



MANIPAL UNIVERSITY
JAIPUR

PROGRAMME PROJECT REPORT (PPR)

For

Master of Business Administration (MBA)

ONLINE DEGREE PROGRAMME

DIRECTORATE OF ONLINE EDUCATION (DOE)

MANIPAL UNIVERSITY, JAIPUR-303 007

RAJASTHAN



Asst

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PROGRAMME PROJECT REPORT

Introduction

At every step in one's life, one needs to transform, to compete, and improve. In today's dynamic business environment, being acquainted with concepts is not enough. It is essential to acquire and constantly upgrade knowledge about various dimensions of business. The **Manipal University, Jaipur** Online MBA Programme imparts knowledge and skill sets to students to achieve this, and face real world challenges. It teaches application of innovative practices to current business situations. It incorporates analysis of contemporary issues besides providing a strong theoretical foundation. It provides a collaborative learning environment with dedicated faculty to ensure students achieve their full potential. The online MBA Programme teaches one to work smartly, take the lead in critical situations, and influence business decisions more effectively. It teaches one to not only work efficiently, but also shape the business environment and create opportunities for further growth.

The Online Master of Business Administration (MBA) Programme is a two-year Programme. With inclusion of various specialisations, the Programme aims at developing focused managers with a strong understanding of their area of specialisation, even as the core subjects equip the students with fundamental management theories and concepts along with less tangible, but equally important soft skills. The Programme is designed to instil confidence, improve knowledge, and act as a catalyst in the search for success and growth.

1. Programme's Mission and Objectives

To offer a high-quality Masters' degree in Management (MBA) through Online mode to the students and working professionals to help them develop Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

The objectives of the programme include:

- Introduce students to the basic concepts and domains of management including core concepts of Finance, HR and Marketing as well as new specialized areas like IB, SCM, IT, TQM, Banking & Insurance etc.
- Equip students with analytical skills and decision making

- Hone Skills of students and enable them to practice quantitative method techniques
- Inculcate entrepreneurial skills Managerial concepts with Leadership skills
- Develop knowledge about emerging markets and technologies

2. Relevance of Programme with Manipal University, Jaipur Mission and Goals

In order to align with the mission and goals of Manipal University Jaipur, the Online MBA Programme is planned to enable students and working professionals gain knowledge in various domains of management, specialize in a domain of their choice, gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to Leadership role in newer and emerging markets, products and technologies.

Vision

Global Leadership in Higher Education and Human Development

Mission

- Be the most preferred University for innovative and interdisciplinary learning
- Foster Academic research and professional excellence in all domains
- Transform young minds into competent professionals with good human values.

3. Nature of Prospective Target Group of Learners

It is by now well accepted that an MBA degree is an important tool for professionals to enhance their knowledge of business, expand their career options and move up their career ladder, acquired Leadership skills or embark on an entrepreneurial journey.

This Online programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and associated academic credentials. Considering that all candidates interested in pursuing a degree may not be able to afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire knowledge and skills. Delivery through this mode also contributes towards Gross Enrolment Ratio (GER) of 50% by 2035, as envisaged by the Government of India.

The programme is so designed that the prospective students who may not be able to afford full time, residential MBA are provided with high value learning, anytime, anyplace, at one's own pace.

4. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence

The courses in the programme are delivered through Self-Learning e-Module which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

(a) e-Tutorial - faculty led Audio - Video Lectures, (b) e-Content (combination of PDF/ epub) Text Materials, (c) Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students (d) Self-Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms without much loss of fidelity. Hence the MBA programme is suited for Online mode of learning.

5. Instructional Design

5.1. Curriculum design

Curriculum has been designed by experts in the area of Management and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre for Internal Quality Assurance (CIQA) and University Academic Council which consists of experts from Academia and Industry.

5.2. Programme structure and detailed syllabus

5.2.1. Programme Structure

1st Semester		
Course Code	Title	Credits
DMBA101	Management Process and Organisational Behaviour	4
DMBA102	Business Communication	4
DMBA103	Statistics for Management	4
DMBA104	Financial and Management Accounting	4
DMBA105	Managerial Economics	4
DMBA106	Human Resource Management	4
2nd Semester		
DMBA201	Production and Operations Management	4
DMBA202	Financial Management	4
DMBA203	Marketing Management	4
DMBA204	Management Information System	4
DMBA205	Operations Research	4
DMBA206	Project management	4
3rd Semester		
DMBA301	Research Methodology	4
DMBA302	Legal Aspects of Business	4
	4 Subjects in area of specialisation (4 credits each)	16
4th Semester		
DMBA401	Strategic Management & Business Policy	4
DMBA402	International Business Management	4
DMBA403	Business Leadership	2
	4 Subjects in area of specialisation (4 credits each)	16
DMBA404	Project	4
Total Credits		102

(ELECTIVES)		
3rd semester (Finance)		
DFIN301	Security Analysis and Portfolio Management	4
DFIN302	Mergers and Acquisitions	4
DFIN303	Taxation Management	4
DFIN304	Internal Audit and Control	4
4th semester (Finance)		
DFIN401	International Financial Management	4
DFIN402	Treasury Management	4
DFIN403	Merchant Banking and Financial Services	4
DFIN404	Insurance and Risk Management	4
3rd semester (Marketing)		
DMKT301	Sales Distribution and Supply Chain Management	4
DMKT302	Consumer Behaviour	4
DMKT303	Retail Marketing	4
DMKT304	Marketing Research	4
4th semester (Marketing)		
DMKT401	Services Marketing and Customer Relationship Management	4
DMKT402	Advertising Management and Sales Promotion	4
DMKT403	e-Marketing	4
DMKT404	International Marketing	4
3rd Semester (HRM)		
DHRM301	Manpower Planning and Sourcing	4
DHRM302	Management and Organizational Development	4
DHRM303	Employee Relations Management	4
DHRM304	HR Audit	4
4th Semester (HRM)		
DHRM401	Compensation and Benefits	4
DHRM402	Performance Management and Appraisal	4
DHRM403	Talent Management and Employee Retention	4
DHRM404	Change Management	4
3rd Semester (Analytics and Data Science)		
DADS301	Programming in Data Science	4
DADS302	Exploratory Data Analysis	4
DADS303	Introduction to Machine Learning	4
DADS304	Visualization	4
4th Semester (Analytics and Data Science)		
DADS401	Advanced Machine Learning	4
DADS402	Unstructured Data Analysis	4
DADS403	Business Analytics	4
DADS404	Data Scrapping	4

	3rd Semester (Retail Management)	
DRMM301	Enterprise Resource Planning (ERP)	4
DRMM302	Retail Customer Relationship Management	4
DRMM303	Advanced Operations Management	4
DRMM304	IT in Retail	4
	4th Semester (Retail Management)	
DRMM401	International Retailing	4
DRMM402	Entrepreneurship in Retail Business	4
DRMM403	Rural Retailing	4
DRMM404	Retail Marketing Environment	4
	3rd Semester (Banking, Financial Services & Insurance)	
DBFI301	Bank Management & financial risk management	4
DBFI302	FINANCIAL STATEMENT ANALYSIS & BUSINESS VALUATION	4
DBFI303	PRINCIPLES & PRACTICES OF INSURANCE	4
DBFI304	Financial Services	4
	4th Semester (Banking, Financial Services & Insurance)	
DBFI401	ALM & Treasury Management	4
DBFI402	BASEL REGULATIONS & RISK MANAGEMENT IN BANKING	4
DBFI403	Life Insurance Management	4
DBFI404	GENERAL INSURANCE MANAGEMENT	4
	3rd Semester (IT and FinTech)	
DITF301	Database Management Systems	4
DITF302	Software Engineering	4
DITF303	Technology Management	4
DITF304	Business Intelligence and Tools	4
	4th Semester (IT and FinTech)	
DITF401	eCommerce	4
DITF402	FinTech Payments and Regulations	4
DITF403	Cryptocurrency and Blockchain	4
DITF404	Enterprise Resource Planning	4
	3rd Semester (Operations Management)	
DOMS301	Advanced Production and Operations Management	4
DOMS302	Enterprise Resource Planning	4
DOMS303	Logistics and Supply chain Management	4
DOMS304	Applications of Operations Research	4
	4th Semester (Operations Management)	
DOMS401	Services Operations Management	4
DOMS402	Total Quality Management	4
DOMS403	Production, Planning and Control	4
DOMS404	Advanced Project Management	4

(ELECTIVES)		
3rd semester (International Business)		
DIBM301	International Financial Management	4
DIBM302	International Marketing	4
DIBM303	Management of Multinational Corporations	4
DIBM304	Export-Import Management	4
4th semester (International Business)		
DIBM401	Foreign Trade of India	4
DIBM402	Global Logistics and Distribution Management	4
DIBM403	International Business Environment and International Law	4
DIBM404	Export-Import Finance	4
3rd semester (Information System Management)		
DISM301	Software Engineering	4
DISM302	Database Management Systems	4
DISM303	Computer Networks	4
DISM304	Business Intelligence and Tools	4
4th semester (Information System Management)		
DISM401	Enterprise Resource Planning (ERP)	4
DISM402	E-Commerce	4
DISM403	Technology Management	4
DISM404	Java and Web Design	4
3rd Semester (Project Management)		
DPRM301	Introduction to Project Management	4
DPRM302	Project Planning and Scheduling	4
DPRM303	Project Finance and Budgeting	4
DPRM304	Managing Human Resources in Projects	4
4th Semester (Project Management)		
DPRM401	Quantitative Methods in Project Management	4
DPRM402	Project Risk Management	4
DPRM403	Project Quality Management	4
DPRM404	Contracts Management in Projects	4
3rd Semester (Supply Chain Management)		
DSCM301	Supply Chain Management	4
DSCM302	Outsourcing	4
DSCM303	Food Supply Chain Management	4
DSCM304	Inventory Management	4
4th Semester (Supply Chain Management)		
DSCM401	Global Logistics and Supply Chain Management	4
DSCM402	Category Management in Purchasing	4
DSCM403	Purchasing and Contracting for Projects	4
DSCM404	Supply Chain Cost Management	4

3rd Semester (Total Quality Management)		
DTQM301	Foundation of Quality Management	4
DTQM302	Quality in Service Industries	4
DTQM303	Statistical Process Control	4
DTQM304	TQM tools and techniques	4
4th Semester (Total Quality Management)		
DTQM401	Understanding ISO 9001	4
DTQM402	Managing Quality in the Organisation	4
DTQM403	Quality Standards and Models	4
DTQM404	Quality Concepts Tasks and Development	4

5.2.2. Detailed syllabus

SEMESTER – I

Course Code- DMBA101	MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
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Learning objectives:

- To make students understand fundamental concepts of management and organizational behavior.
- To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
- To make students aware of Individual behavior in groups, dynamics of groups and team besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.
- To understand fundamentals of behaviour dynamics in an organization.

Unit I – Understanding an organization: Introduction, Organizational Process, General, Vision and Mission, Strategy, Structure, System, Process, Jobs and Tasks

Unit II – Introduction to management and management process: Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View

Unit II – Planning and decision making: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making

Unit IV – Organizing and staffing: Introduction, Importance of Organizing, Types of Organizations, Organizational division and span of control, Types of Departmentation, Staffing and its importance in the organization, Line and staff concept, Staffing concept and HR Management

Unit V – Leading: Introduction, Comparison and Contrasting of Directing and Leading, Characteristics of Leading, Importance of Leading, Functions of Leading

Unit VI – Controlling: Introduction, Importance and Process, Critical Control Points. Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges

Unit VII – Introduction to OB: Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB

Unit VIII – Individual level behavioural variables – 1 (Personality, Perception): Introduction, Personality, Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others

Unit IX – Individual level behavioural variables – 2 (Values, Attitudes and Emotions): Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI

Unit X – Individual level behavioural variables – 3: Introduction, Learning and its Applications in Organizations. Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization

Unit XI – Group level behavioural - 1 (The group): Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations

Unit XII – Group level behavioural- 2 (The team): Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams

Unit XIII – Group level behaviour- 3 (Leadership): Introduction, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories

Unit XIV – Power, politics, conflict, negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations, Stress

Unit XV – Culture and change: Introduction, Concept of Culture, Fundamentals of Culture, Fundamentals of Change, Eight Steps of John Kotter on Leading Change

Reference Book:

Management Process & Organisation Behaviour, Sahni NK, Kalyani Publishers

Course Code- DMBA102	BUSINESS COMMUNICATION
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Learning objectives:

- To understand the Business etiquettes
- To organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context.
- To understand the personal communication and media management

Unit I – Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace

Unit II – Types and Channels of Communication: Introduction, Types of Communication, Classification of Communication Channels

Unit III – The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations

Unit IV – The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit V – Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing

Unit VI – Developing Oral Business Communication Skills: Introduction, Advantages of Oral Communication, Oral Business Presentations

Unit VII – Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading

Unit VIII – Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings

Unit IX – Internal Business Communication: Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices

Unit X – Internal Business Communication – Electronic Media and Shareholder Communication: Introduction, what is an Intranet? Communicating through Email, Communication with Shareholders

Unit XI – External Business Communication – Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters

Unit XII –Other Forms of External Business Communication: Introduction, Communication with Media through News Releases, Communication about the Organization through Advertising

Unit XIII – Internal and External Business Communication – Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation

Unit XIV – Employment Communication – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment

Unit XV – Employment Communication – Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews

Textbook:

Business Communication, Meenakshi Raman, Oxford Publishers

Reference Book:

Business Communication Today, Courtland L. Bovee, John V. Thill, Pearson

Course Code- DMBA103	STATISTICS FOR MANAGEMENT
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Learning objectives:

- Make the students aware about important techniques used in data collection, data representation, statistical analysis, and decision making
- Have general understanding about Statistics and to develop the skills to identify the appropriate statistical techniques for the analysis of data
- Enable them to format the quantitative information to present to decision makers and apply statistical techniques to data sets, analyse and correctly interpret the results in different situations
- Provide them exposure for data analysis, regression and time series analysis, for decision-making, by using spreadsheet and apply computer-generated statistical output to solve problems
- Enable them to critically analyse complex business issues and recommend sound solutions, in local and global markets.
- Enable them to use Microsoft Excel as a powerful tool to perform data analysis.

