, Employment.
- Enable the students to do appropriate business decision regarding the current and future business environment and creating safeguards against any unfavorable conditions in business

TENTATIVE SESSION PLAN:

Session	Topic
1-2	Objectives and instruments of Macroeconomics, Need for the study of Macroeconomics for the manager
3-4	Circular flow models of the economy, Major withdrawals and injections in Indian economy
5-7	National Income Accounting: Concept of national product, Variants of national product, Methods for measuring national income, and problems of measuring, Real vs nominal price indices and its applications.
8-8	Numerical on National income & Discussion on the different concepts of National income in India and their relevance
9-10	Theory of National Income determination, Consumption, Saving and Investment functions
11-12	Multiplier, types, limitations, applicability and the paradox of thrift and the multiplier
13-13	Student Presentation on importance of the Foreign Direct investment in Indian economy
14-16	Monetary Sector of Economy, Money, Supply of Money, Demand of Money and interest rate determination
17-18	Interdependence of the Product and Money Markets, formulation of the IS- LM Model.
19-19	Student Presentation
20-21	Economic Growth and its' factors, Issues of economic Growth and development, Indian experience with overall and sectorial growth
22-24	Business cycles theories, need and policy measures to control business cycles; global recessions, explaining the experiences around the world
25-25	Student presentations on global Financial crises
26-27	Inflation, measurement, types, theories, causes, effects and Policy measures to control inflation
28-29	Inflation and unemployment, Philips curve
30-30	Presentation and discussion on the present inflationary trends in India
31-32	Changing International Business Environment, Globalization of the World Economy, Managerial Implications of globalization
33-34	Exchange rate determination, fixed vs flexible exchange rate, nominal and real exchange rate, impact of fluctuations in exchange rate on export, import and growth of domestic industry
35-36	Balance of Payment: meaning and assessment, Disequilibrium and Adjustments
37-37	Presentation on the current trade deficit and exchange reserve in India and impact of it on Indian Growth
38-38	International Monetary System, Gold Standard, IMF, SDRs

39-39	Open-economy Macroeconomics: International economic issues
40-40	Wrap up

Note: After the completion of each topic a student presentation will be scheduled during the next session. Cases will be introduced as per the relevance in the current scenario.

Minor modifications & alteration might be required, depending on the composition & progress of the class

READING MATERIALS:

- Samuelson P. A., Nordhaus, W.D. (2012), adapted by Sudip Chaudhuri. **Macro Economics**. 19/e. New Delhi: Tata McGraw Hill.
- Dwivedi, D. N. (2015). **Macroeconomics: Theory and policy**, 4/e. New Delhi: Vikas Publishing House Pvt. Ltd.
- Mankiw, Gregory N. (2012). **Principles of Macro Economics**. New Delhi: CENGAGE Learning.
- Ahuja, H.L. (2015). Principles of Economics. New Delhi: S. Chand & Co. Pvt. Ltd.
- Lipsey's Chrystal (2015). **Economics**, 13/e. New Delhi: Oxford University Press.
- Edward Shapiro (2013). **Macroeconomic Analysis**. New Delhi: Galgotia Publications.
- www.economist.com

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	50%
Economics' Dictionary and Assignments on course topic	10%
Quiz/ test and presentations on current economic trends and event(Group Activity)	10%
Participation in class discussion and regularity in class	10%

Course Title: Managerial Accounting**Course Code: AC20****Credits: 3****Semester: II****COURSE DESCRIPTION:**

This is a core course mandatory for all the management students. The modern economic environment has become so complex and competitive that last year's financial statements are no longer adequate for the successful running of an organization. There is an increasing demand for accountants who are able to provide current information (today's facts and tomorrow's probabilities) that is essential for the efficient running of a modern organization.

The course is designed to help individuals in the private and public sector to understand the costing process and how to determine costs. It also covers the management of funds by means of budgets and the use of management accounting information to make informed and accountable decisions. Topics such as absorption, variable, job and process costing; traditional cost allocation versus activity-based costing; and cost-volume-profit relations will be discussed.

COURSE OBJECTIVES:

This Course would help student to

- To emphasize the use of accounting information for internal planning and control purposes.
- To help in taking business decisions and evaluate the performance of business units using data obtained from the accounting system.
- To familiarize students about vocabulary and mechanics of cost accounting, basic issues involved in the design of a cost accounting system.
- To develop competency in using various tools and techniques for making business decisions concerning resource allocation and performance evaluation.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

- Understand the different cost accounting systems and how they account for product costs;
- Relate revenue and cost management concepts and techniques to particular types of organization structures
- Identify appropriate information for planning and decision making
- Understand and apply management control techniques in organizations.

TENTATIVE SESSION PLAN:

Session	Topic
S1	Introduction: Three Branches of Accounting and Study of differences between Financial/Cost/Management Accounting
S2	Objective/Functions/Essentials/Advantages /Objection of Cost Accounting
S3	Importance and significance of cost objects, cost units, and cost centers
S4	Types of Costing System and Various methods of costing
S5	Classification of Costs
S6	Case study discussion and case Assignment
S7	Class Test/ Quiz/ Presentation- 1
S8	Elements of Costs and expenses excluded from cost, Preparation of Cost Sheet – Practical
S9	Practical Assignment check & Discussion
S10	Scope of material control, 5R's of material purchase, procedure of material purchase
S11	Pricing of material receipts & Issues
S12	Methods of material issues- practical problems
S13	Inventory control techniques- ABC analysis, VED analysis, Perpetual inventory system, JIT

S14	Case study discussion and case Assignment
S15	Class Test/ Quiz/ Presentation- 2
S16	Review and Recap
S17	Mid Term Examination
S18	Mid Term Examination
S19	Labour cost: Classification of labour cost/ Time Rate / piece rate
S20	Incentive wage plans- Halsey, Rowan
S21	Taylor's Differential piece wage plan, Merricks differential piece rate system, Emerson's efficiency plan
S22	Marginal costing Vs. Absorption costing
S23	CVP analysis, Relationship of costs and profits with volume
S24	Calculation of Break-even point and Margin of Safety
S25	Practical Exercises
S26	Case study analysis
S27	Practical application of Marginal Costing- Evaluation of performance, profit planning
S28	Fixation of selling price, make or buy decision, decision to accept a special order
S29	Case study Analysis
S30	Standard Cost, Objective of standard costing, Fixation of standards, Variance Analysis and classification of variances
S31	Material cost variances- practical exercises
S32	Labour cost variances- practical exercises
S33	Overhead variances- practical exercises
S34	Case analysis-
S35	Class Test/ Quiz/ Presentation- 3
S36	Budget and Budgeting, features, procedure for preparation of budget, budget center and budget manual
S37	Classification of budget- based on time period, condition, capacity and coverage. Preparation of various functional budget
S38	Zero Based Budgeting, Target costing, Activity based costing and its adv. Over traditional costing Techniques for profit improvement, cost reduction, value analysis Throughput accounting, Life cycle costing, Backflush costing
S39	Discussing the Learning Outcomes and value addition from the Course
S40	REVIEW AND RECAP

READING MATERIALS:

- Shah, Paresh (2015). **Management Accounting**, 3/e. New Delhi: Oxford University Press.
- Horngreen, C.T., Sundem, G.L. and Stratton, W.O. (2014). **Introduction to management accounting**, 14/e. New Delhi: Pearson Prentice Hall.
- Banerjee, Bhabtosh.(2014). **Cost Accounting Theory and Practice**, 13/e. New Delhi: PHI Learning Pvt. Ltd.
- Khan, M .Y and Jain, P.K. (2013). **Management Accounting: Text Problems and cases**, 6/e. New Delhi: Tata McGraw Hill
- Kishore, M. Ravi.(2011). **Cost and Management Accounting**,5/e.New Delhi: Tax Mann Publication.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Marketing Management-II**Course Code: MK15****Credits: 3****Semester: II****COURSE DESCRIPTION:**

This course focuses on the major decisions faced by marketing managers in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities. This course focuses on business level marketing strategy. This course also seeks to develop the different analytical perspectives and marketing decision tools. Students will learn contemporary issues in marketing such as market-oriented strategic planning, market environment research, integrated marketing communication decisions, and marketing channels and distribution management. The student will be able to diagnose situations and generate information from which strategies are formulated and marketing plans are prepared.

COURSE OBJECTIVES:

The course is designed to make students able to:

- Develop an appreciation of the role of marketing and the management of marketing functions in the modern organization.
- Develop knowledge and understanding of key theories, concepts and models in marketing to guide the development and execution of marketing strategies.
- Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.

COURSE LEARNING OUTCOMES:

By the end of the course the student would be able to:

- Understand fundamental concepts and principles of marketing, including the basic roles, skills, and functions of marketing manager.
- Develop analytical and conceptual abilities pertaining to marketing decisions.
- Understand strategic and tactical issues related to marketing and solve complex marketing problems.
- Use examples from current events and real-world marketing situations to apply, illustrate, and discuss different marketing strategies

TENTATIVE SESSION PLAN:

Session No.	Topic/s
1-2	Designing and Managing Integrated Marketing Communication: The role of marketing communication, developing effective communication, deciding the marketing communication mix
3-5	Developing and Managing an Advertising Program: Setting the objectives, deciding on the advertising budget, developing the advertising campaign, deciding on media, and measuring effectiveness
6-9	Sales Promotion: Objectives, consumer sales promotion tools, trade promotion tools; Events and Experiences Marketing: Objectives, major sponsorship decisions; Public Relations: Functions, major decisions in marketing PR
10	Revision Session and Quiz
11-14	Managing Personal Communication: Direct Marketing, Interactive Marketing, Word of Mouth, Designing and Managing Sales Force

15-20	Designing and Managing Integrated Marketing Channels: Marketing Channels and Value Networks, Channel functions and flows, Channel levels, Channel- Design Decisions, Channel- Management Decisions, Channel Conflict, Cooperation and Competition, E-Commerce Marketing Practices, M- Commerce Marketing Practices
21-22	Retailing: Types, New retail environment, retail marketing decisions, Private Labels
23	Class Test
24-25	Wholesaling: Types and Trends in wholesaling and market logistics
26-28	Marketing Intelligence- Gathering Information from internal and external sources. Demand Measurement and Forecasting. Identifying and Solving Marketing Problems, Qualitative and Quantitative Research, Marketing Research System & Process.
29-31	Tapping into Global Markets: Deciding whether to go abroad, Deciding which market to enter, Modes of entry into Foreign markets, Deciding on the Global Marketing Program
32	Revision Session and Quiz
33-35	Services Marketing and Rural Marketing, Social, Ethical and Legal Issues in Marketing.
36-37	Managing a Holistic Marketing Organization for the Long- Run
38	Class Test
39-40	Student Presentations

READING MATERIALS:

- Kotler, P. & Keller, K. L. (2015). *Marketing Management*. New Delhi: Pearson Education.
- Kumar, S. R. (2012). *Case Studies in Marketing Management*. New Delhi: Pearson Education.
- Lal, R. (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company.
- Panda, T. K. (2009). *Marketing Management*. New Delhi: Excel Books.
- Ramaswamy, V. S., & Namakumari, S. (2013). *Marketing Management: Global Perspective, Indian Context*. New Delhi: Macmillan (India) Limited.
- Saxena, R. (2014). *Marketing Management*. New Delhi: McGraw-Hill Education.
- Shahjahan, S. (2011). *Applied Case Studies in Marketing*. New Delhi: Primus Books.
- Marketing Whitebook (2011). One step Guide for Marketers, 1/e PB, *Business World*. <http://www.mrsi.in/sec.html>.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Human Resource Management

Course Code: HR02

Credits: 3

Semester: II

COURSE DESCRIPTION:

This course examines the evolving human resources function within today's organizations. Students will study the changing roles and responsibilities of human resources managers, the acceptance and integration of the human resources function as a full business partner, and the higher expectations placed on human resources leadership to make a significant contribution to the successful management of the organization. Students will explore the role managers and supervisors play in the successful management of the organization's human resources. Topics to be examined include: the functions of Human Resource Management, relationships within the organization, policies and procedures, workplace diversity, and the role of human resources in a global economy.