Unit I –Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Definition of Statistics, Scope and Applications of Statistics, Characteristics of Statistics, Functions of Statistics, Limitations of Statistics, Statistical Softwares

Unit II – Statistical Survey: Introduction, Definition of Statistical Survey, Stages of Statistical Survey - Planning of a Statistical Survey- Execution of Statistical Survey, Basic Terms used in Statistical Survey - Units or Individuals - Population or Universe –Sample -Quantitative -Characteristic - Qualitative Characteristic – Variable, Collection of Data- Primary Data - Secondary Data - Pilot survey, Scrutiny and Editing of Data

Unit III – Classification, Tabulation and Presentation of Data: Introduction, Functions of Classification - Requisites of a good classification - Types of classification - Methods of classification, Tabulation - Basic difference between classification and tabulation -Parts of a table -Types of table, Frequency and Frequency Distribution - Derived frequency distributions - Bivariate and multivariate frequency distribution - Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation - Histogram - Frequency polygon - Frequency curve - Ogives

Unit IV – Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean, Appropriate Situations for the Use of Various Averages, Positional Averages, Dispersion – Range - Quartile deviations, Mean deviation ,Standard Deviation -Properties of standard deviation Coefficient of Variance

Unit V – Theory of Probability: Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability, Rules of Probability - Addition rule -

Multiplication rule, Conditional Probability, Steps Involved in Solving Problems on Probability, Bayes' Probability, Random Variables

Unit VI – Theoretical Probability Distributions: Introduction - Random variables, Probability Distributions - Discrete probability distributions - Continuous probability distributions, Bernoulli Distribution - Repetition of a Bernoulli experiment, Binomial Distribution - Assumptions for applying a binomial distribution - Examples of binomial variate - Recurrence formula in case of binomial distribution - Case study on binomial distribution Poisson Distribution - Assumptions for applying the Poisson distribution - Real life examples of Poisson variate - Recurrence relation - Case study on Poisson distribution, Normal Distribution - Standard Normal Distribution

Unit VII – Sampling and Sampling Distributions: Introduction, Population and Sample - Universe or Population - Types of Population – Sample, Advantages of Sampling, Sampling Theory - Law of Statistical Regularity - Principle of Inertia of Large Numbers - Principle of Persistence of Small Numbers - Principle of Validity - Principle of Optimization, Terms Used in Sampling Theory, Errors in Statistics, Measures of Statistical Errors, Types of Sampling - Probability Sampling - Non-Probability Sampling, Case let on Types of Sampling, Determination of Sample Size, Central Limit Theorem

Unit VIII – Estimation: Introduction, Reasons for Making Estimates, Making Statistical Inference, Types of Estimates - Point estimate - Interval estimate, Criteria of a Good Estimator – Unbiasedness – Efficiency – Consistency – Sufficiency, Point Estimates, Interval Estimates, Case study on calculating estimates - Making the interval estimate Interval Estimates and Confidence Intervals - Interval estimates of the mean of large samples - Interval estimates of the proportion of large samples - Interval estimates using the Student's 't' distribution, Determining the Sample Size in Estimation

Unit IX – Testing of Hypothesis in Case of Large and Small Samples: Introduction – Large Samples – Assumptions, Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved, Selecting a Significance Level - Preference of type I error - Preference of type II error - Determine appropriate distribution, Two – Tailed Tests and One – Tailed Tests - Two – tailed tests - Case study on two –tailed and one-tailed tests, Classification of Test Statistics - Statistics used for testing of hypothesis - Test procedure - How to identify the right statistics for the test, Testing of Hypothesis in Case of Small Samples - Introduction – small samples, 't' Distribution, Uses of 't' test

Unit X – Chi – Square Test: Introduction, Chi-Square as a Test of Independence - Characteristics of χ^2 test - Degrees of freedom - Restrictions in applying χ^2 test - Practical applications of χ^2 test - Levels of significance - Steps in solving problems related to Chi-Square test - Interpretation of Chi-Square values, Chi-Square Distribution - Properties of χ^2 distribution - Conditions for applying the Chi-Square test - Uses of χ^2 test, Applications of Chi-Square test - Tests for independence of attributes - Test of goodness of fit - Test for specified variance

Unit XI – Distribution and Analysis of Variance (ANOVA): Introduction, Analysis of Variance (ANOVA), Assumptions for F-test - Objectives of ANOVA - ANOVA table - Assumptions for study of ANOVA, Classification of ANOVA - ANOVA table in one-way ANOVA - Two-way classifications

Unit XII – Simple Correlation and Regression: Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient - Factors influencing the size of correlation coefficient, Probable Error - Conditions under which probable error can be used, Spearman's Rank Correlation Coefficient, Partial Correlations, Multiple Correlations, Regression - Regression analysis - Regression lines - Regression coefficient, Standard Error of Estimate, Multiple Regression Analysis, Reliability of Estimates, Application of Multiple Regressions

Unit XIII – Business Forecasting: Introduction, Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting, Methods of Business Forecasting - Business barometers - Time series analysis – Extrapolation - Regression analysis - Modern econometric methods - Exponential smoothing method, Theories of Business Forecasting - Sequence or time-lag theory - Action and reaction theory - Economic rhythm theory - Specific historical analogy - Cross-cut analysis theory, Utility of Business Forecasting - Advantages of business forecasting - Limitations of business forecasting

Unit XIV – Time Series Analysis: Introduction, Time Series Analysis, Utility of the Time Series, Components of Time Series - Long term trend or secular trend - Seasonal variations - Cyclic variations - Random variations, Methods of Measuring Trend - Free hand or graphic method - Semi-average method - Method of moving averages - Method of least squares, Mathematical Models for Time Series - Additive model - multiplicative model, Editing of Time Series, Measurement of Seasonal Variation - Seasonal average method - Seasonal variation through moving averages - Chain or link relative method - Ratio to trend method, Forecasting Methods Using Time Series - Mean forecast - Naive forecast - Linear trend forecast - Non-linear trend forecast - Forecasting with exponential smoothing

Unit XV – Index Numbers: Introduction, Definition of an Index Number – Relative - Classification of index numbers, Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation of Index Numbers – Un-weighted index numbers - Weighted index numbers, Tests for Adequacy of Index Number Formulae, Cost of Living Index Numbers of Consumer Price Index - Utility of consumer price index numbers - Assumptions of cost of living index number - Steps in construction of cost of living index numbers, Methods of Constructing Consumer Price Index - Aggregate expenditure method - Family budget method - Weight average of price relatives, Limitations of Index Numbers, Utility and Importance of Index Numbers

Textbook:

Statistics for Managers using Microsoft Excel, Levine, Stephan, Szabat, Pearson

Reference Book:

Business Statistics, J K Sharma, Vikas Publishing House

Course Code- DMBA104

FINANCIAL AND MANAGEMENT ACCOUNTING
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Learning objectives:

- To be able to prepare financial statements of an organisation

- To be able to analyse the financial statements of an organisation
- To apply the various concepts in profit planning and analysis
- To find out the problems faced by organisation and provide possible solutions
- Acquire skills required to use management accounting information to make business decisions

Unit I – Financial Accounting – An Introduction: Introduction, Meaning of Accountancy, book-keeping and Accounting, Accounting Process, Objectives for accounting, Differences between book-keeping and accounting, Uses of accounting information, Limitations of Accounting, Basic terminologies

Unit II – Accounting Concepts, Principles, Bases and Policies: Introduction, Accounting Concepts, Principles, Policies and Standards, Types of accounting concepts - Business Separate entity concept - Going concern concept - Money measurement concept - Periodicity concept - Accrual concept, Accounting Principles - Principle of Income recognition - Principle of expense - Principle of matching cost and revenue - Principle of Historical costs - Principle of full disclosure - Double aspect principle - Modifying Principle - Principle of materiality - Principle of consistency - Principle of conservatism or prudence, Accounting Policies - Changes in Accounting Policies - Disclosure in case of changes in Accounting Policies, Accounting Standards - Scope and functions of Accounting Standards Board - International Financial Reporting System

Unit III – Double Entry Accounting: Introduction, Meaning of double entry accounting, Classification of accounts under Traditional approach, Classification of accounts under Accounting Equation approach, Comparison of traditional approach with Modern approach, equal approach, Accounting Trail, Transactions and events, Meaning and roles of debit and credit, Accounting equation

Unit IV – Secondary Books: Introduction, Secondary books, Purchases Book/Purchases Day book - Cash discount, Trade discount - Difference between cash discount and trade discount, Sales Book or Sales Day book - Purchase Returns Book - Sales Returns Book, Bills receivable book - Bills payable book - Cash book, Posting to Ledger accounts, Posting to Ledger

Unit V – Trial Balance: Introduction, Meaning, Objectives of preparing a trial balance, Methods of preparing a trial balance, Preparation of Trial balance, Adjusting Entries, Errors and their rectification, Errors disclosed by Trial Balance, Errors not disclosed by Trial Balance, Steps to locate the errors

Unit VI – Final Accounts: Introduction, Adjustments before preparing final accounts, Depreciation, Bad Debts and accounting treatment of bad debts, Provision for doubtful debts, Reserves for Discount on Debtors, Reserve for Discount on Creditors, Closing Stock, Trading Account, Profit and Loss Account, Balance Sheet

Unit VII – Introduction to Management Accounting: Introduction, Meaning of Management accounting, The Role of Management Accounting, Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Merits of Management Accounting, Demerits of Management Accounting, Distinction between Management Accounting and Financial Accounting

Unit VIII – Financial Statement Analysis: Introduction, Meaning of Ratio, Steps in Ratio Analysis, Classification of Ratios, Du Pont Chart, Solved Problems, Advantages of Ratio Analysis, Limitation of Ratio analysis

Unit IX – Funds Flow Analysis: Introduction, Meaning of Funds Flow Statement, Ascertainment of flow of funds, Technique of preparing funds flow statement, Schedule of Changes in Working Capital, Adjusted Profit and Loss account, Funds Flow Statement

Unit X – Cash Flow Analysis: Introduction, Meaning of Cash Flow Statement, Purpose of Cash Flow Statement, Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Cash Flow from Operating Activities, Cash Flow Statement under Direct Method, Different between Cash Flow Analysis and Fund Flow Analysis, Uses of Cash Flow Statement

Unit XI – Understanding Cost: Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet, Solved Problems

Unit XII – Marginal Costing and Break Even Analysis: Introduction, Concept of Marginal Costing, Characteristics of Marginal Costing, Difference between Absorption Costing and Marginal Costing, Marginal Cost, Contribution, Cost Volume Profit (CVP) Analysis, Break Even Chart, Break Even Point, Profit Volume ratio or MCSR, Target profit, Margin of Safety, Application of Marginal cost, Limitations of Marginal cost, Solved Problems

Unit XIII – Decisions Involving Alternative Choices: Introduction, Decision Making, Types of Costs, Types of Choices Decisions, Make or Buy Decisions, Addition/Discontinuance of a Product line, Sell or Process Further, Operate or Shut down, Exploring New Markets, Maintaining a desired level of profit

Unit XIV – Budgetary Control: Introduction, Meaning of a Budget, Budgetary control, Objectives of budgetary control, Merits of budgetary control, Essential features of Budgetary Control, Steps in budgetary Control, Types of Budgets, Cast Budget, Flexible Budget, Limitation of Budget Control

Unit XV – Standard Costing: Introduction, Definition of Standard Costing, Meaning, Difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance, Material Mix variance, Material Yield variance, Direct labor variance, Labor Efficiency Variance, Labor Rate variance, Labor mix variance, Labor Yield Variance

Textbook:

Financial & Management Accounting, Williams, Bettner, Carcello & Haka, Tata McGraw Hill

Reference Book:

Financial & Management Accounting, Wild, Shaw and Chiappetta, Tata McGraw Hill

Course Code- DMBA105	MANAGERIAL ECONOMICS
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Learning objectives:

- To understand how demand and supply functions in the economy
- To appreciate the cost and revenue functions

- To understand how various markets function in the real market
- To understand the various functions-consumption, savings and investment
- To analyze the problems of inflation, fiscal and current account deficits

Unit I – Meaning and Importance of Managerial Economics: Introduction, Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist

Unit II – Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand

Unit III – Demand Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Product

Unit IV – Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium

Unit V – Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production

Unit VI – Cost Analysis- Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.