COURSE OBJECTIVES:

- To evaluate the application of HR concept and tools in a case setting.
- To apply HR concepts and tools to create competitive advantage through people.
- To critique the impact of external environment on the enterprise's HR system.
- To design a High Performance Work System that is aligned to the external environment.
- Discuss the ethical implications of the business–government relationship.
- Demonstrate an appreciation for the role of the owner stakeholder and the economic and ethical responsibilities involved.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

- Understand fundamental concepts of human resource management, including its nature, scope, functions and importance.
- Learn the human resource planning process and job analysis and design.
- Diagnose the necessity and importance of training and development, performance appraisal of workforce.
- Be familiar with fair compensation system and factors influencing it in order to achieve high performance.
- Evaluate the importance of employee relationship and active role of trade unions.
- Be aware of contemporary issues in HRM and change in human resource practices with internationalization of business.

TENTATIVE SESSION PLAN:

Session No.	Topics to be covered in the course	READINGS
Week 1 (S1-3)	<ul style="list-style-type: none"> • Introduction to HR, Linking OB and HR, Challenges to HR • HRP(, benefits and Strategic for HRP • Process of HRP and Factors affecting HRP • Demand and Supply forecasting • Recent Trends in HRP) 	Huselid, M. 'The impact of human resource management practices on turnover, productivity, and corporate financial performance', Academy of Management Journal 38(3) 1995, pp.645–70.
Week 2	<ul style="list-style-type: none"> • Objectives, Strategies & Policy of 	Barclay, J. 'Improving selection

(S4-6)	<p>Recruitment</p> <ul style="list-style-type: none"> Sources of Recruitment & Factors affecting Recruitment Job Analysis & Job Specification Purpose and Techniques of Job Description 	<p>interviews with structure: organisations' use of "behavioural" interviews', Personnel Review 30(1) 2001, pp.81–101.</p> <p>Barrick, M., M. Mount and T. Judge 'Personality and performance at the beginning of the new millennium: what do we know and where do we go next?', International Journal of Selection and Assessment 9 (1/2) 2001pp.9–30</p>
Week-3 (S7-9)	<ul style="list-style-type: none"> Meaning and Essential of Selection Different types of Psychological test Types of interviews Placement & Induction program 	<p>Bretz Jr., Robert D.; Ash, Ronald A.; Dreher, George F., Do people make the place? An examination of the attraction-selection-attrition hypothesis.; Personnel Psychology, 1989, 42, p561, 21p</p> <p>Campion, Michael A.; Palmer, David K. A review of structure in the selection interview. Personnel Psychology, Autumn97, Vol. 50 Issue 3, p655, 48p, 3 charts</p>
Week-4 (S10-12)	<ul style="list-style-type: none"> Need and Importance of Training Techniques of Training Benefits of Training and MDP Knowledge Management Job Enlargement & Job Enrichment Job Evaluation 	<p>Alliger, George M.; Tannenbaum, Scott I., A meta-analysis of the relations among training criteria.; Personnel Psychology, Summer97, Vol. 50 Issue 2, p341, 18p</p> <p>Baldwin, Timothy T.; Ford, J. Kevin., Transfer Of Training: A Review And Directions For Future Research.; Personnel Psychology, 1988, Vol. 41 Issue 1, p63, 43p</p>
Week-5 (S13-15)	<ul style="list-style-type: none"> Need, Importance and Benefits of Performance Appraisal(PA) Techniques of Performance Appraisal Career Planning ,succession planning& Career Development Time Management Retaining and Motivating 	<p>Dulebohn, James H.; Ferris, Gerard R. The Role of Influence Tactics in Perceptions of Performance Evaluations' Fairness. Academy of Management Journal, Jun99, Vol. 42 Issue 3, p288, 16p</p>
Week-6 (S16)	QUIZ-1	
Week-6 (S17-18)	REVIEW AND RECAP	
	MID TERM EXAM	
Week- 7 (S19-21)	<ul style="list-style-type: none"> Objectives and Factors Influencing it, Steps in establishing Pay Rates, Components of Pay. Managerial compensation & other trends 	<p>1. Balkin, D. B., Markman, G. D., & Gomez-Mejia, Luis R. (2000). Is CEO pay in high-technology firms related to innovation?</p>

	<ul style="list-style-type: none"> in Compensation Determining Pay Rates For Positions Hourly, Salary and Incentive-Based Pay If Money Doesn't Motivate Time Off other trends in Compensation. 	ACADEMY OF MANAGEMENT JOURNAL, 43, 1118-1129. 2. Bloom, M. & Michel, J.G. (2002). The relationships among organizational context, pay dispersion, and managerial turnover. The Academy Of Management Journal, 45, 33-42.
Week-8 (S22-24)	<ul style="list-style-type: none"> Career planning and development: meaning and steps Career objectives and career path, succession planning 	Kirchmeyer, C. (1998). Determinants of managerial career success: Evidence and explanation of male/female differences. Journal of Management, 24, 673-692.
Week -9 (S25-27)	<ul style="list-style-type: none"> Employee Relations & Trade Unions: Ethic and Fair, Treatment at Work. Factors Building Ethical Behaviour, Trade Unions, Collective Bargain. Union Movement Today and Tomorrow 	Bowen, David e.; Gilliland, Stephen W.; Folger, R. HRM and Service Fairness: How Being Fair with Employees Spills Over to Customers. Organizational Dynamics, Winter99, Vol. 27 Issue 3, p7, 17p
Week-10 (S28-30)	<ul style="list-style-type: none"> Labour laws Industrial Dispute Act.1947 The Payment of Wages Act,1936 Factories Act1948 The Employees Compensation Act 1923. 	Chapter 20 Aswathappa, K. (2015). Human Resource Management-Text and Cases. New Delhi: Tata McGraw Hill.of
Week-11 (S31-33)	<ul style="list-style-type: none"> Managing Organizational Change and Development Approaches to managing change Resistance to change 	Barr, Pamela S.; Stimpert, J.L.; Huff, Anne S.: Cognitive Change, Strategic Action, Organizational Renewal. Summer92, 13 5, p15, 22p
Week-12 (S34-36)	<ul style="list-style-type: none"> Managing Global Human Resources: Internationalizations of Business Difference and Similarity in HR Practices Staffing of Global Organization Contemporary issues in HRM. 	Shaffer, Margaret A.; Harrison, David A.; Gilley, K. Matthew; Luka, Dora M., Struggling for balance amid turbulence on international assignments: work-family conflict, support and commitment.; Journal of Management, 2001, Vol. 27 Issue 1, p99, 23p
Week-12 (S37)	QUIZ-II	
Week13-4 (38-40)	Presentation, Discussion and Q&A	

The list of cases would be provided in the beginning of the class.

READING MATERIALS:

- Dessler, G., & Varkey, B. (2016). Human Resource Management. 14/e. New Delhi: Pearson Education.
- Rao, V.S.P. (2002). *Human Resource Management: Text and Cases*. New Delhi: Excel Books.
- Ivansevich, J.M. (2010). *Human Resource Management*. New Delhi: Tata McGraw Hill.
- Aswathappa, K. (2015). *Human Resource Management-Text and Cases*. New Delhi: Tata McGraw Hill.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

Course Title: Managing Self**Course Code: HR22****Credits: 3****Semester: 2****COURSE DESCRIPTION:**

Self-understanding is vital to success. The process of self-exploration entails gaining a deep understanding of one's values, interests, motivation, skills, personality traits, and lifestyle preferences. Having imperfections, preferences and prejudices is all part of being human. It requires HONESTY which acknowledges our imperfections and an understanding that we have developed about our preferences and prejudices in life. The course is designed for students to learn more about themselves by taking them on a journey of self-discovery and self-reflection. It teaches them the strategies and skills that will make them shine and thrive in their personal as well as professional lives. The aim is that the students understand and sharpen their skill sets and competencies and develop their own leadership footprint.

COURSE OBJECTIVES:

- To increase self-awareness.
- To understand the meaning and positive effects of self-management.
- To acquire an understanding of self-management skills.
- To develop an awareness of what they enjoy, what they find difficult, their personal strengths and limitations.
- To define the self and different aspects of the self.

COURSE LEARNING OUTCOMES:

Upon successful completion of this course, the student should have the ability to:

- Recognize the blind spots and build on their strengths.
- Better self-manage tasks in hand.
- Set goals for themselves and develop their individual plans.
- Set priorities and manage time.
- Be able to self-motivate and deal confidently with set backs

TENTATIVE SESSION PLAN:

Session No.	Topics to be covered in the course	READINGS
Week 1 (Session 1-2)	Introduction to Understanding Self: <i>What Are My Strengths? How Do I Perform? What Are My Values? Where Do I Belong? What Should I Contribute? Responsibility for Relationships</i>	Managing Oneself (HBR Classic)
Week 2 (Session 3-4)	Self-Awareness: <i>What do I really want? Developing Self Awareness, How well do you know yourself? Defining your dreams, getting in touch with your values.</i>	Activities: <ul style="list-style-type: none"> • How self-conscious are you? • Values Inventory
Week-3 (Session 5-6)	Discovering Your Strength: <i>Personality and Individuality, Exploring your skills and interest, What do I really want?</i>	Activities: <ul style="list-style-type: none"> • Personality Self Portrait • Skills Assessment • Discover your multiple Intelligences • Interest Survey
Week-4 (Session 7-8)	Goals and Obstacles: <i>Setting and Achieving goals, What are your goals? Overcoming Hurdles,</i>	Activities: <ul style="list-style-type: none"> • Setting Smart Goals • Generating Short Term Goals