Unit VII – Objectives of Firm- Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory

Unit VIII – Revenue Analysis and Pricing Policies- Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods

Unit IX – Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition

Unit X – Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis

Unit XI – Macro Economics and some of its measures- Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators

Unit XII – Consumption Function and Investment Function- Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Unit XIII – Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls

Unit XIV – Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions

Unit XV – Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Textbook:

Managerial Economics, D.N. Dwivedi, Vikas Publishing House

Reference Book:

Managerial Economics, Principles and Wide Applications, Dominick Salvatore, Oxford

Course Code- DMBA106

HUMAN RESOURCE MANAGEMENT

Learning objectives:

- Understand Human resource Management and its relevance in an organization
- Understand the process of recruitment, selection & forecasting technique and talent management in organizations for skill development
- Apply techniques of recruitment and selection
- Learn about Performance management, performance appraisal technique, training, succession planning and career development and their implementation
- Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour

Unit I – Unit 1- Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives

Unit II – HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR

Unit III – Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning

Unit IV – Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction

Unit V – Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development

Unit VI – Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning

Unit VII – Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360-degree appraisal, Benefits

Unit VIII – Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations

Unit IX – Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency

Unit X – Human Resource Information System: Introduction, Concept, Components, Types, Application, Implementation, Benefits, Impact

Unit XI – Job Analysis and Design: Concept of Job Analysis and Design, Process of Job Analysis, Methods of Job Analysis, Job Analysis Information, Concept of Job Design

Unit XII – Employee Misconduct and Disciplinary Procedure: Meaning and Objectives of Discipline, Principles for Maintenance of Discipline, Basic Guidelines of a Disciplinary Policy, Disciplinary Action – Penalties, Procedure for Disciplinary Action

Unit XIII – Grievance and Grievance Procedure: Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure

Unit XIV – Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities

Unit XV – Emerging Trends in HRM: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement

Textbook:

Human Resource Management, R C Sharma & Nipun Sharma, SAGE

Reference Book:

Human Resource Management Robert N. Lussier, John R. Hendon, SAGE

SEMESTER – II

Course Code- DMBA201	PRODUCTION AND OPERATIONS MANAGEMENT
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Learning objectives:

- Understand the importance of production and operations management in an organization and its relevance to the organization
- Able to apply different techniques of production management to achieve organizational objectives

- Able to apply different techniques related to operations management for achieving organizational objectives
- Identify the problems faced by an organization related to production and operations management and provide possible solutions for the problem

Unit I – Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training

Unit II – Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices

Unit III – Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets

Unit IV – Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting, Accuracy of Forecasting

Unit V – Location Strategies: Introduction, Location Planning Process

Unit VI – Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling

Unit VII – Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)

Unit VIII – Business Process Modelling: Introduction, Importance of Business Process Modelling, Business Process Modelling, Data Driven Approach to Process Definition. Logical vs. Physical Database Modelling, Business Process, the Way Forward

Unit IX – Project Management – Planning Process: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows

Unit X – Project Implementation-Control and Closure: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure

Unit XI – Aggregate Planning: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Advantages of Aggregate Plan, Aggregate Planning

Strategies, Planning Options. Selecting the Method in Aggregate Planning, Aggregate Planning in Services

Unit XII – Supply Chain Management: Introduction, Domain Applications, SCM– The Breakthrough Article, Supply Chain Management, Views on Supply Chain, Bullwhip Effect in SCM, Collaborative Supply Chain, Inventory Management in Supply Chain, Financial Supply Chain – A New Revolution within the SCM Fold

Unit XIII – Operations Scheduling: Introduction, Purpose of Operations Scheduling, Factors considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services

Unit XIV – Value Engineering: Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers, Benefits

Unit XV – Just-In-Time: Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains

Textbook:

Production & Operation Management, Panneerselvam, Prentice Hall India

Reference Book:

Production & Operation Management, S.N. Chary, McGraw Hill

Course Code- DMBA202	FINANCIAL MANAGEMENT
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Learning objectives:

- Understand the importance of finance and financial management in an organization and its relevance to the organization
- Able to apply different techniques of financial management to achieve organizational objectives
- Identify the problems faced by an organization related to financial management and provide possible solutions for the problem

Unit I – Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and other Business Functions

Unit II – Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation

Unit III – Time Value of Money: Introduction, Rationale, Future Value, Present Value

Unit IV – Valuation of Bonds and Shares: Introduction, intrinsic value, book value, Valuation of Bonds, Valuation of Shares

Unit V – Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital

Unit VI –Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage

Unit VII – Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure

Unit VIII – Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria

Unit IX – Risk Analysis in Capital Budgeting: Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach

Unit X – Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing

Unit XI – Working Capital Management: Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital

Unit XII – Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting

Unit XIII – Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems

Unit XIV – Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy

Unit XV – Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

Textbook:

Financial Management: Theory and Practice, Chandra, P., McGraw Hill Education

Reference Book:

Principles of Corporate Finance, Brealey, R., Myers, S., Allen, F. and Mohanty, P., McGraw Hill Education

Learning objectives:

- Understand fundamental marketing concepts, theories and principles in areas of marketing
- Understand the role of marketing as a fundamental organizational policy process
- Analyse the interaction of marketing and environmental forces through an understanding of marketing decisions
- Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing

Unit I – Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations

Unit II – The Marketing Process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Unit III – Marketing Environment: Introduction, Environmental Scanning, Analysing the Organization's Microenvironment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning

Unit IV – Understanding the Marketing-Information Systems (MIS): Introduction, Characteristics of MIS, Benefits, Types, Components, Marketing Research

Unit V – Consumer buying behavior: Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models

Unit VI – Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process

Unit VII – Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Basis for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)

Unit VIII – Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)

Unit IX – Product Management-Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development

Unit X – Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

Unit XI – Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

Unit XII – Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity

Unit XIII – Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing

Unit XIV – Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing

Unit XV – International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing

Textbook:

Marketing Management, P. Kotler, K. L. Keller, A. Koshy, M. Jha, Pearson Education

Reference Book:

Marketing, P. Baines, C. Fill, S. Rosengren, P. Antonetti, Oxford University Press

Course Code- DMBA204	MANAGEMENT INFORMATION SYSTEM
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Learning objectives:

- To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problem

- To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
- To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems

Unit I – Organisations and Computing: Introduction, Modern Organisation-IT enabled-Networked-Dispersed- Knowledge Organisation, Information Systems in Organisations- what are information systems? Brief history of computing- ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything

Unit II – Managing Information Systems in Organisations: Introduction, Managing in the Internet Era, Managing Information Systems in Organisation-the IT interaction model, Challenges for the manager-what information to build?-how much to spend on information systems?-what level of capabilities should be created with information systems?-how centralized should the services be? What security levels are required? What is technology road map for the organization?

Unit III – Data and Information: Introduction, data and information- measuring data, information as a resource, information in Organizational functions, types of information technology, types of information systems- transaction processing systems-management information systems

Unit IV – Decision making and communication: Introduction, Decision making with MIS- Tactical decisions-operational decisions-strategic decisions, communication in organisations- types of communication- examples of communications in organisations- decision making with communication technology

Unit V – Competing with IT: Introduction, The competitive environment of business-partnering for mutual benefit- bargaining power of suppliers-bargaining power of buyers and customers-barriers to entry-threat of substitutes-industry regulations, Using IT for competing-competing on low cost-competing on differentiation

Unit VI – IT strategy: Introduction, Information goods-properties-technology lock-in and switching costs-network externalities-positive feedback-tippy markets, information systems and competitive strategy- value chain, the Role of CIO-information system's plan-vendor coordination-technology updates-return on investment on technology

Unit VII – Business Process Integration with IT: Introduction, Business Process Integration-Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module

Unit VIII – SCM, CRAM and International Systems: Introduction, Supply Chain Management Systems, Customer Relationships Management Systems, Challenges of Enterprise Systems Implementations- Managing the implementation, International Information Systems- Outsourcing and off-shoring

Unit IX – Electronic Commerce: Introduction, E-commerce Technology, doing business over internet- networks-electronic data interchange (EDI)-online payment technology- Mobile commerce- ecommerce-portals- search engines-direct selling- auctions- aggregators, E-business

Unit X – Decision Support Systems: Introduction, Understanding DSS- MIS and DSS- Decision making-types of decisions, Analytics and Business Intelligence- BI techniques

Unit XI – Managing Data Resources: Introduction, The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency- managing security- recovery from crashes-application development, Database Concepts- fields, records and files- basic architecture, Data Warehouses- data mining uses

Unit XII – Managing Social Media: Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter-Rating- Tagging/folksonomies, Social issues-Media impact-Collaboration-Emergence of order, Social Networks in the Enterprise

Unit XIII – Managing IT Function: Introduction, Challenges of Managing the IT function- Modern IT environment-Centralisation versus Decentralisation-IT security-Technology selection, Vendor Management- vendor selection-vendor contracts and service levels- Ongoing relationship management- vendor retention or termination

Unit XIV – Ethical Issues: Introduction, Key issues- Privacy-Workplace Monitoring- Power over users

Textbook:

Management Information System, A.K Gupta, Sultan Chand

Reference Book:

Management Information System, A Global Digital Perspective, Jawadekhar, McGraw Hill

Course Code- DMBA205

OPERATIONS RESEARCH

Learning objectives:

- To be familiar with the relationship of operations research with other key functional areas of the firm
- To understand the role of operations research in the overall business strategic decisions of the firm
- Have the general understanding about the basic and advanced tools and techniques used in operations research.

- Develop an understanding of the application of the important tools and techniques of operations research to the service sector
- To be able to identify and apply the appropriate operations research techniques as well as their evaluation to analyse the data, for taking the right decision or to solve the problems
- Be equipped with the required breadth and depth of technical and managerial competencies of operations research, in order to function successfully in the chosen operational area

Unit I – Introduction to Operations Research: Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research

Unit II – Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations

Unit III – Graphical Analysis of Linear Programming Problems: Introduction, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP, Some Exceptional Cases, Important Geometric Properties of LPP

Unit IV – Simplex Method: Introduction, Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Solved Problems on Minimisation

Unit V – Duality in Linear Programming Problem: Introduction, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality, Sensitivity Analysis

Unit VI – Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality

Unit VII – Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem

Unit VIII – Integer Programming Problem: Introduction, Types of Integer Programming Problems, Gomory's All-IPP Method, All IPP Algorithm, Branch and Bound Technique

Unit IX – Infinite Queuing Models: Introduction, Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline

Unit X – Mathematical Analysis of Queuing Theory: Introduction, Mathematical Analysis of Queuing Process, Properties of Queuing System, Notations, Service System, Single Channel Models, Multiple Service Channels, Erlang Family of Distribution of Service Times, Applications of Queuing Theory, Limitations of Queuing Theory

Unit XI – Finite Queuing Models: Introduction, Finite Queuing Models

Unit XII – Simulation: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation

Unit XIII – Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation

Unit XIV – Project Scheduling and PERT-CPM: Introduction, Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT

Unit XV – Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance

Textbook:

Operations Research Theory and Applications, J K Sharma, MacMillan

Reference Book:

Operations Research, Yadav, Malik, Oxford University Press

Course Code- DMBA206	PROJECT MANAGEMENT
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Learning objectives:

- Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders
- Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders
- To be able to apply project management practices to the launch of new programmes, initiatives, products, services, and events relative to the needs of stakeholders
- Be able to analyze, apply and appreciate contemporary project management tools and methodologies.

Unit I – Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles

Unit II – Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point

Unit III – Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Teamwork, Project Planning Process, Work Breakdown Structure (WBS)

Unit IV – Organizational Structure and Organizational Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship

between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management

Unit V – PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

Unit VI – Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

Unit VII – Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks

Unit VIII – Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering

Unit IX – Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS

Unit – X Purchasing and Contracting for Projects: Introduction, Purchase Cycle, Contract Management, Procurement Process

Unit XI – Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects

Unit XII – Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control

Unit XIII – Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

Unit XIV – Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available in Most of the Project Management Software, Illustration

Unit XV – Case Studies in Project Management

Textbook:

Production & Operation Management, Panneerselvam, Prentice Hall India,

Reference Book:

Production & Operation Management, S.N. Chary, McGraw Hill

SEMESTER – III

Course Code- DMBA301

RESEARCH METHODOLOGY

Learning objectives:

- Understand the concept, process and various Research Methods used in business research
- Understand the rationale underlying Research methods, especially in the real business world
- Be equipped with most of the important techniques used in data collection, data representation, statistical analysis, and decision making
- Be able to collect, analyse, present and interpret research data
- Be able to identify and apply the appropriate methods to do research and analyse the data in different situations and interpret the research outcome
- Be proficient to do statistical enquiry and analysis by using excel and other software like SPSS, etc.

Unit I – Introduction to Research: Meaning of research, Types of research- Exploratory research, Conclusive research, The process of research, Research applications in social and business sciences, Features of a Good research study

Unit II – Research Problem and Formulation of Research Hypotheses: Defining the Research problem, Management Decision Problem vs Management Research Problem, Problem identification process, Components of the research problem, Formulating the research hypothesis, Types of Research hypothesis, Writing a research proposal, Contents of a research proposal and types of research proposals

Unit III – Research Design: Meaning of Research Designs, Nature and Classification of Research Designs, Exploratory Research Designs, Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions, Descriptive Research Designs, Cross-sectional studies and Longitudinal studies, Experimental Designs, Errors affecting Research Design

Unit IV – Primary and Secondary Data: Classification of Data, Secondary Data, Uses, Advantages, Disadvantages, Types and sources, Primary Data Collection, Observation method, Focus Group Discussion, Personal Interview method

Unit V – Attitude Measurement and Scaling: Types of Measurement Scales, Attitude, Classification of Scales, Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement

Unit VI – Questionnaire Design: Questionnaire method, Types of Questionnaires, Process of Questionnaire Designing, Advantages and Disadvantages of Questionnaire Method

Unit VII – Sampling: Sampling concepts- Sample vs Census, Sampling vs Non-Sampling error, Sampling Design, Probability and Non-Probability Sampling design, Determination of Sample size, Sample size for estimating population mean, Determination of sample size for estimating the population proportion

Unit VIII – Data Processing: Data Editing, Field Editing, Centralized in house editing, Coding, Coding Closed ended structured Questions, Coding open ended structured Questions, Classification and Tabulation of Data

Unit IX – Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion, Descriptive Analysis of Bivariate data

Unit X – Testing of Hypothesis: Concepts in Testing of Hypothesis, Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean, Tests concerning Means- the case of single population, Tests for Difference between two population means, Tests concerning population proportion- the case of single population, Tests for difference between two population proportions

Unit XI – Chi-square Analysis: Chi square test for the Goodness of Fit, Chi square test for the independence of variables, Chi square test for the equality of more than two population proportions

Unit XII – Analysis of Variance: Completely randomized design in a one-way ANOVA, Randomized block design in two-way ANOVA, Factorial design

Unit XIII – Research Report Writing: Types of research reports – Brief reports and Detailed reports, Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations, Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations

Unit XIV – Ethics in Research: Meaning of Research Ethics, Clients Ethical code, Researchers Ethical code, Ethical Codes related to respondents, Responsibility of ethics in research

Textbook:

Research Methodology Concepts and Cases, Deepak Chawla, Neena Sondhi, Vikas Publishing House

Reference Book:

Business Research Methods, Cooper, Schindler, JK Sharma, Tata McGraw Hill

Course Code- DMBA302

LEGAL ASPECTS OF BUSINESS

Learning objectives:

- Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context
- Identify the fundamental legal principles behind contractual agreements
- Examine how businesses can be held liable in tort for the actions of their employees
- Acquire problem solving techniques and to be able to present coherent, concise legal argument

Unit I – Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law

Unit II – Law of contract: Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Classification of Contracts, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract

Unit III – Contracts of Guarantee and indemnity: Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety

Unit IV – Contracts of Bailment and Pledge: Introduction, Bailment and its Kinds, Definition of bailment, Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee

Unit V – Contract of Agency: Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney

Unit VI – Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Types of Partnerships, Changes in a Firm, Dissolution

Unit VII – Law of sales of Goods: Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract

Unit VIII – Law of Negotiable Instruments: Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying banker

Unit IX – Banking and Insurance Law- Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector, Reserve Bank of India, 1934, IRDA Act, 1999, LIC Act, 1956

Unit X – Consumer Protection Act-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers, Consumer Protection Act, 2019 vs 1986

Unit XI – The Competition Act- Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit, MRTP Act, 1969

Unit XII – The Foreign Exchange Management Act- Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties [Sections 13-15], Adjudication and Appeal [Sections 16-35], Directorate of Enforcement, Miscellaneous Provisions

Unit XIII – The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up, Types and Provisions of Company's Act, 2013 Securities and Exchange Board of India Act, 1992

Unit XIV – Regulation to Information- Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000

Unit XV – Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Penalty and Trademark Infringement, Legal Protection for Trade Secrets, Infringement of Geographical Indications and Remedies for Infringement, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement,

Textbook:

Legal Aspects of Business, Pathak, A., Tata McGraw-Hill

Reference Book:

Legal Aspects of Business, Gupta, P., Vikas Publishing House

ELECTIVES SEMESTER – III

FINANCE ELECTIVES

Course Code- DFIN301	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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Learning objectives:

- Get a basic understanding of fundamental concepts of investment scenarios, financial markets, instruments, market participants and their roles
- Gain knowledge with respect to valuation and analysis techniques of financial instruments and investment scenarios, and the various theories and techniques used in the portfolio management
- Be able to apply the relevant tools and techniques or do the valuation and analysis of financial instruments and investment scenarios in real life situations
- Be able to understand the working knowledge of portfolio management
- Be able to apply relevant tools and techniques or theories for valuation, or to do the selection, evaluation and revision of portfolios in real life situations

Unit I – Investment: A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management

Unit II – Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives

Unit III – Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return

Unit IV – Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis

Unit V – Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators

Unit VI – Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management

Unit VII – Behavioural Finance: Meaning of behavioural finance, deals with when, how and why psychology influences investment decisions

Unit VIII – Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds

Unit IX – Portfolio Management: Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management

Unit X – Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier

Unit XI – Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model

Unit XII – Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio returns and measurement of individual stock risk

Unit XIII – Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model

Unit XIV – International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment

Unit XV – Mutual Fund Operations: Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets

Textbook:

Security Analysis and Portfolio Management, Ranganatham, Madhumati, Pearson

Reference Book:

Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill

Course Code- DFIN302	MERGERS AND ACQUISITIONS
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Learning objectives:

- Gain basic knowledge about corporate restructuring process
- Be acquainted with procedures of mergers and acquisitions
- Be acquainted with valuation methods, accounting treatment and applications
- Be familiar with legal and regulatory framework for mergers and acquisitions

- Be able to do the valuation prior to mergers and acquisitions
- Be familiar with the procedures of takeover defences and post-merger integrations

Unit I – Introduction to Mergers and Acquisitions: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger

Unit II – Strategic Evaluation of M & A Opportunities: selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies

Unit III – Strategising and Structuring M & A Activity: Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision

Unit IV – Synergy and Value Creation in Mergers: Synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity

Unit V – Corporate Restructuring: meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring

Unit VI – Demergers: Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers

Unit VII – LBOs, MBOs, MLPs and ESOPs: meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs

Unit VIII – Joint Ventures: Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy

Unit IX – International M & A: Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A

Unit X – Takeover Defences: Types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers

Unit XI – Valuation: valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO

Unit XII – Accounting for Amalgamation: Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits

Unit XIII – Legal and Regulatory Framework of M & A: Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act

Unit XIV – Post-Merger Integration: Integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process

Unit XV – Prominent Cases of Mergers and Acquisitions: Examples of M & A in the Indian and international contexts

Textbook:

Mergers & Acquisitions & Corporate Restructurings, Patrick A. Gaughan, Wiley Publications

Reference Book:

Mergers & Acquisitions A Step-by-step & Practical Guide, Miller Jr., Segall, Wiley Publications

Course Code- DFIN303	TAXATION MANAGEMENT
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Learning objectives:

- Be familiar with the basic taxation system of the country.
- Be aware of the structure of income tax, their exemptions and deductions.
- Be acquainted with capital gain tax and practical aspects of tax planning, as it is a part of or an important managerial decision-making process.
- Understand corporate taxation, its accounting, audit and various types of other taxation, which were/are the part of taxation system of our country.
- Be expose to real life situations involving taxation and be equipped with techniques for taking tax-sensitive decisions

Unit I – Introduction to Taxation Management: Types of Taxes, concept, objectives and factors to be considered for Tax Planning. Tax Planning, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories of Income, including Income from House Property and Income from business

Unit II – Structure, Taxable and Exempt Incomes, Set-offs: Broad Schema of Income Tax Law, Finance Acts. Rates of Taxes Applicable to Different Types of Taxpayers

Unit III – Income Tax: Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments

Unit IV – Taxation of Salaried Income: definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income

Unit V – Taxation of Capital Gains: Meaning of Capital Gains and Capital Losses, types of Assets, meaning of ‘Asset Transfer’, Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax

Unit VI – Tax Planning for Firms, HUFs and AOPs: Partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms’ book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs)

Unit VII – Corporate Taxation: Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit VIII – Tax Audit and Accounting for Income Tax: Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Unit IX – Wealth Tax and Other Direct Taxes: Wealth Tax Act and Rules, Definition of Wealth and Its Components Wealth Escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act, Banking Transactions Act and Securities Transaction Act

Unit X – Direct Taxes Code: Income Tax Charge, Income Tax on Distribution, Wealth Tax, Prevention of Abuse of the Code and Tax Management

Unit XI – Indirect Taxes: Central Excise, Customs Duty, Sales Tax and Value Added Tax (VAT), Service Tax, Entry Tax and Octroi and Purchase Tax

Unit XII – Service Tax: Service Tax Law in India, the concept of ‘Negative List’, Categorization of Taxable and Tax-free Services, Exemptions and Rebates from Service Tax, Provisions for Rectification of Mistakes and schemes of Assessment

Unit XIII – Tax Planning with Reference to Nature of Business: relevance of Tax Provisions in Deciding the Nature of Business, Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units and Special Tax Zones

Unit XIV – Tax Aspects of Operating and Financial Decisions: Tax implications of financing decisions, tax considerations of Dividend Policy

Textbook:

The Theory, Principles and Management of Taxation-An Introduction, Jane Frecknall Hughes, Routledge Taylor & Francis Group

Reference Book:

Business Taxation and Financial Decisions, Deborah and Sebastian Schanz, Springer

Course Code- DFIN304	INTERNAL AUDIT AND CONTROL
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Learning objectives:

- To be able to demonstrate the ability to plan and document the planning of the audit including the initial risk assessment, calculation of materiality and preparation of audit programmes
- Understand the concepts, processes and assessment of internal control
- Understand the ethical decisions than an auditor must make in the conduct of the audit from the client acceptance phase throughout the audit to the reporting process
- Demonstrate knowledge of the substantiation of balances and collection of audit evidence and preparation of audit work papers

Unit I – Financial Audit: Evolution of Financial auditing, idea of development of Financial Audit in India, auditing objectives, scope and philosophy of auditing, qualifications and qualities of an auditor, advantages and limitations of audit

Unit II – Types of Audit: General audits and specific audits, types of general audits and types of specific audits, continuous, periodical and balance sheet audits

Unit III – Internal Audit: Concept and objectives of internal audit, application of audit to different management functions, differences between internal and external audit, internal check and internal audit

Unit IV –

The Internal Auditor: Qualifications for an internal auditor, need for independent functioning, relationship with the external auditor, code of ethics, qualities required in internal audit personnel, role of internal auditor as a management member

Unit V – Planning Internal Audit: Importance of planning internal audit, factors for a good plan, stages of internal audit planning. Knowledge of the business as an integral aspect, internal audit plan

Unit VI – Internal Audit Programme: Nature of internal audit programme, advantages and disadvantages, use of sampling techniques and use of tests

Unit VII – Internal Control: Concept and objectives of internal control, characteristics of an effective system of internal controls, elements and basic principles and inherent limitations

Unit VIII – Internal Check: Meaning and significance of internal check, objectives and characteristics of an effective internal check system, advantages and disadvantages

Unit IX – Internal Controls in Computer-based Systems: IT revolution, challenges in internal controls, aspects of internal controls applicable in IT environment and internal controls for computerised accounting

Unit X – Internal Controls on the Accounting Function: Internal control considerations, cash functions like Cash and bank, Salaries and employee benefits, Purchases and creditors, Sales and debtors, Inventories, Fixed assets and investments and other accounting activity

Unit XI – Evaluation of Internal Control Systems: Objectives of evaluation, steps in evaluation, techniques of evaluation, flowcharts and internal control questionnaires, internal control schemes

Unit XII – Dimensions of Internal Control: Internal control and risk assessment, internal control in banking and insurance, internal control for small and medium enterprises (SMEs), audit practices in relation to internal control, reporting of internal control weaknesses

Unit XIII – Audit Practices in relation to the Accounting System and Related Internal Controls: SAP: 6: “Study and Evaluation of the Accounting System and Related Internal Controls in Connection with an Audit”

Unit XIV – Internal Audit Reports: Features of a good internal audit report, importance of working papers, CARO – Companies (Auditors Report) Order 2003

Unit XV – Internal Audit in an EDP Environment: Audit planning in computerised environment, challenges for the auditor in an IT environment, internal audit practices in computerised systems, Computer assisted audit techniques (CAATs)

Textbook:

The Essential Guide to Internal Auditing, K.H. Spencer Pickett, John Wiley & Sons

Reference Book:

Internal Auditing: Assurance & Advisory Services, Kurt F. Reding, Ingram Book Company

MARKETING ELECTIVES

Course Code- DMKT301	SALES DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT
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Learning objectives:

- To be acquainted with the concepts that are helpful in developing and managing sales force and marketing channels to gain competitive advantage
- To be familiar with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.
- To be able to develop sales and distribution plans and to be able to link distribution with other marketing variables.

Unit I – Overview of Sales Management: Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers

Unit II – Understanding Personal Selling and Sales Force Management: Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force

Unit III – New Trends in Sales Management: Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

Unit IV – Channel management: Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels

Unit V – Wholesaling: Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling

Unit VI – Retailing: Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format

Unit VII – Emerging Concepts in Distribution Management: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services

Unit VIII – The Basics of Supply Chain Management: Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

Unit IX – Planning Demand and Supply: Introduction, Three Components of SCM, Demand Management, Demand Forecasting

Unit X – Planning Demand and Supply: Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

Unit XI – Procurement and Inventory Management: Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management

Unit XII – Logistics Management: Introduction, Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging

Unit XIII – Supply Chain Benchmarking: Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

Unit XIV – Recent Trends in Supply Chain Management: Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Textbook:

Fundamentals of Selling, Futrell, M. Charles, Tata McGraw Hill

Reference Book:

Sales Management: Analysis and Decision Making, Ingram, N. Thomas and LaForge, W. Raymond, Cengage Learning

Learning objectives:

- To understand consumer behaviour in an informed and systematic way
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making
- To be able to design and evaluate marketing strategies based on fundamentals of consumer buying behaviour

Unit I – Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Meaning and Characteristics of Consumer and customers, buyers and users, Meaning and Characteristics of Consumer and customers, buyers and users, Organisation Buyers and Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Research Process, Consumer Behaviour Research Methods, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process

Unit II – Introduction, Requirements and Basis of Market Segmentation, Introduction to product positioning and positioning strategy, Positioning approaches and Positioning errors, Steps in Product Positioning, Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Basis for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit III – Consumer Motivation: Introduction, Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit IV – Consumer Personality: Introduction, Self-concept, Personality Theories, Brand Personality, emotions

Unit V – Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

Unit VI – Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

Unit VII – Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Theories of Attitude and Market Implications

Unit VIII – Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback

Unit IX – Cultural Influences on Consumer Behaviour: Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications

Unit X –

Social Class and Group Influences on Consumer Behaviour: Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership, Social Stratification and It's Determinants, Impact of Social Class on Consumer Behaviour

Unit XI – Diffusion of Innovation: Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion, Elements and Market Implications of Consumer Adoption Process

Unit XII – Situational Influence on Consumer's Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

Unit XIII – Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Factors of Consumer Decision Making and Importance of Pricing

Unit XIV – Consumer Decision-making Process: Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour, Schiffman and Kanuks Model of Consumer Decision Making, Customer Satisfaction and Dissatisfaction, Cognitive Dissonance and Consumer Complaint Behaviour

Unit XV – Organizational Buying Behaviour: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Textbook:

Consumer Behaviour, Schiffman, Kanauk and R. Kumar, Pearson

Reference Book:

Consumer Behaviour: Buying, Having and Being, Solomon, R. Michael, Prentice Hall India