		<ul style="list-style-type: none"> • <i>Anticipating Obstacles</i>
Week-5 (Session 9-10)	Handling Stress and Anger: <i>Stress and Stressors, Coping with Anger, Stress Management Techniques</i>	Activities: <ul style="list-style-type: none"> • <i>How Stressed are you?</i> • <i>Personal Stressors and relievers</i>
Week-6 (Session 11-12)	Self Esteem: <i>Understanding Self-esteem, the power of self-esteem, Learning to like yourself, self-acceptance, Using positive self-talk.</i>	Activities: <ul style="list-style-type: none"> • <i>Test Your Self Esteem</i> • <i>Social Support and self Esteem</i> • <i>Negative self-talk</i> • <i>Handling criticism</i>
Week- 7 (Session 13-14)	Positive Thinking: <i>Becoming positive thinker, Adopting positive habits, Overcoming self-defeating attitude</i>	Activities: <ul style="list-style-type: none"> • <i>Are you positive thinker</i> • <i>Challenging self-defeating attitude</i> • <i>Disputing negative thought</i>
Week-8 (Session 15-16)	Self-Discipline: <i>What is self-discipline? Controlling impulses, Embracing change, conquering bad habits.</i>	Activities: <ul style="list-style-type: none"> • <i>Do you control your life</i> • <i>Making positive changes</i> • <i>Overcoming resistance to change</i>
Week -9 (Session 17-18)	Critical Thinking: <i>Learning to think critically, How to become better decision maker</i>	Activities: <ul style="list-style-type: none"> • <i>How critical is your thinking</i> • <i>Developing your critical thinking</i> • <i>Using the decision making process.</i>
Week-10 (Session 19-20)	Self –Motivation: <i>How can I succeed, Understanding motivation, the power of motivation, Generating positive motivation, overcoming fear of success and failure</i>	Activities: <ul style="list-style-type: none"> • <i>What Motivates you</i> • <i>Are your needs being met</i> • <i>Visualizing success</i>
Week-11 (Session 21-22)	Managing Resources: <i>Time management, Taking control of your time, Prioritizing your life, Tackling procrastination</i>	Activities: <ul style="list-style-type: none"> • <i>Time demand survey</i> • <i>Examining your priorities</i> • <i>Time Management Practice</i> • <i>Do you procrastinate</i>
Week-12 (Session 23-24)	Effective Communication: <i>Understanding communication, Improving Communication Skills</i>	Activities: <ul style="list-style-type: none"> • <i>How much do you know about your communication</i> • <i>Analyzing communication</i> • <i>Giving Feedback</i>
Week-13 (Session 25-26)	Individual Presentations by the students	

Handouts, activity sheets, exercises and case readings will be shared as the session's progress.

READING MATERIALS:

- Denis Waitley, Psychology of Success: Finding Meaning in Work and Life, McGraw-Hill 2010
- Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster, 1998.
- Covey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.
- Daniel Coleman, Emotional Intelligence, Bantam Book, 2006

- McGrath, S.J., E.H. Basic Managerial Skills for All. 9th ed. New Delhi, PHI Learning, 2011. 812 p.
- Peter F Druker, Management Challenges for the 21st Century, HarperCollins, 1999
- Robbins, Stephen P. Organizational Behavior. 15th ed. New Delhi, Pearson, 2013. 672 p.
- Singh, Kavita. Organizational Behaviour. 2nd ed. Delhi, Pearson, 2013. 560 p.
- Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972
- Whetten, David A. & Cameron, Kim S. Developing Management Skills. 8th ed. Boston, Prentice Hall, 2011. 720 p.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Homework/Assignment	30%
Presentations/Workshops/Seminars	30%
Class Participation	20%
Attendance	05%
Exam	15%

Homework/Assignments	Week
1. Read Managing Oneself (HBR Classic) and complete activity sheets related to Understanding Self	2
2. Read Chapter 2 – Self-Awareness, pgs. 42- 83. Complete Activity 9: Personality Self Portrait, pgs. 61-63.	3
3. Read Chapter 3 – Goals and Obstacles, pgs. 84-119. Complete Activity 14: Generating Short-Term goals, pgs. 91-92.	4
4. Complete Activity 16: How Stressed Are You? pgs. 103.	5
5. Read Chapter 4 –Self-Esteem, pgs. 120-167.	6
6. Read Chapter 5 –Positive Thinking, pgs. 168-207. Complete Activity 25: Banishing Worry, pgs. 180-181.	7
7. Read Chapter 6 –Self Discipline, pgs. 208-228.	8
8. Read Study material on Critical thinking	9
9. Read Chapter 7 –Self-Motivation, pgs. 254-287. Complete Activity 36: What Motivates You? pgs. 260-262.	10
10. Discuss Chapter 7. Homework: Read Chapter 8 –Managing Your Resources, pgs. 288-325. Complete Activity 40: Time Demand Survey, pgs. 292-293. Read Chapter 9, pgs. 326-367 (no exercise assigned).	11
11. Discuss Chapter 8 & 9.	12
12. Individual presentations by student	13

Semester-III

Course Title: Legal Aspects of Business**Course Code: GN05****Credits: 3****Semester: III****COURSE DESCRIPTION:**

This is a core course mandatory for all the management students. With increasing complications in business, the managers must have basic knowledge of law being applied on the industry as well as awareness of different laws to deal any type of stakeholders and situation. Legal Aspects of Business is a very relevant and useful course in the MBA curriculum. This course is broadly covers Indian Contract Act 1872 i.e. General Contacts, Contingent and quasi contracts; Indemnity and guarantee; Bailment and pledge; Agency, Indian Partnership Act 1932, The Companies Act-1956 covering Meaning Nature of Company, Classification of companies, Formation of company, Memorandum & Articles of Association, Prospectus, General Meetings and Proceedings, Management of a company, Winding up & Dissolution of companies, The Sale of Goods Act 1930 and also Government Regulation of Business i.e. Securities law, Consumer Protection Act, 1986, Labor laws, Environment laws etc.,

COURSE OBJECTIVES:

The main objective of the course is to prepare business students as architecture of business law strategy rather than simply middle level managers. The other objectives are:

- To familiarize the students with economics laws prevailing in the Country and their impact on day to day business decisions.
- To bridge the gap exists between theoretical knowledge and real business life experience in application, through the decided cases.
- To strengthen the analytical and critical thinking skills of students and provide skills to predict the disputes, which may arise in business in context of law and thereafter shaping real world business decisions.
- To equip them with some basic concepts, awareness of important laws of land and their interplay for understanding the current national and global business environment.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

- Understand legal business terminology
- Understand the laws related to business contract.
- Know the laws related to formation & functioning of partnership and companies in India.
- Information about different laws relating to business
- Consumer protection related practical cases.

TENTATIVE SESSION PLAN:

Session No.	Topic/Sub Topic
1-2	Indian Contract Act 1872- General Contacts Contract: meaning, essentials of a valid contract, types of contract. Negotiable Instruments Act - Meaning and Definition of Negotiable Instrument, Promissory Note, Bill of Exchange, Cheque - Crossing of Cheque, Bouncing of Cheque
3-4	Offer and acceptance: - rules regarding offer, communication, and revocation of offer and acceptance.
5-6	Consideration: -legal requirements regarding considerations, validity of agreement without consideration.
7-9	Capacity of parties to contract, free consent, Legality of object and consideration, Agreements declared void

10	Class Test/ Quiz/ Presentations/ Case analysis
11-12	Special Contracts: Contingent and quasi contracts; Indemnity and guarantee
13-14	Bailment and pledge; Agency.
15-16	Indian Partnership Act 1932: Nature of partnership, Registration of firms, type of partners, Rights,
17	Duties and Liabilities of Partners, Laws Related to Dissolution of Partnership.
18	REVIEW and RECAP
19-20	MID Term Examination
21-22	The Companies Act-1956: Meaning Nature of Company, Classification of companies, Formation of company,
23-24	Memorandum& Articles of Association, Prospectus,
25-26	General Meetings and Proceedings; Management of a company; Winding up & Dissolution of companies.
27	Class Test/ Quiz/ Presentations/ Case analysis
28	The Sale of Goods Act 1930: Introduction, formation of the contract of sale, Goods and their classification,
29-30	Express & Implied condition & warranties; Un-paid seller and his rights
31-32	Government Regulation of Business: Securities law
33-34	Consumer Protection Act, 1986
35	The Competition Act, 2002
36	The Patent Act, 1970
37	Class Test/ Quiz/ Presentations/ Case analysis
38-39	The Arbitration and Conciliation Act, 1996
40	REVIEW and RECAP

READING MATERIALS:

- Albuquerque, Daniel. (2015). Legal Aspects of Business, 2/e. New Delhi: Oxford University Press.[ISBN: 978-0-19-946316-9]
- Gulshan, S.S., and Kapoor, G.K.(2015). Business Law Including Company law, 16/e. New Delhi: New Age International (P) Ltd.
- Singh Avtar. (2014). Mercantile Laws, 10/e. Lucknow: Eastern Book Company.
- Pathak Akhileshwar.(2014). Legal Aspects of Business, 6/e, New Delhi: MC Graw Hill India Pvt.Ltd.
- Rohini Agarwal. (2011). Mercantile & Commercial Law, New Delhi: Tax Man
- Kapoor, N.D. (2011). Elements of Mercantile Law, New Delhi: Sultan Chand & Sons
- Chandha, P.R. (2010). Business Law, New Delhi: Galgotia Publication

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Mid Term-I	20%
Mid Term-II	20%
Continuous Assessment	20%
End Term	40%

Course Title: Basic Entrepreneurship**Course Code: EP13****Credits: 3****Semester: III**

COURSE DESCRIPTION:

This is a compulsory course for all the II Year management students and open course for III Year Engineering Students. It is one of the fastest growing subjects in colleges and universities across the world. It has been identified as one of the major trends shaping business, economy and even society. This course is about creating, managing and leading an entrepreneurial organisation. It would enable students to start dreaming big, visualizing and working towards the realization of their dreams. The programme imparts essential knowledge of how to start one's own business venture and the various facets that influence successful set up and operations. The teaching/learning of entrepreneurship require greater focus on experiential learning. Engagements such as interactive sessions, cases, games, exercise, role plays, films, projects, assignments, simulation and group activities play a vital role in teaching this course. This course is supported by Wadhvani Foundation and facilitated through Learnwise.

COURSE OBJECTIVES:

- To empower students with entrepreneurial traits and build leadership capabilities leading to success in entrepreneurship or superior job opportunities.
- To make them recognize the importance of entrepreneurship and their role in economic growth.
- To encourage students to think creatively and develop innovative ideas/products for commercial exploitation.
- To develop the skills of students in crafting the value proposition and developing the basic frame of Business Model and building an MVP.
- To equip students with knowledge of the Cost, revenue, pricing, financing, marketing and sales of a new business enterprise.
- To aware students about the Business Regulations.

COURSE LEARNING OUTCOMES:

Upon completion of the course, the student is expected to:

- Develop the entrepreneurial skills and confidence to come up with startup venture.
- To apply a working knowledge of the principles of entrepreneurship to analysis and problem solving.
- Able to prepare platform for identifying, scanning and exploiting the opportunities.
- Understand the real facts of starting business ventures, key success and failure reasons.
- Develop understanding about the intricacies of business and majorly its financial, operational and marketing aspects.
- Develop the skills like business plan formulation, implementation, funding, legal issues etc.

TOPICS TO BE COVERED:

- Overview of Entrepreneur and Entrepreneurship
- Get Started (Discover Yourself)
- Identification of Idea/ Problem
- Identify Customer and Craft Value Proposition
- Business Model
- Validation
- Money (Revenue, Costs, Pricing and Financing)
- Team Building
- Marketing and Sales
- Support (Business Regulation)
- Project

READING MATERIALS:

- *LearnWISE™* (It is a leading digital learning platform provided by Wadhvani Foundation)
- Robert D Hisrich, Michael P Peters, Dean A Shepherd (2017). *Entrepreneurship/10e.* New Delhi; Tata McGraw-Hill.
- Poornima M Charantimath (2012). *Entrepreneurship Development Small Business Enterprises.* New Delhi: Pearson.
- Rajeev Roy (2011). *Entrepreneurship.* New Delhi: Oxford
- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation.* New Delhi: Pearson.
- Vasant Desai (2016). *Dynamics of Entrepreneurial Development and Management.* Himalaya Publishing House.

Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term Exams (II)	20%
End Term Exams	30%
Continuous Evaluation (Assignments, Presentations and Class Participation)	30 %
Project	20%

Course Title: Digital Marketing**Course Code: MK25****Credits: 3****Semester: III**

COURSE DESCRIPTION:

The marketing paradigm has transformed with the rise of digital technologies, Companies today face a constant proliferation of social media channels, the growing power of connected customers, and an explosion of new digital tools.

COURSE OBJECTIVES:

To succeed, marketers must be able to plan, implement, and measure the impact of digital strategies that are suited to today's customers and integrated with their traditional marketing and business goals. This program focuses on how marketers can reach digitally savvy audiences, build deep customer relationships, and influence the digital path to purchase.

TOPICS TO BE COVERED:

- Digital marketing Trends, common metrics in digital marketing, Google Analytics
- Blogs
- Search Engine Optimization
- SEM - Google AdWords
- Social media & E-mail marketing
- Affiliate and Mobile marketing
- E commerce

ASSESSMENT SCHEME:

Assessment Components	Weightage
Mid Term Presentation	20 %
Final Presentation	20%
Class Participation	10%
Certification	20%
End Term Assessment	30%

Course Title: Intelligent Machines**Course Code: ID303****Credits: 3****Semester: III****COURSE DESCRIPTION:**

This Course is designed to offer learners an introduction to intelligent machines and related applications in the business world. Learners would be introduced to technologies like Artificial Intelligence, Machine Learning, Big Data, IoT and Robotics, enabling intelligence in machines. Learners will gain insights into how smartness is being harnessed from data and also would understand the implications of usage of Artificial Intelligence in Business Organizations.

COURSE LEARNING OUTCOMES:

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

- Discuss insightfully role of Artificial Intelligence, Machine Learning, IoT, Robotics and Data science in design and development of Intelligent Machines
- Use Weka for Clustering, Classification and Prediction
- Consider the opportunities and challenges brought about by Intelligent automation
- Analyze case studies pertaining to application of Intelligent Machines in business
- Propose and Evaluate use-cases involving Artificial Intelligence, IoT, Robotics and Automation considering economic, social, sustainability and ethical aspects

SYLLABUS

Case Studies on Various Domains including Customer Service, Sales and Marketing, Customer Relationship Management, Human Resource Management, Manufacturing, Operations, Finance, Auditing, Trading, Smart City, Health Care, Social Impact and Ethics of AI.

ASSESSMENT SCHEME:

Assessment Components	Weightage
Assignment	40
Class Participation	20
Quiz	40

Course Title: Personal Communication

Course Code: CCT301

Credits: 3

Semester: III

COURSE DESCRIPTION:

This course helps students craft their personal brand to face the potential employer and be prepared for the workplace.

COURSE LEARNING OUTCOMES:

In the end of the course, they will be able to –

- Identify your USP - be it for a workplace or to pursue academic interests.
- Craft a personal pitch for different options you might be pursuing.
- Prepare and practice answers for FAQs
- Building online presence on LinkedIn, Facebook, Twitter, etc.
- Create standout resumes, cover letters, and statements of purposes.

TOPICS TO BE COVERED:

Topics	Content
Structure in Communication	Introduction of structure in communication, Three important elements in a structure, The Power of Three
Creating Resumes and Cover Letter-	Why standout resumes are important, How to build your own resume/cover letter, Do and Don't while creating a resume/cover letter, Tips on common errors
Email Etiquette	Structure in emails, Principles of email writing , How to deal with difficult emails
Social Media Presence-	Relevance of Social media presence in their context , Personal Branding through Social Media, Build professional profile on LinkedIn
Build Strong Physical Presence	Build Strong Physical Presence, Important Components of Communication, Practice the art of communicating effectively
Identify your Stories and Build your Brand	Identifying/creating stories by using story mapping, Use different components of a story
Presentation skills and Interviews Preparation-	Practice of Presentations, Mock Interviews, Tips on Do's and Don'ts
GD and Situational Thinking -	Mock GD's, Handle FAQ's related to technical or non technical area, Learn to handle different situations in GD's or PI's
Grooming and Work Ethics-	Why Grooming and Work Ethics are important in building a Brand, Tips on grooming and Basic etiquettes at workplace and Significance of work ethics at workplace

ASSESSMENT SCHEME:

Assessment Components	Weightage
Attendance	10
Assignment	70
Class Participation	20
Grand Total	100

Course Title: Summer Training Project Report

Course Code: GN23

Credits: 3

Semester: III

Time Duration: 8 Weeks

Course Description:

As part of the MBA Programme, the 1st Year students undergo an eight weeks training at an industry of their choice or one allocated by the University placement cell after the Second Semester. This is mostly scheduled during the months of May and June.

Upon their return from STP, they undergo the process of evaluation where they need to submit the STP Report and make presentations.

Course Title: Services Marketing (Elective)**Course Code: MK02****Credits: 3****Semester: III****COURSE DESCRIPTION:**

The marketing and management issues faced by organizations competing in the service sector or other firms developing service as a source of competitive advantage. The course also looks at the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing. This course focuses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses and the service component of manufacturing firms, a core theme is how a customer value is created. This course builds on the knowledge and understanding that you have gained from your basic marketing course. It acquaints students with the unique challenges inherent in the marketing of services, and the concepts, tools and strategies needed to address them. The course takes a multidisciplinary view of a firm's strategies to attract, satisfy and retain customers and employees in ways that increase long-term profitability and shareholder value. Through a blend of interactive lectures, group projects, individual assignments and class discussions, theory and practice are juxtaposed to enhance your learning and appreciation of services marketing across a variety of service industries.

COURSE OBJECTIVES:

To enable students

- With a theoretical and practical understanding of current services marketing issues.
- To appreciate the unique challenges involved in marketing and managing services, and learn the strategies and tools to deal with these challenges.
- With in-depth understanding of the key concepts of customer experience, service quality, ownership quotient, customer satisfaction and customer loyalty.
- To gain an integrative view of marketing and other functional areas, in particular, operations and human resource management.
- To become better and more discerning consumers.

COURSE LEARNING OUTCOMES:

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

- understand fundamental concepts and principles of Services Marketing;
- develop analytical and conceptual abilities pertaining to marketing decisions in services and understand role of relationship management;
- Understand strategic and tactical issues related to marketing of services and solve complex managerial problems.

TENTATIVE SESSION PLAN:

Session No.	Topic
1	Understanding Service Products, Consumers and Markets
2-5	The nature of services, how to understand services, how consumer behavior relates to services, and how to position services.
6-7	Building blocks for studying services and learning how one can become an effective service marketer.
8	Recapitulation of concepts covered so far and case discussion
9-10	Applying the 4 Ps of Marketing to Services: The development of the service concept and its value proposition
11-14	Strategies that are needed for developing a successful business model: Product, distribution, pricing, and communications

15-18	Revisiting the 4 Ps of the traditional marketing mix (P roduct, P lace, P rice, and P romotion) and expanding them to account for the specific characteristics of services that make them different from goods marketing.
19-20	Recapitulation of concepts covered so far and case discussion
21	Managing the Customer Interface: The additional 3 Ps (P rocess, P hysical environment, and P eople)
22-23	Service process: design and management
24-25	Service environment development
26-27	Managing people for service advantage
28-29	Recapitulation of concepts covered so far and case discussion
30	Implementing Profitable Service Strategies
31	Building customer loyalty
32-33	Complaint handling and service recovery
34-36	Improving service quality and productivity: The Gaps Model
37-38	Recapitulation of concepts covered so far and case discussion
39	Group Presentation/ Live Project
40	Group Presentation/ Live Project

READING MATERIALS:

- Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta (2010). **Services Marketing: People, Technology and Strategy** New Delhi: Pearson Education.
- Zeithmal, V.A., Bitner M.J., Gremler D.D., and Pandit A. (2008). **Services Marketing: Integrating Customer Focus across the firm**. New Delhi: Tata McGraw Hill.
- Nargundkar, R. (2010). **Services Marketing: Text and Cases**. New Delhi: Tata McGraw Hill.

Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-I	20%
Mid Term-II	20%
Continuous Assessment	20%
End Term	40%

Course Title: Consumer Behavior**Course Code: MK03****Credits: 3****Semester: III****COURSE DESCRIPTION:**

Consumer behavior is one of the most interesting and important aspects of marketing management. Virtually all decisions involved in developing an effective marketing mix for a product or service rely on thorough knowledge of the consumers who comprise the target market. Understanding the behavior of the consumer can help marketers anticipate reactions to changes in the marketing mix, or determine whether new products are likely to be adopted. Consumer behavior is also closely related to marketing research. A practical understanding of the consumer can aid in the selection of an appropriate research methodology, question design and selection, as well as in interpreting consumer responses to such questions. In this course we will directly examine the available theory and research concerning the behavior of the consumer in order to understand its most basic principles.

COURSE OBJECTIVES:

To enable students

- to acquire a framework for analyzing consumer behavior problems
- to learn how consumer behavior can be affected by different marketing strategies
- to show how behavioral evidence can be used to evaluate alternative marketing strategies
- to learn about and use consumer behavior theories in marketing and social psychology
- to get a full grasp of quantitative and qualitative consumer research
- to understand the reasons for mass marketing and segmentation of markets.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

- Encourage appreciation for the value of consumer behaviour in determining successful marketing strategies.
- Review recent conceptual, empirical, and methodological developments in research on consumer behaviour.
- Provide a coherent framework for interpreting consumer reactions to marketing stimuli.
- Provide experience in applying behavioural principles to the analysis of marketing problems and the design of marketing strategy.
- Learn the importance of ethics and impact of social responsibility on marketing practices.