Course Code- DMKT303	RETAIL MARKETING
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Learning objectives:

- To define retailing and understand the contemporary retail business scenario

- To understand the ways that retailers use marketing tools and techniques to interact with their customers
- To understand the role of Information Systems in the changing retail industry

Unit I – Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit II – Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Unit III – The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation

Unit IV – Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Unit V – Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model

Unit VI – Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions

Unit VII – Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process

Unit VIII – Private Branding in Retail: Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label

Unit IX – Integrated Marketing Communication in Retail: Introduction, Understanding Integrated Marketing Communication, Elements of Communication Process, Communication Plan - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

Unit X – Retail Pricing: Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Unit XI – Customer Relationship Management in Retailing: Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Unit XII – International Retailing: Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods

Unit XIII – E-Tailing: Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages and Disadvantages of E-Tailing, Future of Electronic Retailing

Unit XIV – Rural Retailing: Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing

Textbook:

Marketing Channels-A Management Perspective, Rosenbloom, Cengage

Reference Book:

“Customer Relationship management 2009”, Peelen Ed, Pearson Education

Course Code- DMKT304	MARKETING RESEARCH
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Learning objectives:

- Discuss the scope and managerial importance of market research and its role in the development of marketing strategy
- Have a detailed overview of the stages in the market research process
- Use contemporary statistical packages to calculate and report descriptive statistics from quantitative data
- Interpret data analysis in the context of the identified business problem and communicate research results in an appropriate format

Unit I – Marketing Research Dynamics: Introduction, Meaning of Research, Research Characteristics, Various Types of Research , Marketing Research and its Management, Nature and Scope of Marketing Research , Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information

Unit II – Planning the Research Process: Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper

Unit III – Research Design: Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design

Unit IV – Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data and its Types

Unit V – Designing a Questionnaire: Introduction, Questionnaire Design, Questionnaire Building, Process of Questionnaire Design, Information Required, Interview Method,

Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

Unit VI – Measurement and Scaling Techniques: Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative Scales, Non – Comparative scale, Selecting an Appropriate Scale, Scale Evaluation

Unit VII – Sampling Theory-Design, size and Techniques: Introduction, Meaning of Sampling, Importance of Sampling in Marketing Research, Sampling: Basic Constructs, Process of Sampling Design, Determining Sample Size, Probability and Non Probability Sampling, Classification of Probability Sampling Techniques, Classification of Non Probability Sampling, Selecting an Appropriate Sampling Technique

Unit VIII – Hypothesis Testing: Introduction, Hypothesis, Steps Involved in Hypothesis Testing, Test of Significance of a Mean, Test of Significance of Difference between Two Means, Test of Significance of Difference between Two Standard Deviations, Test of Significance of Sample Proportion, Test of Significance of Difference between Two Sample Proportions, Student's T – Distribution, Parametric and Non-Parametric Tests

Unit IX – Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers

Unit X – Data Analysis I: Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis

Unit XI – Data Analysis II: Introduction, Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis

Unit XII – Data Interpretation and Report Writing: Introduction, Data Interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure of the Report, Components of a Report, Style and Layout of a Report, Revising and Finalizing the Research Report, Quality Research Report, Responsibilities of a Market Research Report Writer, Presenting the Report

Unit XIII – Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research

Unit XIV – Applications of Marketing Research II: Introduction, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining

Unit XV – Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

Textbook:

Business Research Methods, N. Bajpai, Pearson

Reference Book:

Research Methods for Business Students, M. Saunders, P. Lewis, M. N. K. Saunders, Pearson

HUMAN RESOURCE ELECTIVES

Course Code- DHRM301	MANPOWER PLANNING AND SOURCING
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Learning objectives:

- Analyze the theory and concepts of Manpower planning
- Identify the evolution of Manpower planning throughout the organization
- Relate and apply models and methods used in forecasting
- Describe the applications of a human resources information system
- Evaluate the organization's planning program

Unit I – Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

Unit II – Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

Unit III – Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements, Requisite Inputs Provided by HR for Orientation and Five Steps of Manpower Planning, Role of Hr in Strategic Workforce Planning, Functions of HR in Manpower Planning for Organisational Success

Unit IV – Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India

Unit V – Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan, Running Enterprises With No Major Expansion Plan, Running Enterprises with Major Expansion Plans for Expansion, Modernisation, Diversification etc., Challenges of Manpower Planning Formulation Related to Old and New Enterprise

Unit VI – Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications

Unit VII – Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy, Human Resource Information System Its Meaning, Role and Functions, Various Types of Human Resource Information System, Human Resource Information System- Development and Decision Making, Human Resource Information System and Business Strategy

Unit VIII – Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interview and Its Types, Interview Process and Interview Questions, Final stages

Unit IX – Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training, Induction Checklist, Essential Elements, Sample of Good Induction, Induction Process- Steps, Stages and Induction Programme

Unit X – Talent Development: Introduction, Policies and approaches, Organizational Training, Role of Training Managers, Essential Skills, Benefits and Tips to be an Effective Training Manager, Job Analysis, Job Description and Job Specification, Skills Analysis, Skill Inventory and Its Approaches, Performance Appraisals and Its Types, Manpower Inventory including Quantitative and Qualitative Aspects, Quantitative Determination of Human Resource Requirements- Work Study

Unit XI – Talent Engagement: Introduction, Definition – Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship

Unit XII – Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning, Career Management Model and Addressing Challenges

Unit XIII – Employee Turnover: Introduction, Employee turnover – causes and remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release, Types and Factors Affecting Employee Turnover, Introduction to Employee Retention and Its Cost to Organisation, Employee Retention- Its Pros and Cons, Meaning of Retention Rate and Various Strategies to Retain Employees, Key Drivers of Employee Retention

Unit XIV – Train to Hire: Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, Step in Developing a Training and Hiring Plan, Train and Hire - Model and Sources, setting up an academy, Designing Curriculum

Unit XV – Recent Trends in Manpower Development and Planning: Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning, Ways to Adopt Emerging Trends and Overcome Challenges, Job Clarity, Job Enrichment and Job Enlargement, Recent Trends in Organisation Structuring

Textbook:

Manpower Planning & Sourcing, Dr. Sujit Kumar Acharya & Prof. Santosh Kumar Tripathy, Himalaya Publishing House

Reference Book:

Manpower Planning & Sourcing, D K Sharma, Centrum Press

Course Code- DHRM302	MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT
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Learning objectives:

- To understand the nature of change, the forces for change, resistance to change and approaches to managing organizational change
- To understand the nature and concept of organizational transformation and transition
- To gain an insight into the organizational development programmes and techniques, emerging OD approaches and techniques and its application in organizations
- To be aware of implications of change tailoring the specific needs of the organization through organizational development techniques

Unit I – Organizational Development: An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD

Unit II – Change Process and Models: Organizational Change, Strategies for Change, Theories of Planned Change (Lewin’s change model, Action research model, the positive model), Action Research as a Process, Resistance to Change

Unit III – Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organizations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

Unit IV – Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure

Unit V – Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions

Unit VI – Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

Unit VII – Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions

Unit VIII – Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

Unit IX – Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

Unit X – Strategic Interventions: Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations

Unit XI – Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD

Unit XII – Issues Faced in OD: Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development

Unit XIII – Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

Unit XIV – Organisational Learning: Learning Organisation, Senge’s Approach Nonaka & Takeuchi’s Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

Unit XV – Future of OD: Organisational Development and Globalization, Emerging Trends in OD, Expanding the use of OD, Combining traditional “hard” business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

Textbook:

Management & Organizational Development, Ratan Raina, SAGE

Reference Book:

Organizational Change & Development, Dipak Kumar Bhattacharyya, Oxford University Press

Course Code- DHRM303	EMPLOYEE RELATIONS MANGEMENT
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Learning objectives:

- Describe and critique the concept of employee engagement
- Identify problems associated with both over-engagement and disengagement
- Examine the extent to which emotional and aesthetic labour are positioned in some contemporary organizations
- Critically evaluate the measurement of employee engagement
- Identify the issues associated with employee engagement in times of organisational change, including the role of effective communications during organisational change.

Unit I – Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management

Unit II – Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organisation, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

Unit III – Organizational Aspects in Employee Relations Management: Introduction, Organisational Commitment and Engagement, How Organisations Work, Organisational Culture, Conflicts in Organisations

Unit IV – Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority

Unit V – Human Resource Information System (HRIS): Introduction, Overview of Human Resource Information Systems, Importance of Human Resource Information Systems, Features of Human Resource Information Systems, Common Applications of Human Resource Information Systems

Unit VI – Organizational Discipline: Introduction, Overview of Organisational Discipline, Types of Organisational Discipline, Types of Disciplinary Problems, Disciplinary Procedure

Unit VII – Grievance Handling: Introduction, Grievance, Needs for Grievance Redressal, Steps in Grievance Redressal Procedure, Essential Pre-requisites of Grievance Procedure, Grievance Interview, Precautions in Grievance Handling, Conflict Resolution

Unit VIII – Industrial Relations: Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations, Perspectives of Industrial Relations

Unit IX – Trade Unions: Introduction, Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India

Unit X – Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Negotiation

Unit XI – Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organisational Conflicts, Laws Relevant to Employee Wages and Compensation

Unit XII – Participation and Empowerment: Introduction, Employee Participation and Empowerment Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment

Unit XIII – Employee Rewards: Introduction, Employee Rewards, Formulating Employee Rewards, Types of Reward system, Recognition programs

Unit XIV – International Employee Relations Management: Introduction, Internationalization, International Employees, International Employee Relations Management, Role of Human Resource Management

Unit XV – Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession

Textbook:

Employee Relations Management, D P Sahoo, SAGE

Reference Book:

Employee Relations Management, Singh and Kumar, Pearson

Learning objectives:

- Understand the concept, evolution and the Purposes of HR Audit
- Identify the scope and areas of Human Resource Audit
- Learn how to become prepared and how to perform periodic and formal organizational assessments and reviews with knowledge and confidence
- Learn about the steps that HR Professional should follow in managing the Human Resource Audit process.
- Demonstrate awareness about the different approaches and models in carrying out the Human Resource Audit

Unit I – Human Resource Management Practices: Introduction, Human Resources Concept, Human Resource Planning, Recruitment and Staffing, Training and Development, Performance Appraisal, Human Resource Audit

Unit II – Human Resource Development Audit: Introduction, Components of Human Resource Development Audit, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit

Unit III – Conceptual Understanding of Human Resource Audit: Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit

Unit IV –HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit

Unit V – Human Resources Audit Structure: Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration

Unit VI – HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System

Unit VII – Areas for HR Audit: Introduction, Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies

Unit VIII – The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps

Unit IX – Audit and HR Scorecard: Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard,

Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard

Unit X – Audit and Competency Management: Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping, Integration of Competency Based HR systems

Unit XI – The HR Audit for Legal Compliance and Safe Business Practices: Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices

Unit XII – HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages

Unit XIII – Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting

Unit XIV – HRD Audit: The Indian Experience and case studies: Introduction, Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry

Unit XV – HR Audit Questionnaire: Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human Resource Practices, A Sample Internal Human Resource Audit Questionnaire

Textbook:

HR Audit, T V Rao, SAGE

Reference Book:

HR Audit, Durdana Ovais Rajni Gyanchandani, Everest Publishing House

1. Analytics and Data Science Specialization

Course Code - DADS301	Programming in Data Science
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Learning objectives:

- Create Complex R Programs using Loops
- Plot Data and Create Informative Visualizations
- Perform Basic Descriptive Analytics using R
- Fit Regression Model in the Data

Unit 1 – Introduction to R: Installation of R, Installation of R Studio, setting up R Work environment, Importing files in R

Unit II – Data Types and Data Structures in R: Data Types in R, Data Structures in R, Defining Vectors

Unit III– Basic Operations using R: Basic Mathematical Operations using R, working with different mathematical operators, Vector Operations using R

Unit IV– Basic Statistical Analysis using R: Descriptive Statistics using R, Basic Statistical Analysis Using R, Probability calculations using R

Unit V– File Management using R: Data Import Using R, Data Export Using R, Working with Data of Different Formats

Unit VI– Conditional Statements: If condition, If-Else Condition, Writing Complex Conditional statements in R

Unit VII– Loop Structures: Writing Loops in R Program, Writing complex loop structures using R Enhancing Effectiveness of R programs using complex loops

Unit VIII– Functions: Defining Functions in R, Using functions to shorten R Code, Effective coding using functions

Unit IX– Algorithms: Permutation and Combination, Mathematical Series, Fibonacci Series

Unit X – Complexity: Random Number Generation, Simulation Study, Profiling

Unit XI – Plotting using R: Creation of Simple Plots, Line Plots, Scatter Plots

Unit XII – Advanced Plotting using R: Using GGPlot Libraries, Creation of Complex Plots using GGPlot libraries

Unit XIII– Advanced Statistical Analysis using R: Testing of Hypothesis using R, Parametric Tests using R, Non-Parametric Tests using R

Unit XIV– Regression Analysis using R: Calculating Correlation, Fitting Linear Regression Models

Unit XV– Case Study: Case Study involving Correlation and Linear Regression Model

Reference Book

1. Gillespie, Colin, and Robin Lovelace. Efficient R programming: a practical guide to smarter programming. " O'Reilly Media, Inc.", 2016.
2. Jones, O., Maillardet, R., & Robinson, A. (2014). Introduction to scientific programming and simulation using R. CRC Press.
3. Davies, T. M. (2016). The book of R: a first course in programming and statistics. No Starch Press.

ANALYTICS AND DATA SCIENCE ELECTIVES

Course Code- DADS302	Exploratory Data Analysis
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Learning objectives:

- Describe application of Data Science in Different Domains
- Remove Missing Values from the data

- Detect Outliers from the data
- Perform Principal Component Analysis in the Data

Unit I– Introduction to Data Science: What is Data Science, Role of Data Science in Industry, Different Phases of Analytics

Unit II– Application of Data Science in Different Domains: How Data Science is used in different domain, Use of Data Science in Banking, Use of Data Science in Health Care, Use of Data Science in Logistics, Use of Data Science in Marketing

Unit III– Different Types of Data: Primary and Secondary Data, Data in different forms

Unit IV– Introduction to Data Analysis: Overview of Descriptive Analysis, Overview of Exploratory Analysis, Overview of Predictive Analytics

Unit V– Descriptive Analysis: Measures of Central Tendency, Measures of Dispersion

Unit VI– Exploratory Analysis: Visualizing the Data, Making Different Plots

Unit VII– Predictive Analysis: Regression Line Fitting, Overview of Forecasting

Unit VIII– Inferential Analysis: Hypothesis Testing, Different Parametric and Non-parametric Tests

Unit IX– Missing Value Treatment: What is Missing Value, Imputation Techniques

Unit X – Outlier Detection: What is Outlier, Outlier Detection, Removal of Outliers

Unit XI – Data Transformation: Why Transformation of Data Needed, Data Standardization, Different Transformation Techniques

Unit XII – Working with High Dimensional Data: What is High Dimensional Data, Different Techniques to work with High Dimensional Data

Unit XIII– Principal Component Analysis: What is PCA, How PCA is performed, Performing PCA in R

Unit XIV– Factor Analysis: What is Factor Analysis, How Factor Analysis is performed, Performing Factor Analysis in R

Unit XV– Case Study: Case Study involving Exploratory Data Analysis

Reference Book

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education
2. Statistics for Management and Economics by Gerald Keller, Cengage Learning
3. Sampling Techniques by William G Cochran, Wiley and Sons
4. Bayesian Methods for Management and Business by Eugene D. Hahn, Wiley
5. Guide to Programming and Algorithms Using R, Ozgur Ergul, Springer

Learning objectives:

- Describe the difference between Supervised and Unsupervised Learning
- Perform Different Classification Techniques for Prediction
- Perform Clustering for Data Segmentation
- Build algorithm for Market Basket Analysis

Unit I– Introduction to Machine Learning: What is Machine Learning? Relevance of Machine Learning in Business

Unit II – Supervised and Unsupervised Learning: What is Supervised Learning? What is Unsupervised Learning?

Unit III– Regression: Regression as a method in Supervised Learning, Linear and Logistic Regression, Performing Regression using R

Unit IV– Decision Trees: Classification using Decision Tree, Performing Decision Tree using R

Unit V– Random Forest: Classification using Random Forest, Performing Random Forest Classification using R

Unit VI– Nearest Neighbours: What is K-NN Classification, Performing K-NN Classification using R

Unit VII– Naïve Bayes: What is Naïve Bayes Classification, Performing Naïve Bayes

Unit VIII– Ensemble Techniques: What is Ensemble Technique? Implementing Ensemble Techniques using R

Unit IX– Validation Measures: Different Model Validation Measures, Calculating Different Validation Measures using R

Unit X– Introduction to Clustering: What is Unsupervised Learning, What is Clustering, Different Clustering Techniques

Unit XI – K-Means Clustering: What is K-Means Clustering, Performing K-Means Clustering using R

Unit XII– Hierarchical Clustering: What is Hierarchical Clustering, Performing Hierarchical Clustering using R

Unit XIII– Recommendation System: What is Recommender System, Different Types of Recommender System, Creating Basic Recommender System using R

Unit XIV– Market Basket Analysis: Basic Apriori Algorithm, Market Basket Analysis using R

Unit XV– Case Study: Case Study involving Classification and Clustering using R

Reference Book

1. Machine Learning with R Edition 2, Brett Lantz

2. Data Mining and Business Analytics with R
3. The Analysis of Time Series – an Introduction by Chris Chatfield, Chapman & Hall/CRC
4. Time Series Analysis: Forecast and Control by Box and Jenkins

Course Code- DADS304	Visualization
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Learning objectives:

- Create some stunning visualizations using R-Shiny
- Design R-Shiny Dashboard
- Visualize Data using Tableau
- Tell Stories about the data using Tableau

Unit I – Introduction to Data Visualization: What is Data Visualization, Why Visualization is important in Business Analytics

Unit II – Basic Visualization using R: Plotting using R, Creating Advanced Plots using R

Unit III – Visual Analytics: What is Visual Analytics, Visual Analytics using R

Unit IV– Introduction to R-Shiny: What is R-Shiny, Creating Basic R-Shiny App

Unit V– Dashboard Design using R-Shiny: Creation of R-Shiny Dashboard, Adding features in R-Shiny Dashboard

Unit VI– Creating Advanced Dashboard and Visualization: Creation of advanced Interactive R-Shiny Dashboard, Addition of Advanced Visualizations in R-Shiny Dashboard

Unit VII– Introduction to Tableau: Working with Tableau, Understanding Different Features in Tableau

Unit VIII– Data Management using Tableau, Importing Data into Tableau, Importing Excel Data Importing Other formats Data

Unit IX – Creating Basic Plots using Tableau, Creating Different Plots in Tableau, Creating Advanced Plots in Tableau

Unit X – Using Filtering Options: Filtering in Tableau, Using Different Filtering Options to create Meaningful graphs

Unit XI – New Variable Creation: Creating New Variables, Using New Variables to create meaningful visualizations

Unit XII – Dashboard Creation using Tableau: Dashboard Creating in Tableau, Different Elements in Tableau Dashboard, Creating Dynamic Dashboard in Tableau

Unit XIII – Story-telling using Tableau: Creating Stories using Tableau, Adding Different Tools to enhance stories

Unit XIV – Basic Analytics using Tableau: Basic Analytics in Tableau, Clustering, Linear Model Fitting

Unit XV – Case Study: RShiny App Creation, Tableau Interactive Dashboard Creation

Reference Book

1. Hoelscher, J., & Mortimer, A. (2018). Using Tableau to visualize data and drive decision-making. *Journal of Accounting Education*, 44, 49-59.
2. Batt, S., Grealis, T., Harmon, O., & Tomolonis, P. (2020). Learning Tableau: A data visualization tool. *The Journal of Economic Education*, 51(3-4), 317-328.

2. Retail Management

Course Code- DRMM301	Enterprise Resource Planning (ERP)
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Learning objectives:

- Explain the central role ERP in retail, and the impact of key market/retail trends upon this sector in the local and global contexts.
- Understand and apply appropriate frameworks to develop high level retail marketing strategy, and identify the role of ERP in the building of brand equity and shareholder value in the retail industry
- Evaluate the implementation of marketing strategy through the retail mix – including product and merchandise mix, pricing, location, and store- design, promotions, and store management - to improve the total customer experience and retailer market competitiveness.

Unit 1- ERP in Retail: Overview of ERP software solutions- small, medium and large enterprise vendor solutions, BPR, and best business practices: Evolution of ERP, early and new ERP packages, overview of ERP packages, ERP products and markets, players and characteristics, benefits of ERP implementations, critical success factors, pitfalls.

Unit 2-ERP and Related Technologies: Business process Management, Functional module, information systems for supply chain management

Unit 3-Data Warehousing: Concept, Need, Factors affecting data warehousing, Application

Unit 4- Data Mining: Enterprise Resource Planning (ERP), Knowledge Management, Data Warehousing, Data Mining, Customers Relationship Management applications

Unit 5-Management Information System: Significance, Need, Factors affecting use of information, Applications of information system

Unit 6-Product Life Cycle: Definition, Need, Strategies for PLC, Types of PLC

Unit 7- ERP Implementation Life Cycle: Enterprise Resource Planning, Enterprise System, Expert System, Decision Support System, Neural Networks, Executive Information System, Data Warehousing, Data Mining, Virtual Reality, E-Business and Alternatives, E-Business Expectations and Customer Satisfaction.

Unit 8-ERP Modules Structure: e-tailing, Emerging retail technology and retail IT products and vendors

Unit 9-ERP-Manufacturing Perspective: Need, Significance, key elements in manufacturing

Unit 10-ERP-Sales and Distribution Perspective: Definition, Need, ERP in sales and distribution, Optimisation of Supply Chain, Organisation Design

Unit 11-ERP-Inventory Management Perspective: Definition, Need, ERP in inventory management, Application of ERP, JIT and Quality Management

Unit 12-ERP-CRM Perspective: Definition, Need, ERP in customer management

Unit 13-ERP-HR Perspective: Definition, Need, Use of ERP in human resource management

Unit 14-ERP-Finance Perspective: Definition, Need, Use of ERP in financial management, Measures of financial performance

Unit 15-Future Directions in ERP: E-Business, E-Business Expectations and Customer Satisfaction

Reference Book

1. G.Raguram and N. Rangaraj, Logistics and supply chain management-Manikam, New Delhi – 2005
2. J . David Viale, Basic of management: From Ware House Viva books, New Delhi,2004
3. R.P. Mohanty and S.G. Supply chain management: Theories and practice, BIZATANTRA – DREAMTEH, New Delhi 2005
4. Arturqa Thompson AJ.Strkkland, John .E.GAMBLE and Arun. K.Jain, Crafting and executing strategy; The quest for competitive advantage, New Delhi, 2005
5. Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004.
6. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005.
7. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.

RETAIL MANAGEMENT ELECTIVES.

Course Code- DRMM302	Retail Customer Relationship Management
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Learning objectives:

- Understand and describe a customer relationship management application,
- Understand how it has been successfully implemented in various organizations and what does it take to ensure a successful implementation
- Develop understanding about customer relationship management concepts and frameworks, and how these are applied to form relationships with customers and other internal and external stakeholders.
- Develop skills to analyse and synthesise information and issues, related to customer relationship management, from retail perspectives.

Unit 1- Global retail Environment: Retail operations globally, Retail houses at global level, Challenges and directions ahead

Unit 2-Leadership and Organizational Behaviour: Global leaders in retail, managing a global chain, Retail institutions by ownership

Unit 3-Design and Management of Information Systems: Information gathering and processing in retail, Design of brick and mortar and click and mortar retail stores

Unit 4-Category Management: Need, Significance, and importance of category management

Unit 5-Digital and Social Media Marketing: Web and non-store-based retail outlets, Importance and significance

Unit 6-Consumer Behavior: Definition, Models of Consumer behaviour, Importance of behavioural studies, Importance of the study of consumer Behavior; Determinants of Consumer Behaviour; Consumer and marketing strategy; The new age consumer.

Unit 7- Integrated Marketing Communication: Definition, Need, Importance and IMC Case studies

Unit 8-Retail Franchising: Franchising Need and Importance, channel relationships in franchising

Unit 9- Concept of Brand: Need, Importance, Brand Equity and building brand loyalty

Unit 10-Growing and Sustaining Brand Equity: Brand Equity measures, Importance and Significance

Unit 11-Branding in Retail Business: Local and Global brands and importance the retailer as a Brand - The role of own label - Retailers perspective towards Manufactures and their Brands -Emerging trends in Branding of Retail Business.

Unit 12-Services Marketing: Concept of customer service and its significance in retail, Framework for understanding gaps in customer service, concept of CRM and service blueprinting

Unit 13-Services Product Management: Role of Product management in retail services

Unit 14-Services Distribution Strategies: Concept of distribution management, Marketing channel systems – Concepts, participants, environment, behavioural process – Developing the marketing channel-Strategy, design, channel platform- challenges, Integration of distribution channels

Unit 15-Services Quality Management: Distinctive characteristics service operations-Service Bench Marking-Service strategy - Designing the service enterprise – Service Quality-Service facility location-Managing service operations-Service-Supply relationships vehicle routing.

Reference Book

1. Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
3. Marketing Channel- Bert Rosenbloom- South Western -Thomson
4. Marketing Creating and Keeping Customers in an e-commerce world- William G Zikmund & Michael d Amico- South Western –Thomson
5. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- The Prentice Hall of India, New Delhi

Course Code- DRMM303

Advanced Operations Management

Learning objectives:

- Understand the functions of retail business and various retail formats and retail channels.
- Understand the difference between Retail and Manufacturing Supply Chain
- Understand, key drivers of retail supply chain and how to select a retail store location?
- Analyze Retail Market ,Branding and local competitive analysis.
- Develop the ability to undertake store management and facility management

Unit 1: Introduction to Production and Operation Management: Meaning, significance and scope; History of OM, applications of OM.

Unit 2- Production Planning and Control: Need, Significance, Measures of Planning and control

Unit 3-Material Management: Type, role, 5R; s of material management

Unit 4-Sourcing and Merchandising Management: Definition, sources, process of sourcing Merchandise Planning, Buying and Handling, Merchandise Pricing, Retail Communication Mix, Promotional Strategy

Unit 5-Visual Merchandising and Pricing: Types, goals and elements of visual merchandising, Merchandise Presentation Strategies, Colour blocking, other techniques of merchandise placement, Physical materials used to support the display, Components of display, Some Useful Display Fixtures, Shelves, Gondolas, Round racks, four ways, Saccades and fixation, Replenishes, Plano gramming.