TENTATIVE SESSION PLAN:

Session No.	Topic
1	Introduction:
2-3	Defining Consumer Behavior, Reasons For Studying Consumer Behavior Consumer behaviour models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.
4-5	Consumer Research Process, Consumer Research (Multivariate)
6-7	Understanding Consumer and Market Segments
8	Recapitulation of concepts covered so far and case discussion
9	Consumer as an Individual
10-11	Consumer Motivation and its Dynamics
12-14	Personality and Consumer Behaviour, Brand Personality, Self and Self-Image

15-16	Consumer perception, Neuro marketing
17-18	Consumer Learning: Learning Process and Theories
19-20	Recapitulation of concepts covered so far and case discussion
21	Consumer Attitude Formation and Change
22	Communication and Consumer Behavior
23-25	Persuading consumers, using media, reference groups
26	Consumer in Social and Cultural Settings
27	Family and Social Class
28	Cultural influences on Consumer Behavior
29	Cross-Cultural Consumer Behavior
30-31	Recapitulation of concepts covered so far and case discussion
32	Consumer Decision Making Process and Ethical Dimensions
33-34	Decision Making Model
35	Purchase behavior, Consumption and Post purchase dissonance, Diffusion of Innovation, Designing Customer centric strategies
36	Marketing Ethics and Social Responsibility
37-38	Recapitulation of concepts covered so far and case discussion
39	Group Presentation/ Live Project
40	Group Presentation/ Live Project

READING MATERIALS:

- Schiffman, L.G., Wisenblit, J., & Kumar, R. S. (2015). **Consumer Behavior**. New Delhi: Pearson Education. (TB)
- Blackwell, R., Miniad, P. W., Engel, J. F., (2008). **Consumer Behavior**. New Delhi, Cengage Learning. (Ref1)
- Evans, M., Foxall, G., & Jamal, A. (2009). **Consumer Behavior**. New Delhi: Wiley Indian Edition. (Ref2)
- Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. (2014). **Consumer Behavior: Building Marketing Strategy**. New Delhi: McGraw-Hill Education. (Ref3)
- Kapoor, R. (2012). **Consumer Behaviour: Text and Cases**. New Delhi: McGraw Hill Education. (Ref4)
- Krishna, R. (2014). **Consumer Behaviour**. New Delhi, Oxford University Press. (Ref5)

Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-I	20%
Mid Term-II	20%
Continuous Assessment	20%
End Term	40%

Course Title: Training and Development**Course Code: HR04****Credits: 3****Semester: III****COURSE DESCRIPTION:**

This course deals with the process of training and developing people in organisations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. Students will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. Students will also learn training techniques and the skills required to deliver a training program.

COURSE OBJECTIVES:

- To understand theories and practices relevant to training and development in organizations.
- To design a training environment to maximize learning.
- To choose appropriate training outcomes and evaluation design to assess training program effectiveness.
- To understand how assessment, relationships, courses, and job experiences can be used for development.
- To understand the issues that employees experience in their career development and what companies can do to help them deal with these issues.

COURSE LEARNING OUTCOMES:

Upon successful completion of this course, the student should have the ability to:

- Explain the role of training and development in human resources management.
- Describe the psychology of the learning process on which training is based.
- Analyze the training needs of an organization.
- Assess, design, access and implement various methods, techniques and sources of training.
- Evaluate the value of the training once completed from the individual employee and the organization's viewpoint

TENTATIVE SESSION PLAN:

Session No.	Topics to be covered in the course
Week 1 (S1-3)	Introduction to training and development <ul style="list-style-type: none"> • Introduction to training and development • The objectives of training and development in an organization • Benefits of training and development to the organization • Requisites of Effective Training ; Role of External agencies • Strategic training
Week 2 (S4-6)	Process of Training and Development <ul style="list-style-type: none"> • What are training needs in an organization • Organizational strategies and training needs
Week-3 (S7-9)	Designing training <ul style="list-style-type: none"> • Need assessment • Learning theories, learning process and learning outcomes training.
Week-4 (S10-12)	Transfer of Training <ul style="list-style-type: none"> • Work and organizational environment characteristics encouraging transfer
Week-5 (S13-15)	Training Evaluation <ul style="list-style-type: none"> • Overview of evaluation process, Outcomes evaluated, evaluation designs, measuring human capital and training activity

	<ul style="list-style-type: none"> • ROI :Training and Development
Week-6 (S16)	QUIZ-1
Week-6 (S17-18)	REVIEW AND RECAP
	MID TERM EXAM
Week- 7 (S19-21)	Traditional Training Methods <ul style="list-style-type: none"> • On and Off the Job Training Methods • Compare and contrast various instructional methods with their respective advantages and disadvantages [such as]; lecture, discussion, case study, case incident, behavioural modelling, role play, games, simulations, and action learning • Describe and assess the advantages and disadvantages, how and when to use, each of the following on-the-job training methods [such as]; job instruction training, performance aids, job rotation, apprenticeships, coaching, mentoring
Week-8 (S22-24)	Technology Based Training Methods <ul style="list-style-type: none"> • Compare and contrast technology based training, traditional, computer based training and e-learning • Compare and contrast instructor led training and self-directed learning
Week -9 (S25-27)	Employee Development <ul style="list-style-type: none"> • The roles, functions, and skills of management and how employee development is different from employee training. • Approaches to employee Development.
Week-10 (S28-30)	Special Challenges in Training & Development <ul style="list-style-type: none"> • Training issues resulting from external Environment. • Training issues resulting from internal needs of the company.
Week-11 (S31-33)	Careers and Career Management <ul style="list-style-type: none"> • Overview of career management • Roles of Employees, Managers and organization in career management. • Career management system
Week-12 (S34-36)	Future of Training and Development. <ul style="list-style-type: none"> • Training for sustainability • Implications of future trends on Trainer's Skills and competencies. • T&D from change model perspective
Week-13 (S37)	QUIZ-II
Week13-4 (38-40)	Presentation, Discussion and Q&A

READING MATERIALS:

- Noe, Raymond A. (2008). Employee Training and Development. New Delhi: TMH.
- Blanchard, P. Nick and Thacker, James W. (2008). Effective Training: Systems, Strategies and Practices. New Delhi: Prentice Hall.
- Lynton, Rolf P. and Pareek, Udai (1990). Training for Development. New Delhi: Sage.
- The Society for Human Resource Management: www.shrm.org
- The Society for Industrial and Organizational Psychology: www.siop.org
- Academy of Human Resource Development: www.ahrd.org
- The Society for Organizational Learning: www.solonline.org
- Association for Talent & Development (the old "ASTD"): www.td.org
- International Society for Performance Improvement: www.ispi.org

Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-I	20%
Mid Term-II	20%
Continuous Assessment	20%
End Term	40%

Course Title: Leadership and Change**Course Code: HR05****Credits: 3****Semester: III****COURSE DESCRIPTION:**

People are a resource common to all organizations. One important psychological principle is that each person is different because of his unique perceptions, personality and life experiences. To be effective, leaders have to view followers as a unique embodiment of behavioral and cultural factors. The relationship between the leader and his followers is also influenced to some extent by the situation they are put in. Thus the leadership is a complex interaction between the leader, the followers and the situation. These interactions create certain expectations from individuals' behaviour. These expectations result in certain roles that must be performed. Through synergistic effects, organizations obtain higher levels of effectiveness than sum of their parts. Leadership process is inherently a human process-people relating to people which establishes the importance of understanding leader behaviour in the workplace. A leader's job is to remove the toxic impediments and establish a context for growth and development that gives viability to the organizations. He has to create a space where people can challenge the status quo-discover and share so that best practices emerge. Leadership is not the sole province of one person or a few top level people. It is every body's responsibility. Employees have to be empowered to take part in the change process and are chartered to lead their part of it. The focus of this course is on the characteristics common to all organizations: the behaviour of a Leader and the leadership processes.

COURSE OBJECTIVES:

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

- Understand the importance of Leadership in determining the organizational effectiveness.
- Draw how a leader can identify the organizational effectiveness indicators.
- Classify the leadership competencies that can determine organizational effectiveness.
- Evaluate how far contingency approach can help in anticipating, adapting and managing change.
- Comprehend how leaders can become change catalysts.

COURSE LEARNING OUTCOMES:

The course seeks to develop/sharpen students' abilities to:

- Understand and analyze current issues in leadership and organizational change.
- Understand the need for organizations to adapt to the changing conditions in the environment.
- Identify leadership requirement to effectively manage organizational change.
- Work effectively and creatively in diverse groups.
- Think critically about current problems in organizational and societal change
- Use suitable concepts and frameworks in decision making.
- Implement problem solving activities with a commitment to improvement.
- Understand technical and adaptive challenges for exercising leadership skills.

TENTATIVE SESSION PLAN:

Session No.	Topic/Sub Topic
1.&2	Individuals as Leaders: Leadership Managerial Roles, Leadership Theory Paradigms
3&4.	Personality Traits and Leadership,

5&6.	Leadership Attitudes
7&8.	Ethical Leadership,
9&10	Leadership Behaviour and Motivation,
11&12	Power, Politics, Networking and Negotiation-I
13&14	Power, Politics, Networking and Negotiation-II
15&16	Contingency Leadership Theories
17&18	Team Leadership
19&20	Leader/Follower Relations-I
21&22	Leader/Follower Relations-II
23&24	Team Leadership and Self- Managed teams-I
25&26	Team Leadership and Self- Managed teams-II
27&28	Organizational Leadership: Charismatic and Transformational Leadership-I
29&30	Organizational Leadership: Charismatic and Transformational Leadership-II
31&32.	Leadership of Culture and Diversity
33&34.	Learning Organization,
35&36.	Strategic Leadership

37&38.	Managing Crises and Change-I.
39&40.	Managing Crises and Change-II.

READING MATERIALS:

- Lussier, Robert N. and Achua, Christopher F. (2007). ***Effective Leadership***. New Delhi: CENGAGE.
- Adair, John (2005). ***How to Grow Leaders: The 7 Key Principles of Effective Leadership Development***. London: Kogan Page.
- Daft, Richard L. (2005). ***Leadership***. New Delhi: CENGAGE.
- Hughes, Richard L.; Ginnett Robert C.; Curphy, Gord J. (2008). ***Leadership: Enhancing the Lessons of Experience***. New Delhi: Tata McGraw-Hill.

Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-II	20%
Continuous Assessment	40%
End Term	40%

Course Title: Logistics & Supply Chain Management**Course Code: OMO2****Credits: 3****Semester: III****COURSE DESCRIPTION:**

Logistics is the management of the flow of goods between the point of origin and the point of consumption in order to meet some requirements, of customers or corporations. The resources managed in logistics can include physical items, such as food, materials, animals, equipment and liquids, as well as abstract items, such as time, information, particles, and energy. The logistics of physical items usually involves the integration of information flow, material handling, production, packaging, inventory, transportation, warehousing, and often security. Logistics is the movement and storage of goods from the beginning to the end of the supply chain; it is the largest piece of Supply Chain Management (SCM). This includes inbound and outbound transportation, fleet management, materials handling, warehousing, inventory tracking, order entry, fulfillment and management, logistics network design, distribution and delivery to the customer. It is essential to the success of many companies, but it also plays a role in military success, responses to disasters and international efforts to feed the hungry.

COURSE OBJECTIVES:

The main objective of the course is to provide an understanding of how logistics could fit in an organization. This course introduces the students to logistics/physical distribution and supply, and the related activities. It provides a systematic overview and analysis of the elements of logistics functions, including handling, materials handling, purchasing, warehousing, inventory control and transportation management.

- It defines the concept supply chain and how it relates to logistics.
- The relation between marketing and logistics will also be considered.
- It provides an introduction to a wide range of logistics activities such as materials handling, purchasing, storage, inventory, transport systems and distribution systems. It also provides an understanding of the role of information technology in improving the efficiency of logistics operations.
- An overview of some contemporary topic in logistics such as third-party logistics providers reverse logistics will be provided.

COURSE LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

- Describe the role of logistics in the global economy;
- Describe the elements of customer service and establish a customer service strategy;
- Develop an order processing system using the concept of customer order cycle;
- Implement successful material management, purchasing and inventory control activities;
- Implement successful warehousing and transportation strategies.

TENTATIVE SESSION PLAN:

Seccession No	UNIT TITLE
1-6	CONCEPTS OF LOGISTICS Integrated Logistics Logistics evolution Logistics operations integration Supply chain relationships
7-12	Logistics system design Logistics positioning Integration theory

13-18	Transportation decisions
19-20	Midterm exam
21-25	LOGISTICS STRATEGY AND PLANNING Logistics strategy Logistics planning triangle Logistics functional strategies and applications (Customer service, inventory, transport and location)
26-30	Purchasing, storage, inventory and location decisions Inventory decisions Purchasing decisions Location decisions
31-35	Logistics planning and design Methodology Techniques
36-40	Presentation and revision

READING MATERIALS:

- Ballou, R.H., Srivastava, S.K. (2007). *Business Logistics/Supply Chain Management*. 5e. New Delhi: Pearson.
 - Bowersox, D., & Closs, D. (2000). *Logistical Management*. New Delhi: Mc Graw Hill.
- Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Continuous Assessment	70%
End Term	30%

Course Title: Operations Management**Course Code: OMo8****Credits: 3****Semester: III****COURSE DESCRIPTION:**

The objective of this course is to facilitate students in understanding the fundamental concepts of Operations Management (OM) and its role in attaining better supply chain performance across sectors. The course will cover major topics of OM from various dimensions. This introductory course will also help students to understand the point of view of an entrepreneur and their operations related challenges through case studies, videos and field visit.

COURSE LEARNING OBJECTIVES:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of OM
- To develop analysis of issues related to OM
- To relate to the important concepts of OM across supply chains

TOPICS TO BE COVERED:

- Introduction to OM
- Operations Strategy and Competitiveness
- Lean Consumption, Lean Production
- Deep Change
- Services vs efficiency
- Superefficient Companies
- Case Studies – on Toyota Production System, Oberoi Hotels.

READING MATERIALS:

- Bedi, K. (2013). *Production and Operations Management*. New Delhi: Oxford University Press.
- Stevenson, W.J. (2015). *Operations Management, 11e*. New Delhi: Mc Graw Hill.
- Russell, R.S. & Taylor, B.W. (2012). *Operations Management, 9e*. New Delhi: Wiley.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Continuous Assessment	70%
End-term Examination	30%
Total	100%

Semester-IV

Course Title: Strategic Management

Course Code: GNo6

Credits: 3

Semester: IV

COURSE DESCRIPTION:

Strategic management deals with some of the most fundamental issues that determine the survival and performance of an organization in the face of multiple challenges. This requires understanding of the environment in which the organization operates, identification of the goals the management intends to pursue, formulation of the strategic plan for getting the enterprise moving in the intended direction, and implementation of the chosen strategy successfully. Keeping these requirements in mind, this course has been structured to equip the students with the basic concepts, frameworks, and techniques of strategic management. This will help students integrate knowledge from various functional areas for taking decisions that will guide the formulation and implementation of corporate, business, and functional strategies.

COURSE OBJECTIVES:

The course aims to achieve the following objectives:

- To familiarize the students with the role, functions and significance of strategic management
- To help students understand the conceptual framework of strategic analysis
- To highlight the key issues in the strategic management process
- To enable students to apply the tools and techniques of strategic management
- To keep abreast of the latest developments in strategic management

COURSE LEARNING OUTCOMES:

After completion of the course, the student will be able to

- explain and apply the basic concepts of strategic management
- identify and interpret the critical challenges and opportunities facing an organization
- develop the ability to take strategic decisions for achieving organizational goals

TENTATIVE SESSION PLAN:

Session No.	Topic
1, 2, 3, 4, 5	Introduction Introduction to Strategic Management: Overview, Evolution, Significance; Strategic Management Process, Nature of the Firm, Theoretical foundations.
6	Debate 1
7, 8, 9, 10	External Analysis External Scanning and Industry Analysis
11	Quiz1
12, 13, 14, 15	Internal Analysis Internal Analysis, Core Competencies, the Resource-Based View, the Dynamic Capabilities approach, Value Chain Analysis
16	Debate 2
17, 18, 19, 20	Corporate Governance Corporate Governance: Agency theory, Stakeholder approach
21, 22, 23, 24	Business Level Strategy Business level strategies: Cost leadership, Differentiation, Competitive Advantage
25	Debate 3

26, 27, 28, 29	Corporate Strategy – 1 Corporate level strategies: Portfolio Approach, Mergers, Acquisitions, Diversification
30	Quiz 2
31, 32, 33, 34	Corporate Strategy – 2 Corporate level strategies: Portfolio Approach, Mergers, Acquisitions, Diversification
35	Debate 4
36,37	Developing Global Strategy Developing Global Strategy: Challenges of Globalization, Characteristics of the transnational, the CAGE Distance Framework, Global Value Creation
38	Contemporary Topics Turnaround Strategy, Strategic Innovation, Corporate Entrepreneurship and Strategic Leadership
39, 40	Project presentations

READING MATERIALS:

- Pearce II, J. A., Robinson, R.B., Mital, A (2012), *Strategic Management – Formulation, Implementation and Control*, 12/e (SIE), Tata McGraw Hill Education Private Limited, New Delhi.
- Ghemawat, P. et al. (2004), *Strategy and the Business Landscape – Text and Cases*, Pearson Education – Third Indian Reprint.
- Bossidy, L., Charan, R. (2002), *Execution – The Discipline of Getting Things Done*, Random House Business Books.
- Mintzberg, H., Ahlstrand, B., Lampel, J. (1998), *Strategy Safari: A Guided Tour through the Wilds of Strategic Management*, The Free Press, New York.

Note: Latest edition of the readings will be used

ASSESSMENT SCHEME:

Assessment Component	Weightage
Case analysis and article	10%
Assignment	20%
Project	30%
End-term	40%

Course Title: SPRINTS

Course Code: GN40

Credits: 2

Semester: IV

COURSE DESCRIPTION:

Sprints is an action encapsulated course designed for the students of final semester to refresh and strengthen the learnings congregated from all the completed semesters of their program specially in the area of marketing, human resource and finance. This course adopts the integrated problem oriented approach via the use of cases and simulation. It implies that complex business problems, in the form of cases and simulations require students to understand different dimensions of the problem and come up with holistic solutions. The course will help students to be abreast with trending management issues and at the same time apply the knowledge gained. It will induce students to understand trade-offs in decision making so that they are guided to improve from being a mere graduate to be a skillful workforce.

COURSE LEARNING OUTCOMES:

After the successful completion of this course, the students will able to

- Analyze multi-dimensional nature of present day organizations' challenges.
- Assess pitfalls in trying to resolve problems using a multi-functional approach.
- Highlight specific external and internal issues impacting businesses
- Integrate multiple dimensions of management lessons to solve business problems.

TOPICS TO BE COVERED:

Marketing:

1. Elements of Marketing Mix
2. Segmentation, Targeting and Positioning
3. Consumer Behavior
4. Product and Brand Management
5. Pricing Decision
6. Marketing Channel Management
7. Integrated Marketing Communication
8. Gaining Competitive Advantage

Finance:

1. Accounting Cycle
2. Financial Statement Analysis and Interpretation
3. Cost Analysis and Cost Control
4. Tools for Financial Decision Making
5. Indian Financial System: Financial MIIS

HR:

1. Business organization- Current challenges
2. Talent Management
3. Training and development
4. Compensation
5. Performance Management
6. Leadership
7. Culture & Change
8. Recent Trends Shaping HR.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Class participation	30
Assignments	30
Project Presentation	40
Total:	100

Course Title: Workplace Communication

Course Code: CCT402

Credits: 2

Semester: IV

COURSE DESCRIPTION:

This course helps students to identify and craft their personal brand to face the potential employer and prepare them for the workplace.

COURSE LEARNING OUTCOMES:

The students will be able to:

- Identify their brand, craft their brand statement and articulate their brand, using their strengths.
- Create standout resumes and cover letters.
- Craft an influential pitch and express their professional journey.
- Identify and correct common communication errors.
- Start building their professional network (online and offline) by identifying their areas of interest and use communication skills to connect with and maintain their networks.

TOPICS TO BE COVERED:

Topics	Content
Identify your brand	Personal branding: meaning, importance and how to create and use it; the three Cs' of personal branding and personal branding through social media
Language for better branding	Importance of language in communication and how language can build brand. Avoiding common errors in verbal and written English language, and dos and don'ts of non-verbal language
Professional Story Mapping	Articulation practice on the various aspects of their professional persona – such as background, interests, achievements, education, internships, and so on. Use of story map to create professional journey and prepare for all kinds of FAQs
The Art of Networking	Meaning and benefits of networking and use of various networking styles. Offline and online networking – offline one-minute talk and ice-breaking conversations and online – professional messaging, invitation & emailing.
Resume	Resume types, structure of a resume, writing tips on resume – drafting, formatting and editing resume to create their final resume
Cover Letter	Purpose of a cover letter, types of cover letter, structure of a cover letter and tips on cover letter, to craft their cover letter to be used for placements
Elevator Pitch	Elevator Pitch: Meaning and use of an elevator pitch in interview and workplace; techniques to craft and improve their pitch
Group Discussion	Practice different types of group discussions, dos and don'ts of group discussions and use of techniques to perform well in GDs

READING MATERIALS:

- <https://www.fastcompany.com/28905/brand-called-you>
- <https://hbr.org/2015/03/how-to-separate-the-personal-and-professional-on-social-media>

- <https://brandyourself.com/definitive-guide-to-personal-branding>
- <http://pwgmarketing.com/2008/10/what-does-branding-mean-to-you/>
- <https://cra.org/cra-w/wp-content/uploads/sites/5/2015/05/Building-Your-Professional-Persona.pdf>
- <https://www.inc.com/marc-ecko/be-a-brand-not-a-label.html>

ASSESSMENT SCHEME:

Assessment Component	Weightage
Attendance	10
Assignment(s)	40
Class Participation	15
Report-1	15
Project -1	20
Total (100)	100

Course Title: Articulation and Elocution

Course Code: CCT202

Credits: Audit Course

Semester: IV

COURSE LEARNING OUTCOMES:

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

- Use richer vocabulary in their communication appropriate to the context.
- Use appropriate grammar, vocabulary and style which are essential to professional-level reading, writing, speaking, listening, and editing.
- Apply various strategies to make the speeches/ conversation interesting and captivating.
- Using the sentence structure effectively and connect ideas logically within a paragraph.
- Write descriptions on various objects and topics.

TENTATIVE SESSION PLAN:

Sessions	Content	Activities
1	Listening	<ul style="list-style-type: none"> To inculcate the skills of content prediction, inference and discourse coherence. Acquire proficiency in Prosodic Features (Pronunciation, enunciation, pitch, intonation/voice modulation)
2	Ideation and Expression	<ul style="list-style-type: none"> Probing situation/context to trigger thinking process Just Minutes Role Play/ Situational Dialogues (Oral Narration) Describing people, places, events and things
3	Reading	<ul style="list-style-type: none"> Distinguishing the main idea and supporting ideas Transcoding information to diagrammatic display, recognizing indicators in discourse, understanding conceptual meaning and summarizing. Reading and writing skills will be targeted simultaneously.
4	Writing	<ul style="list-style-type: none"> To throw some light on the features of the connected speech/ composition such as use transitional words, connectives, etc. To explain various strategies for the organization of ideas such as introduction, development, transition, conclusion, emphasis, explanation and anticipation.
5	Vocabulary Building	<ul style="list-style-type: none"> Introducing Idioms, Proverbs, Phrasal verbs and asking them to use the same. Connotative and denotative meaning of the words. To familiarize the students with the ways in which words are actually used in a particular context, especially with regard to their meanings, roots, prefixes suffixes, antonym & synonym.
6	Collecting and Analyzing Information	<ul style="list-style-type: none"> Assigning students to read books, newspapers, magazines and stories to learn from, assess and improve analytical ability. Allotment will be done before the class.