Unit 6-Brand and Private Label Management: Concept of Brand - Brand functions - Brand Loyalty and Equity - Brand Stretching and Extensions - Strategic Brand Management Process - Identifying

and establishing brand positioning and values - Planning and implementing Brand Marketing Programs - Measuring and interpreting Brand performance, Concept of Private labels, Contemporary issues related to brand management

Unit 7-Retail Branding and Local Competition: Concepts of retail branding, local influences on branding

Unit 8-Retail Brand Equity and Store Accessibility: Brand Equity concepts, store management, Growing and sustaining Brand equity - Criteria for choosing Branding elements to build Brand equity - Marketing Programs to build Brand equity - Developing Brand Equity measurement and Management system

Unit 9-Franchising in Retail : Development of retail franchising in India and abroad- Franchising strategy- Retailing and Vertical Marketing Systems-Models of franchising Role of franchisees in market, evolution retail franchisees

Unit 10-Lifestyle and Fashion Retailing: Retailing in fashion: concepts and lifestyle retailing

Unit 11-Luxury Marketing: What is luxury, Luxury marketing mix, Global outlook, European luxury market, Emerging luxury markets, what are the specifications

Unit 12-Food Retailing: Basic concepts and emergence of changes in food retail, Retail merchandising, merchandise selection and planning, range planning, category management; retail pricing: strategies and techniques with special reference to food retailing

Unit 13-Store Management and Layout: Store atmospherics and management, the Merchandise Mix: Introduction, Objectives, Concept of Merchandise Mix, Merchandise line, The Assortment of Products, Assortment strategy, Merchandise Mix of Show Off, Role of a merchandiser, Other Atmospherics in Merchandising, Colour scheme, Lighting

Unit 14-Facility and Mall Management: Management: -Types of Various retail formats-Concepts in mall design-Factors influencing Malls Establishments-Aspects in Finance-Aspects in security / accounting - Aspects in Quality Management-Statistical methods used in quality management

Unit 15-Store Audit and Stock Management: Concept of SKU's and their management Stock management: stock check, negative stock, stock quality, returns and defective goods, gap check, product line management. Receiving stock –prioritizing plan programming- End cap display.

Reference Book

1. Operations Research – Kanti Swarup, Gupta and Man Mohan
2. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
3. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India
4. Production and Operations Management – Everest E Adam & Ebert – PHI – publication fourth edition.
5. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl. 3. Production and Operations Management – S N Chary – TMH Publications 4. Production and Operations Management – Pannerselvam, PHI
6. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007

7. Hunawalla and Patil – production and Operations Management, Himalaya. 7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill

Course Code- DRMM304	IT in Retail
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Learning objectives:

- Describe the overall change in the structure of the retail industry over the past 60 years
- Discuss the role information systems have played in the changing retail industry
- Understand the application of IT in major retail functions
- Analyse the principle of international business and strategies adopted by firms to expand globally
- Integrate concept in international retail business with tools of Information Technology

Unit 1-E Commerce and Applications: Concept of E commerce, E-Commerce applications: Consumer Applications, Organisation Applications, Procurement - Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce - Business Models: B2B, B2C, C2C, B2 Government, Government to Government, E-Business, Storefronts, Infomediary

Unit 2- E Business and Applications: Concept of E business, Applications in various sectors

Unit 3- E Marketing: Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery. Internet as an advertising media. Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development. E-Retailing/reverse Marketing. Concept and future of E marketing

Unit 4- E -Security: E-Security: E Security Issues - Hacking, Spoofing and viruses: Network Security and Transaction Security, Cryptology, Digital Signatures, Security protocols for web commerce, Cyber laws - IT Act, 2000.

Unit 5-Electronic Payment Systems: Electronic Payment Systems: Introduction to payment systems, On-line payment systems-Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards

Unit 6-Design and Management of Information Systems: Logistic and supply chain management: Leveraging mathematical and analytical models – Logistics infrastructure in India and its implication for supply chain management – Plant location – Distribution network design – Distribution channel section

Unit 7-Foundations in Data Science: Introduction to AI and problem solving

Unit 8-Retail Finance and Analytics: Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

Unit 9-BPR and Benchmarking: Business Process Reengineering (BPR) concepts: emergence of reengineering, business process, rethinking of processes, identification of reengineering, need, preparing for reengineering; Implementing change, change management, integrating with other systems, Post ERP implementation.

Unit 10-RFID: Transforming Technology: RFID technology: Role and importance, Future of RFID

Unit 11-Concept of Retail Banking: Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring

Unit 12-Important Retail Assets Products: Information Technology and Logistics: Electronic Data Interchange, Personal Computers Artificial Intelligence/Expert system, Communications Bar coding and Scanning, Electronic Data Interchange standards, Communication, Information and Future directions

Unit 13-Retail strategies for Banking: Tie-up with institutions for retail loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking

Unit 14-Growth of E Banking: New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

Unit 15-Marketing of Health Care Services: Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee management.

Reference Book

1. Information Technology for Business, Antony Thomas, Pratibha Publications
2. Using Information Technology (6th Edition): Williams & Sawyer Tata McGraw Hill Company
3. Operating System Concepts (Windows XP update): AviSilberschatz, Peter Galvin & Greg Gagne Willey HTML BI
4. Newman, Andrew J. and Peter Cullen, Retailing Environment and Operations, Thomson Learning, India, 2007.
5. Larson, Carl M., Robert E. Wegand and John S. Wright, Basic Retailing, Prentice Hall, New Jersey, 1982.
6. Davidson, William R., Alton F. Doody and Daniel J. Sweeney, Retailing Management, The Ronald Press Company, New York, 4th edition, 1975.
7. Cox, Roger, Retailing: An Introduction, Pearson Education, 2007

BANKING, FINANCIAL SERVICES & INSURANCE ELECTIVES

Course Code- DBFI301	Bank Management & financial risk management
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Learning objectives:

- Describe the Basic of Banking, their types and functioning of commercial banking.
- To understand the basic concept of Investment, Lending and liquidity management and credit evaluation process.
- Recognise the key risks faced by a bank and assess what the bank is doing to measure, monitor and mitigate these risks.
- Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation)
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Unit 1: Bank: Introduction to Bank Management, Basic Concept, Types of Banks, Role of Banks.

Unit 2: Banking Regulators: Reserve Bank of India Act, 1934, Banking (Regulation) Act, 1949, Foreign Exchange Management Act, 1999.

Unit 3: Banking Products: Classification of banking products based on Assets and Liabilities.

Unit 4: Banking Management: Concept, Basic banking operations of commercial banks in India.

Unit 5: Financial System and Economic Development Interrelationship between financial system & economic development, Interest rate components & dynamics.

Unit 6: Evaluating Bank Performance and Managing Cost of Funds and Liquidity in banks Operation and performance of commercial banks.

Unit 7: Understanding Bank financial statements. DuPont model for evaluating bank performance. Basic risk and return features of commercial banks. Overall liquidity analysis. Estimating marginal cost of funds for pricing assets and taking investment decisions.

Unit 8: Legal reserve requirements and manage cash assets A model to estimate liquidity needs and plan for temporary cash deficiencies and longer-term liquidity needs.

Unit 9: Credit and NPA Management. Basic credit analysis principles and the characteristics of different types of loans. Procedure for estimating a business borrower's cash flow from operations. Basic credit scoring models applied to individual borrowers. Interpreting financial statements and generating cash flow estimates to determine repayment prospects. Customer profitability analysis the basic framework used to assess whether a bank is profiting from a customer's total relationship. NPA regulations governing banks and NPA management.

Unit 10: Risks in Banking: Trade-offs involved in balancing credit risk, liquidity risk, interest rate risk, market risk, operational risk etc. Pricing of securities, total return analysis to investors and the determinants of interest rates. GAP analysis and the use of sensitivity analysis to assess the

potential impact of interest rate and balance sheet changes on net interest income. Regulatory capital requirements under Basel III norms.

Unit 11: Foundations of Risk Management: An understanding of corporate risk governance and the trade-off between risk and return, The construction of efficient portfolios, Fundamental asset pricing models, Enterprise risk management frameworks, Data quality management, A review of major financial disasters.

Unit 12: Basic probability concept and statistics, regression and time series analysis, and various quantitative techniques useful in risk management such as: Monte Carlo methods, Volatility forecasting models, Value-at-Risk estimation

Unit 13: Valuation and Risk Models: Basic bond valuation and bond hedging, Valuation using binomial trees, An understanding of the Black-Scholes-Merton model, Value-at-Risk (VaR), Expected and unexpected loss estimation, Stress testing.

Unit 14: Market risk measurement and management techniques. These include: Fixed-income interest rate sensitivities, Volatility exposures, Value-at-Risk (VaR) and back testing VaR, Expected shortfall (ES), Correlations and copulas, Parametric and non-parametric estimation methods.

Unit 15: Operational and Integrated Risk Management: Coverage of the tools and techniques necessary to measure, manage, and mitigate operational risk, Economic capital allocation, Enterprise risk management (ERM), Knowledge of critical issues related to liquidity risk management, model risk, loss data modelling and IT infrastructure, stress testing, and risk appetite.

Reference Book

1. MacDonald Scott S., Koch Timothy W, Management of Banking. 6th Edition, Indian: Cengage learning.
2. R M Shrivastava., Dr Divya Nigam, (2019). Management of Indian Financial Institutions. 8th edition, Publisher: Himalaya Publications.
3. Gup Bentone., Kolari James W, Commercial Banking - The Management of Risk. 3rd Edition, Wiley India edition.
4. Hull John C., Risk Management and Financial Institutions. Pearson.
5. Dun Bradstreet, Financial Risk Management. Tata McGraw Hill.
6. General Management Bank Management. IIBF Books for CAIIB Exam, Macmillan Publication
7. Risk Management. IIBF Books for CAIIB Exam, Macmillan Publications.
8. Vivek.,Asthana P.N, Financial Risk Management. Himalaya Publishing House.
9. Bhattacharya Hrishikesh., Banking Strategy- Credit Appraisal and Lending Strategies - A RiskReturn Framework. Oxford University Publications.
10. Mukherjee D.D., Credit Appraisal, Risk Analysis and Decision Making. 4th enlarged and revised edition, Snow White Publications.

Course Code- DBFI302

FINANCIAL STATEMENT ANALYSIS & BUSINESS VALUATION
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Learning objectives:

- Understanding the concept of Financial Statement analysis and role of IAS and IFRS.
- Analysing Financial statements by calculating and interpreting Liquidity, Profitability, Activity and Leverage ratios and conducting Do Pont Analysis for Business organizations.

- Preparing and interpreting Fund Flow and Cash flow statements of business entities and explaining their significance for management of funds.
- Understanding Business Valuation Basics, Principles and techniques of valuation and relevant techniques.

Unit 1: Concept of Regulation of financial statements, Role of the International Accounting Standards Committee Foundation, Various International Accounting Standards (IAS) and International Financial Reporting standards (IFRS).

Unit 2: The concept of fair presentation, financial statements: Income statement, Statement of comprehensive income, Statement of financial position.

Unit 3: Financial Modelling for Project Appraisal, Use of Functions like Net Present Value (NPV), Internal Rate of Return (IRR), etc., Forecasting techniques.

Unit 4: The Analysis of the Statement of Shareholders' Equity, Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting, Financial Analysis – ratio analysis and report writing.

Unit 5: The Analysis of the Balance Sheet and Income Statement, Reformulation of the Balance Sheet, Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements), Relevant ratio Analysis.

Unit 6: The Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis), Year to year, peer to peer and industry to company.

Unit 7: The Analysis of the Cash Flow Statement, GAAP Statement of Cash Flows and Reformulated Cash Flow Statements, Analysis of cash flow statement and quality of earnings, Cash Flows and Cash Flows Management.

Unit 8: The Analysis of Profitability, Du Point Analysis, Cutting to the Core of Operations (the analysis of profitability), Distinguishing financing and operating activities and the effect of leverage, Drivers of operating profitability, Profit margin drivers; turnover drivers; borrowing cost drivers

Unit 9: The Analysis of Growth and Sustainable Earnings, Growth Analysis, The Analysis of Changes in Profitability and Sustainable Earnings, Analysis of changes in operations, Issues in identifying sustainable earnings, Operating leverage.

Unit 10: Analysis of changes in financing, The Analysis of Growth in Shareholders' Equity, Growth, Sustainable Earnings, Evaluation of P/B Ratios and P/E Ratios, Articulation of price-to-book ratios and trailing P/E ratios, Training Price-Earnings Ratios and Transitory Earnings, P/E Ratios and Analysis of Sustainable Earnings.

Unit 11: Business Valuation Basics, Principles and techniques of valuation – DCF, Multiple methods, accounting based valuation, Asset Valuation; Earning Valuation; Cash flow valuation; Other valuation basis.

Unit 12: Valuation in Mergers and Acquisitions, Assets and Cash Flows – strengths and weaknesses of various valuation method, Recognition of interest of various stakeholders, Selection of appropriate cost of capital for valuation, Synergistic benefits, Forms of Consideration and terms of acquisitions.

Unit 13: Post-merger integration process, Implications of regulations for business combinations, Types of exit strategies and their implications, Shareholder Value Analysis, Exchange Ratio- Bases used for Computation.

Unit 14: Fair Value in Accounting Measurement, Concept, Measurement techniques and standards, Challenges, Accounting treatment.

Unit 15: Valuation of Intangibles, Intellectual Property, Intangibles, Brand Valuation

Reference Book

1. Krishna G. Palepu & Paul M. Healy- Business Analysis and Valuation using Financial Statements
2. Dr. John Robertson - Financial ratio analysis - John Robertson publishers

Course Code- DBFI303	PRINCIPLES & PRACTICES OF INSURANCE
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Learning objectives:

1. Provide an understanding of the economic and legal principles Insurance.
2. Explain insurance operation, including functions of insurance, insurance markets, insurance regulations and the use of insurance as a tool to avoid losses and reduce risk.
3. Acquaint themselves with major insurance products, such as life insurance, general and health Insurance.
4. Develop an analytical approach to the application of knowledge and skills to solve problems related to insurance claims settlement and for valuation purpose.

UNIT I: Risk Management And Insurance: Understanding of Risk Management, Different Types of Risks – Actual and Consequential Losses, Management of Risks – Loss Minimization Techniques – Basics, Concept of Insurance, Primary and Secondary functions of Insurance.