READING MATERIALS:

- Sanjay Kumar & Pushp Lata “Communication Skills”. New Delhi: Oxford University Press, 2011.
- M Ashraf Rizvi “Effective Technical Communication”. Chennai, McGraw Hill Education, 2018

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Attendance	10
Assignment(s)	30
Class Participation	10
Quiz	10
Project-I	15
Lab Evaluation-I	25
Total	100

Course Title: Sales and Distribution Management**Course Code: MKo4****Credits: 3****Semester: IV****COURSE DESCRIPTION:**

Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. This course has a process and customer orientation focus in sales and distribution management in the context of Indian business organisations.

COURSE OBJECTIVES:

To enable students

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- To help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm.
- To appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.
- To become better and efficient sales managers.

COURSE LEARNING OUTCOMES:

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

- Understand fundamental concepts and principles of Sales and Distribution Management.
- Develop analytical and conceptual abilities pertaining to Sales and Distribution Decisions.
- Understand strategic and tactical issues related to Sales and Distribution and solve complex managerial problems.
- Have a better understanding of the distribution channels involved in marketing.

TENTATIVE SESSION PLAN:

Session No.	Topic
1	Introduction:
2	Selling as Part of Marketing
3-4	Sales Management Process
5	Role of Sales Manager, Qualities of a Successful Salesman
6-7	Concept of Personal Selling, Theories of Personal Selling, Process of Personal Selling
8	Recapitulation of concepts covered so far and case discussion
9-10	Sales Objectives and strategies: Sales Territories and Quota Goal Setting Process in Sales Management
11-15	Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget
16	Formulating Selling Strategies
17-18	Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force
19-20	Recapitulation of concepts covered so far and case discussion
21	Recruitment and Selection of Sales Force

22	Leading and Motivating the Sales Force
23-25	Sales Force Training and Compensation
26	Sales Incentives and Review of Performance
27	Introduction to Distribution Management: Need and Scope of Distribution Management
28	Importance of Channel, Types of Channels and Levels of Channels
29-30	Distribution Dynamics & Productivity: E-Channels & online selling, Cash and Carry, Resolving conflicts between conventional and modern channels
31	Recapitulation of concepts covered so far and case discussion
32-34	Channel Management Decisions: Components of Distribution System, Distributors Selection and Appointment
35	Channel Conflict and Their Resolutions
36	Training and Motivating the Channel Partners
37-38	Recapitulation of concepts covered so far and case discussion
39	Group Presentation/ Live Project
40	Group Presentation/ Live Project

READING MATERIALS:

- Panda, T.K. & Sahadev, S. (2012). Sales & Distribution Management. New Delhi: Oxford University Press.
- Still, Richard R., Cundiff, Edward W. & Govoni, Norman A.P. (2007). ***Sales Management: Decisions, Strategies and Cases***. New Delhi: Pearson Education.
- Havaladar, Krishna K. & Cavale, Vasant M. (2011). ***Sales & Distribution Management***. New Delhi: Tata McGraw Hill.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-I	20%
Continuous Assessment	40%
End Term	40%

Course Title: Integrated Marketing Communication**Course Code: MK05****Credits: 3****Semester: IV****COURSE DESCRIPTION:**

Communication with the market is an important activity for businesses and organizations. This course is concerned with the development, implementation and evaluation of marketing communication activities. This course explores the concepts of integration across all promotional platforms, online and off, and teaches students the necessary skills to develop a cohesive, impactful marketing communications plan. Primary focus areas include the planning process, target audience identification, development of the creative message, and effective media selection. Further, how these may be managed as an integrated program to implement and support the brand, product or service strategy. The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Students learn and apply the IMC planning process and examine the role of integration to ensure consistency of creative strategy and complementary use of traditional and digital media.

COURSE OBJECTIVES:

The course is designed to make students able to:

- Develop an appreciation and understanding of the individual elements of the marketing communication mix.
- Choose a marketing communications mix to achieve the communications and behavioral objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

COURSE LEARNING OUTCOMES:

By the end of the course the student would be able to:

- Demonstrate a comprehensive understanding of Marketing Communications theories and concepts.
- Define understanding of the relationship between marketing communications and branding strategy.
- Design effective creative strategies and describe how they would be integrated across each IMC function.
- Apply IMC principles and practices to develop a comprehensive IMC plan for a brand.
- Evaluate the methods marketers can use to evaluate the effectiveness of an IMC campaign.

TENTATIVE SESSION PLAN:

Session No.	Topic/s
1-3	Overview and Nature of Communication, Integrated Marketing Communication (IMC) Plan, Emerging Trends in Marketing Communication
4-5	Role of IMC in Brand Building and Corporate Image
6-8	Analysis of Consumer Behavior- Consumer Purchasing Process, Trends in Consumer Buying Environment
9-10	Business –to-Business Buying Process, Factors affecting Business Buying Centers, Types of Business-to-Business Sales
11	Revision Session and Quiz
12-14	The IMC Planning Process: Target Markets, Market Segmentation by

	Consumer Groups, Targeting and Positioning
15-16	Marketing Communications Objectives and Establishing a Communication Budget
17	Class Test
18- 19	Advertising Management: Overview, Advertising and IMC Process, In-house versus External Advertising Agencies
20-21	Advertising Design: Theoretical Frameworks and Types of Appeals
22-24	Advertising Message Strategies, Execution Frameworks, and Advertising Effectiveness
25-26	The Media Planning and Strategy, Media Selection and Mix
27	Revision Session and Quiz
28	Sales Promotion- Consumer and Trade Promotion
29-30	Public Relations and Sponsorship Programs
31-32	Managing Personal Communication: Direct Mail, Interactive marketing, Catalogs, Direct Response Mass Media, Telemarketing, and Personal Selling
33-34	Digital Marketing: Overview, E-Commerce, Mobile Marketing, Online Advertising, Online Social Networking, and Viral Marketing
35-36	Regulation of Advertising and Promotion, Evaluating the Social, Ethical and Economic Aspects of Advertising
37	Measuring the Effectiveness of the Promotional Program
38	Class Test
39-40	Student Presentations

READING MATERIALS:

- Clow, K. E., & Baack, D. E. (2015). *Integrated Advertising, Promotion and Marketing Communications*. Noida, U.P.: Pearson Education
- Belch, G. E., Belch, M. A., & Purani, K. (2014). *Advertising and Promotion: An Integrated Marketing Communication Perspective*. New Delhi: McGraw Hill Education.
- Chunawalla, S. A. & Sethia, K. C. (2010). *Foundations of Advertising- Theory & Practice*. New Delhi: Himalaya Publishing House.
- Ryan, D. & Jones, C. (2012). *Understanding Digital Marketing*. USA: Kogan page.
- Shah, K., & D'Souza, A. (2014). *Advertising & Promotions: An IMC perspective*. New Delhi: McGraw Hill Education.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-I	20%
Mid Term-II	20%
Continuous Assessment	20%
End Term	40%

Course Title: Organization Development**Course Code: HRo8****Credits: 3****Semester: IV****COURSE DESCRIPTION:**

Organizational Development (OD) is a conscious, planned process of developing an organization's capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness, and health. Through the process of OD, we attempt to bring about successful change efforts in individual employees, groups and teams, inter-groups, and organizations as well. To achieve a competitive advantage in a global marketplace, contemporary organizations are in a continuous state of change. Within such a complex system as an organization, change has a rippling effect. Given the magnitude of change taking place at the beginning of the 21st century, it is important for HR, OB, and Evaluation professionals to examine the theories and models, and methods and processes related to organizational change. In this course, we will focus on those methods, models, and processes specifically related to diagnosing and planning for organizational change/development.

COURSE OBJECTIVES:

By the end of this course, students shall have been able:

- To articulate and discuss the history, main concepts, and theories of the field of Organization Development
- To experience the emotions and dynamics of change, resistance to change and articulate the reasons behind such dynamics
- To articulate and discuss the process of Change Management with particular attention to the logic behind the stages of the process

COURSE LEARNING OUTCOMES:

Upon successful completion of this course, the student should have the ability to:

- Examine systematically the dynamics of entry, diagnosis, planning, intervention, and sustainability that occur during organization change efforts
- Recognize and understand the intricate relationship between the strategic business plan of the organization and the role of organization development.
- Understanding of critical processes and dynamics associated with organizational change and development.

TENTATIVE SESSION PLAN:

Session No.	Topics to be covered in the course
Week 1 (S1-3)	GENERAL INTRODUCTION TO ORGANIZATION DEVELOPMENT <ul style="list-style-type: none"> • Organization Development Defined • Growth and Relevance of Organization Development • Short History of Organization Development • Evolution in Organization Development
Week 2 (S4-6)	THE NATURE OF PLANNED CHANGE <ul style="list-style-type: none"> • Theories of Planned Change • General Model of Planned Change • Different Types of Planned Change • Critique of Planned Change
Week-3 (S7-9)	THE OD PRACTITIONER <ul style="list-style-type: none"> • Who is the OD practitioner? • Competencies of an Effective OD Practitioner

	<ul style="list-style-type: none"> • The Professional OD Practitioner • Professional Values • Professional Ethic
Week-4 (S10-12)	ENTERING AND CONTRACTING <ul style="list-style-type: none"> • Entering into an OD Relationship • Developing a Contract • Interpersonal Process Issues in Entering and Contracting
Week-5 (S13-15)	DIAGNOSING ORGANIZATIONS <ul style="list-style-type: none"> • What is Diagnosis? • The Need for Diagnostic Models DIAGNOSING GROUPS AND JOBS <ul style="list-style-type: none"> • Group-Level Diagnosis • Individual-Level Diagnosis
Week-6 (S16)	QUIZ-1
Week-6 (S17-18)	REVIEW AND RECAP
	MID TERM EXAM
Week- 7 (S19-21)	DESIGNING INTERVENTIONS <ul style="list-style-type: none"> • What are Effective Interventions? • How to Design Effective Interventions • Types of Interventions
Week-8 (S22-24)	INTERPERSONAL AND GROUP PROCESS APPROACHES <ul style="list-style-type: none"> • Process Consultation • Third-Party Interventions • Team Building ORGANIZATION PROCESS APPROACHES <ul style="list-style-type: none"> • Organization Confrontation Meeting • Intergroup Relations Interventions • Large-Group Intervention
Week -9 (S25-27)	TECHOSTRUCTURAL INTERVENTIONS RESTRUCTURING ORGANIZATIONS <ul style="list-style-type: none"> • Structural Design • Downsizing • Reengineering EMPLOYEE INVOLVEMENT <ul style="list-style-type: none"> • What is It? • Types of Employee Involvement Interventions WORK DESIGN <ul style="list-style-type: none"> • The Engineering Approach • The Motivational Approach • The Sociotechnical Systems Approach
Week-10 (S28-30)	HUMAN RESOURCE MANAGEMENT INTERVENTIONS – <ul style="list-style-type: none"> • Goal Setting • Performance Appraisal • Rewards Systems • Coaching and Mentoring • Career Planning and Development Interventions • Management and Leadership Development Interventions MANAGING WORKFORCE DIVERSITY AND WELLNESS <ul style="list-style-type: none"> • Workforce Diversity Interventions • Employee Stress and Wellness Interventions
Week-11 (S31-33)	STRATEGIC CHANGE INTERVENTIONS <ul style="list-style-type: none"> • Characteristics of Transformational Change

	<ul style="list-style-type: none"> • Integrated Strategic Change • Organization Design • Culture Change • Self-designing Organizations • Learning Organizations • Built-to-Change Organizations
Week-12 (S34-36)	EVALUATING AND INSTITUTIONALIZING OD INTERVENTIONS <ul style="list-style-type: none"> • Evaluating Organization Development Interventions • Institutionalizing Organizational Changes • Review ,Recap and Discussion
Week-13 (S37)	QUIZ-II
Week13-4 (38-40)	Presentation, Discussion and Q&A

READING MATERIALS:

- French, W. L., & Bell, C. H. (2005). Organization Development: Behavioral Science Interventions for Organization Improvement. 6/e. New Delhi: Pearson.
- Cummings, T. G. & Worley, C. G. (2009). Organization development and change (9th edition). Canada: South-Western Cengage Learning
- Hackman, J.R. and Suttle, J.L., Improving life at work: Behavioural science approach to organizational change, Goodyear, California.
- Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.
- Hersey P., and Blanchard, H.B., Management of Organisational behaviour: Utilising human resources, Prentice Hall, New Delhi.
- Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in Organisations, Oxford and IBH., New Delhi.
- Cummings, T. G., Theory of organization development and change, South Western.

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-I	20%
Mid Term-II	20%
Continuous Assessment	20%
End Term	40%

Course Title: Human Resource Analytics

Course Code: HR09

Credits: 3

Semester: IV

COURSE DESCRIPTION:

This course focuses on the statistical techniques and data analysis methods appropriate for quantitative human resource management research projects. Students learn the importance of reliability, validity, and accurate measurement, and how to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes which will enable the organizations to factor in the tangible benefits derived from HR activities. This will help in cost planning for HR activities. This is a useful tool for human due diligence exercise in mergers & acquisitions.

COURSE OBJECTIVES:

The course intends to:

- Familiarize the students with the methods used to investigate HR Issues.
- Appropriate methods of data collection and drawing correct inferences.
- Learn about methods as applied to problems that HR managers and researchers confront in organization.
- Discuss methods to measures individual, group and organizational effectiveness.

COURSE LEARNING OUTCOMES:

On completion of course students will able to

- Apply appropriate statistical analysis to HR questions and problems to improve decision-making with understanding of limitation;
- Think critically about data and metrics for HR problem-solving and decision-making;
- Understand the logic underlying statistical significance;
- Use statistical software to manipulate and organize data for analysis;
- Effectively interpret and communicate results from statistical analysis into actionable decisions.

TENTATIVE SESSION PLAN:

Session No.	Topic/Sub Topic
1	Defining HR research and Quantitative HRM significance and relevance. Types of HR research.
2	Discussion & Debate
3-4	Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics,
5-6	Using statistical tests in HR Research, Sampling tools and techniques
7	Exercises
8-9	Nonparametric Tests in HR Research: Types of quantitative research, data types and preparation for analysis hypotheses formulation
10	Exercise
11-12	Common and uncommon data collection methods, non-parametric tests for related and independent samples.
13-14	Staffing Metrics: Why managers need to pay attention to recruitment? What are the expectations from recruitment from organizational/managerial perspective?
15	Case Analysis
16	Debate and Discussion
17-18	Recruiting tools and practices, how and when to measure the quality of hire, measuring the quality of applicants

19-20	Attrition metrics techniques used to calculate attrition,
21-22	Manpower planning metrics tools for forecasting manpower requirements.
23	Exercise
24-26	Development Metrics: Training ROI, measuring employee satisfaction, attitude measurement and survey, and rating systems, scales for evaluation of performance, HR's role in value chain, HR Accounting.
27	Exercise
28-29	Training evaluation models, tracking the value of career management, measurement,
30	Exercise
31-32	Performance metrics, assessing the training organization, customer focused metrics, BSC, HR Scorecard, performance measurement using ranking
33	Scales for evaluation of performance, HR's role in value chain, HR Accounting.
34	Compensation Metrics: Connecting it to revenues and expenses, calculating various wage/salary related measures.
35	Variable pay systems, types of executive compensation, quantitative application in Compensation percentiles
36	Cost benefit analysis, and comparators. Mistakes in compensation designing.
37	Employee benefits, Calculation of incentives, measuring the impact of weak incentives.
38	Trends in Quantitative HRM: Development of HR dashboard, HR index, internal improvement. HR Audit research, and Organization Health survey
39-40	Presentations

READING MATERIALS:

- Bhattacharyya, Kumar,D. (2007). **HR Research Methods**. Oxford University Press
- Enz, J. F. & Mattox, J. R. (2014). **Predictive Analytics for Human Resource Management**. Wiley New Jersey
- HR Metrics standards & glossary published by the HR metrics service. Version 6.3/Dec 2010
Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Mid Term-II	20%
Continuous Assessment	40%
End Term	40%

Course Title: Supply Chain Concepts and Planning

Course Code: OM15

Credits: 3

Semester: IV

COURSE DESCRIPTION:

This course provides an understanding of fundamental concepts of supply chain management. All functional areas of supply chain management are explored in an integrated view of procurement, manufacturing and operations management, transportation and logistics, production planning and inventory control, order fulfillment and supply chain coordination.

COURSE LEARNING OUTCOMES:

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

- Explain the fundamental supply chain management concepts.
- Apply knowledge to manage a supply chain effectively.
- Analyze critical dimensions of logistics and distribution in a supply chain to make significant contribution to overall business results.
- Analyze areas in which SCM processes can be improved to gain competitive advantage in the marketplace.

TOPICS TO BE COVERED:

- What is SCM
- Practices in SCM
- Features and importance of SCM
- Case studies on 7' Eleven, Zara, IKEA, Walmart, H&M.
- Integrated SCM and its issues
- Sourcing in Supply Chain Management
- Distribution and Logistics Network in Supply Chain Management.
- Demand Forecasting and Aggregate Planning.
- Sales and Operations Planning.
- Sustaining Competitive Advantage.
- Best practices in SCM
- Warehousing Management in SCM

READING MATERIALS:

- Sunil Chopra, Peter Meindl. D. V. Kalra (2016). *Supply Chain Management: Strategy, Planning, and Operations*. 5th Edition. New Delhi, **Pearson**.
- D. S. Levi, P. Kaminsky, E. S. Levi, R. Shankar (2011), *Designing & managing the Supply Chain – Concepts, Strategies & Case Studies*, 3rd edition, Tata McGraw Hill
- Janat Shah (2016), *Supply Chain Management: Text and Cases*, Pearson New Delhi.
- R. B. Chase, R. Shankar, F. R. Jacobs, N. J. Aquilano (2010), *Operations & Supply Management*, 12th edition, McGraw Hills
- V. V. Sople. (2010). *Logistics Management*. 2nd Edition. Noida. Pearson Education.
- D. K. Agrawal. (2010). *Supply Chain Management: Strategy, Cases and Best Practices*. 1st edition. New Delhi. Macmillan Publishers India Ltd.
- D. J. Bowersox, D. J. Closs, M. B. Cooper. (2010). *Supply Chain Logistics Management*. 2nd edition. New Delhi. Tata McGraw Hill Education Pvt. Ltd.

Online resources

- <http://www.scdigest.com/>
- <http://www.scmr.com/>
- <http://www.logisticsworld.com/>

Note: Latest edition of the readings will be used.

ASSESSMENT SCHEME:

Assessment Component	Weightage
Class Participation	10%
Quizzes	20%
Assignment	10%
Project Presentation	20%
End-term Examination	40%
Total:	100%

Course Title: Materials and Inventory Management

Course Code: OM19

Credits: 3

Semester: IV

COURSE DESCRIPTION:

Materials and Inventory Management is one of the key support functions in Business Operations, which has direct impact on the bottom line of the business. Materials cost generally accounts for 60-70 percent of the cost of the product. In a competitive business environment, while enhancing revenue through sales is becoming increasingly difficult, enhancing profitability by optimizing materials cost through effective management of inventory is relatively easier. In this context, Materials Management function assumes greater importance. Sourcing of Supplies and Management of Inventories are two important Drivers of Supply Chain, which can be effectively leveraged to generate substantial surplus in overall Supply Chain Management. Business Managers irrespective of their functional domain, need to familiarize with techniques and practices used in industry for effective management of Sourcing / Procurement/ Warehousing and Inventory control.

COURSE LEARNING OUTCOMES:

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

- Describe integrated materials management system in a business organization.
- Apply Tools and Techniques for effective Inventory Management.
- Evaluate vendors through a Vendor Rating System
- Develop a global and an effective inventory management system.

TOPICS TO BE COVERED:

- **Unit 1: Principles of Materials Management:** Integrated Materials Mgmt. System, 5-R Principle of Materials, Planning and Procurement, Key Influencing Factors in Materials Planning, Codification, Standardization and Variety Reduction, Value Analysis Technique for Materials Cost Reduction.
- **Unit 2: Inventory Management Techniques and Practices:** Single Period Inventory System, Elements of Inventory Costs and concept of EOQ, Numerical Examples on computation of EOQ with and without Discounts, P and Q- Systems of Inventory Replenishment, Need and importance of Safety Stock, Impact of Safety Stock on Supplier Selection, Risk Pooling, Selective Inventory Control: ABC, VED, FSN, XYZ, SDE Analysis, Interactive 3-D Approach in Inventory Control, Just-in-Time /Lean Inventory System, Optimizing Operating Cost through Lead Time Reduction / Materials Handling and Transport Cost Reduction
- **Unit 3: Procurement:** Procurement & Outsourcing Strategies, E-Procurement & Reverse Auction, Vendor Selection and Performance Evaluation, Familiarization with Two -Bid Tendering / E-Tendering and Auctioning Procedures and Practices for Procurement, Tender Evaluation, Landed Cost Computation and Selection of Suppliers for award of Purchase Contract, Supply Contracts
- **Unit 4: Warehousing and Ethical Materials Management:** Warehouse Management, Stock Valuation and Verification, Ethics in Materials Management

READING MATERIALS:

- P Gopalkrishnan, Purchasing and Materials Management, 36th reprint 2015, McGraw Hill Education (India) Private Limited Publication
- A.K. Chittle & R.C. Gupta, Materials Management Text and Cases, PHI Publication
- Chatterjee S, Applied Materials Management
- D M Dan, Principles of Purchasing
- Monczka. Trent.Handfield, Purchasing: An Integrated Supply Chain Approach Cengage Publication
- N K Nair, Purchasing and Materials Management, Vikash Publication

ASSESSMENT SCHEME:

Assessment Components	Weightage
Class Participation	10%
Quizzes / Class Test	20%
Assignment	10%
Project Presentation	20%
End-term Examination	40%
Total:	100%