UNIT-II Evolution And History Of Insurance: Introduction and history of Insurance, Growth and development of Insurance in India, Concept of Pooling in Insurance, Different Classes of Insurance, Importance of Insurance, Unexpected Eventualities

UNIT III: Insurance Terminology: Common Terms in Insurance: Life and Non- Life – Specific Terms in Insurance: Life and Non-Life – Usage of Insurance Terms

UNIT-IV Insurance Business: Management of Risk by Individuals – Management of Risk by Insurers – Fixing of Premiums – Reinsurance and its Importance for Insurers – Role of Insurance in Economic Development and Social Security – Contribution of Insurance to the Society

UNIT-V Insurance Contract: Understanding Insurance Contract, Essential Elements of Insurance contract and explanation of various terms associated with the contract

UNIT-VI Principles Of Insurance: Principle of Insurable Interest, Principle of Indemnity, Principle of Subrogation, Principle of Contribution, Relevant Information Disclosure, Principle of utmost Good Faith, Relevance of Proximate Cause

UNIT-VII Insurance Customers: Understanding Insurance Customers, understanding different customer needs and their mindsets, Understanding customer behaviour at purchase point and customer behaviour when claim occurs.

UNIT-VIII Insurance Market: Constituents of Insurance Market, Operations of Insurance Companies, Operations of Intermediaries, Specialist Insurance Companies

UNIT-IX Insurance Laws And Regulation: The Insurance Act, 1938 -Its features, Process of registration of Insurance companies, Duties and responsibilities of Insurer, Power & function of the Controller of Insurance,

Rules regarding Agency, The insurance Act 1950, Life Insurance Act, 1956, General Insurance Act, 1972, Consumer Protection Act and Insurance Ombudsman.

UNIT-X Insurance Regulatory Development Authority Of India: Introduction, Mission, Objectives of IRDA, Duties and Responsibilities of IRDA, Regulatory Framework of IRDA

UNIT-XI Insurance Forms: Proposal Forms – Cover Notes, Certificate of Insurance, Policy Forms, Endorsements, Interpretation of Policies, Co-insurance, Renewal Notice.

UNIT-XII Life Insurance Products: Risk of Dying Early, Risk of Living too Long, Products offered – Term Plans – Pure Endowment Plans – Combinations of Plans – Traditional Products – Linked Policies – Features of Annuities and Group Policies.

UNIT-XIII General Insurance Products: Risks faced by Owner of Assets – Exposure to Perils – Features of Products Covering Fire and Allied Perils – Products covering Marine and Transit Risks – Products covering Financial Losses due to Accidents – Products covering Financial Losses due to Hospitalization – Products Covering Miscellaneous Risks

UNIT-XIV Premium Payment, Lapse And Renewal: Premium, Surrender Values, Non- Forfeiture Options, Revival; Assignment Nomination Loans – Surrenders – Foreclosure: Assignment, Nomination, Loan and Surrenders, Foreclosure.

UNIT-XV Policy Claims: Methods of maturity claims and death claims, survival benefits, Accident benefit claim options, settlement options, valuation and surplus.

Reference Book

- Insurance Principles and Practice, M.N. Mishra & S.B. Mishra, Sultan & Chand Publications.
- Elements of Insurance – Dr. A. Murthy, Margham Publications.
- Banking and Insurance – E.Gordon, P.K. Gupta, Himalaya Publishing House.
- Principle of practice of Insurance – Dr. P. Periasamy, Himalaya publishing House.
- Insurance Principles and practice – Inderjit Singh, Rakesh katyal and Sanjay arora, Kalyani Publishers.

Learning objectives:

- Understand and describe the nature and importance of financial services and its role in economic development.
- Analyze the importance and functions intermediating institute like merchant banks and credit rating in helping the business organization and investors to meet their objectives and make the right decisions.
- Describe the various services provided by the different institutions and analyze the features of different instrument so that the organization as well as the investors can decide the appropriate instrument for them.
- Acquire the skills necessary to participate in managing a financial service company.

Unit 1: Financial Services: Concept, Objectives, Growth of financial services in India, Problems, Regulatory Framework

Unit II: Mutual Funds: Concept, Process, Organization, Advantages, Products/features, Regulation of mutual fund, Association of Mutual Fund of India

Unit III: Insurance Services: Introduction to insurance Services, Principles of Insurance, Re-insurance, Life Insurance, General Insurance, Regulation of Insurance- Insurance Regulation Authority of India

Unit IV: Public Issue Management: Introduction, Activities Involved in public issue management, SEBI guidelines, Issue Manager- role, Public Issue proposal

Unit V: Underwriting of Securities: Concept, Benefits of Underwriting, SEBI Guidelines

Unit VI: Securitization: Concept, Need of Securitization, Features, Securitization process, Limitations

Unit VII: Portfolio Management Services: Concept, Function, Strategies

Unit VIII: Consumer Finance: Concept, Types of Consumer Finance, Demand for Consumer, Finance- Factors

Unit IX: Venture Capital: Concept & Rational, Methods of Evaluation, Stages of Venture Capital Financing

Unit X: Credit Rating: Concept, Credit Rating Process, Advantages of Credit Rating, Issues related with Credit Rating

Unit XI: Merchant Banks: Concept, Function, Code of Conduct, Regulatory Framework

Unit XII: Investment Banking: Introducing Investment Banking, Purpose of Investment Banking

Unit XIII: Leasing: Concept, Features of Leasing, Types of Leasing, Process, Advantages/disadvantages of Leasing

Unit XIV: Hire Purchase: Concept, Rights of Hirer, Leasing vs Hire Purchase

Unit XV: Factoring & Forfeiting: Concept, Mechanism of Factoring, Types of Factoring, Factoring vs Forfeiting

Reference Book

- Kothari Rajesh, Financial Services in India, SAGE Publishing, Latest Edition
- E. Gordon & K. Natrajan, Financial Markets and Services, JBA, 10th Edition, 2016
- M Y Khan, Financial Services, 5th Edition, Tata McGraw Hill, Latest Edition
- Pathak, The Indian Financial System, , Pearson Education, Latest Edition

IT AND FINTECH ELECTIVES.

Course Code- DITF301

Database Management Systems

Learning objectives:

- Describe the fundamental elements of relational database management systems
- Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.
- Design ER-models to represent simple database application scenarios
- Convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.

Unit 1: Introduction, concept of database management systems, advantages of database management systems over traditional file systems have been highlighted.

Unit 2: Database core concepts of data model, database core concepts of data model, schemas, instances, and data independence, various DBMS components and classification of database management systems.

Unit 3: Secondary storage devices various secondary storage devices, the different ways and means of record storage and record retrieval

Unit 4: Different types of indexes different types of indexes and their importance in retrieval of records

Unit 5: Entity-Relationship (E-R) Model concepts of Entity-Relationship (E-R) Model

Unit 6: Relational Algebra for DBMS relevance of the concepts of Relational Algebra with respect to database management systems

Unit 7: Relational Calculus for DBMS relevance of the concepts of Relational Calculus with respect to database management systems

Unit 8: Structured Query Language (SQL) evolution and importance of Structured Query Language (SQL)

Unit 9: Normalization and Functional Dependencies evolution of the concepts of Normalization and Functional Dependencies in the context of rectifying redundant data

Unit 10: Transaction processing for DBMS ways and means the transaction processing being carried out in database management systems.

Unit 11: Concurrency control concept and importance of concurrency control and various concurrency control techniques.

Unit 12: Recovery of data various recovery techniques used in recovery of data in case of database systems failure

Unit 13: Distributed DBMS and Client Server model concepts of distributed database management systems along with client-server model.

Unit 14: Objects oriented databases concepts of Objects oriented databases relational databases.

Unit 15: Security and integrity various issues of security and integrity, authorization in database management systems security specifications in SQL.

Reference Book

1. Kroenke, Database Processing, Pearson Education
2. Garcia, Ullman, Data Base Implementation, Pearson Education
3. Garcia, Ullman, Data Base The Complete Book, Pearson Education
4. Kahate, Introduction to Database Management System, Garcia, Ullman, Data Base Implementation, Pearson Education
5. Rob, Database System, Thomson Learning.
6. Singh S. K., Database Systems, Pearson Education
7. Abraham, Korth, Data Base System concepts, McGraw Hill.
8. Pratt, Concept of Data Base Management, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmsari Navathe , Fundamental of Database system, Pearson Education
10. Date, C.J., Introduction to Database System 8e, Pearson Education.
11. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, Modern Data Base Management, Pearson Education, New Delhi.

Course Code- DITF302	Software Engineering
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Learning objectives:

- Methods and tools to design, implement, test, document, and maintain a software system
- Apply empirical and mathematical research methods, techniques, and problem-solving approaches for developing software.

- Access, retrieve and evaluate relevant professional information reliably
- Methods and tools for analyzing complex real-world problems and devise software-based solutions

Unit 1: The Process and the Product overview of software and software engineering. the process and product of software engineering, including the process framework, different process patterns, and different process models.

Unit 2: Project Management Concepts, Process and Project Metrics project management process including its five phases, and the types of project metrics, namely, size-oriented, and function-oriented metrics. software quality metrics, which includes the integration of metrics with software engineering process.

Unit 3: Software Project Planning, Scheduling, Tracking and Risk Management software project planning, scheduling, tracking, and risk management, different project estimation techniques and models, and different phases of software risk management.

Unit 4: Software Reliability concept of software reliability, and software reliability metrics, including programming for reliability, fault avoidance, and fault tolerance.

Unit 5: Software Configuration Management concept of software configuration management (SCM), the software configuration items used in SCM, and the process of SCM. concepts of version control and change control, the configuration audit, including the configuring status reporting and SCM standards.

Unit 6: System Engineering concept of computer systems engineering, including the types of computer systems engineering, namely, hardware engineering, software engineering, and human engineering. system architecture and its specifications, and system specifications review.

Unit 7: Analysis Concepts and Principles different tasks performed under requirement analysis, and the communication-related problem areas and communication techniques. Different analysis principles including understanding information domain, creating models partitioning the problem, and processing information. software prototyping, prototyping methods and tools, and the software requirement specification.

Unit 8: Design Concepts and Principles design fundamentals and process. This unit also explains some software designs, such as, modular design, data design, architectural design, and procedural design. Design documentation

Unit 9: Software Testing Techniques and Software Metrics fundamentals of software testing. This unit also covers the three forms of testing, namely, white box testing, control structure testing, and black box testing. Automated testing tools

Unit 10: Software Testing Strategies various strategies of software testing, including unit testing, integration testing, validation testing, and system testing. the art of debugging, debugging process and its approaches.

Unit 11: Software Verification This unit covers the different concepts related to software verification, comprising of code reading, static analysis, symbolic execution, proving correctness, and code inspection.

Unit 12: Capability Maturity Model for Software capability maturity model (CMM) for software, including its five maturity levels, its key process areas, and common features.

Unit 13: CMM Based Process Improvement process improvement on the basis of CMM, , management sponsorship, commitments and management by fact, useful processes in CMM, training, and customer-supplier relationship in CMM.

Unit 14: Software Quality Assurance software quality assurance (SQA) and quality concepts. quality movement, software reviews and formal technical reviews, software reliability, and background issues. SQA activities and SQA plan.

Unit 15: Object Oriented Concepts and Principles overview of object-oriented concepts. identification and definition of objects, and inter-object communication. OOA modeling, and prototyping.

Reference Book

1. Pressman , Software Engineering: A Practitioner's Approach 6e, Mc Graw Hill
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall of India, New Delhi.
3. Jalote, An Integrated Approach to Software Engineering 3e, Narosa
4. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi
5. Sommerville, Software Engineering, Pearson Education.
6. Fenton & Pfleeger, Software Metrics , Thomson Learning

Course Code- DITF303	Technology Management
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Learning objectives:

- To assess the range, scope, and complexity of the phenomena, issues, and problems related to technology management
- To discuss various problems where particular managerial decisions need to be taken such as technology acquisition and transfer
- To use a range of tools used in technology creation, search, assessment, selection, implementation, utilization, and strategy
- To describe the primary tasks and decisions that are required to turn a technological innovation into a sound business opportunity

Unit 1: Introduction to Technology Management overview of technology management. role and significance, and two forms of technology – process technology, and product technology.

Unit 2: Technology Acquisition meaning and available options for technology acquisition. reasons compelling a company to obtain a new technology, and the management of new technology.

Unit 3: Technology Forecasting concept, need and role of technology forecasting. forecasting methods and techniques. relation between forecasting and planning.

Unit 4: Technology Strategy and Competitiveness technology strategy, innovation management, and the components of competitive advantage. create competitive advantage using value chain, evaluate/assess the TM in an organization.

Unit 5: Technology Adoption, Diffusion, and Absorption concepts of technology adoption, diffusion, and absorption, significance, constituents of a technology package, technological dependence, constraints in technology absorption. issues involved in the management of technology absorption, and benefits of technology absorption. diffusion in taking technological innovation to the market place, and different perspectives on the innovation-diffusion process. successful diffusion process.

Unit 6: Selection and Implementation of New Technologies – Automation Decisions
new technologies, select and implement new technologies. automation.

Unit 7: Aspects and Issues in Technology Management different aspects and issues in technology management need of technological change, technology life cycle, technology policies and policy instruments. concept of technological change, and its nature and categorization.

Unit 8: Technology Generation and Development process and determinants of technology generation, and technology development. importance of R&D.

Unit 9: Technology Transfer, models, modes, dimensions, and routes of technology transfer. features of technology package.

Unit 10: Technology Assessment concept technology choice, the process of technology assessment, and technology leadership and followership.

Unit 11: Managing Technology Based Innovation relation between innovation and technology, process of technology-based innovation, measures of innovative performance. characteristics of innovative work environment, and the key areas of management focus.

Unit 12: Product Technology concept of product development, and role of government in technology development relation between technology, development, and competition, and the management of R&D, and management of intellectual property.

Unit 13: Knowledge Based Technologies and Knowledge Management overview of knowledge based technologies, and role of artificial intelligence techniques. It covers knowledge management techniques for technology management.

Unit 14: Human Aspects in Technology Management Different human aspects in technology management, covering the integration of people and technology, organizational and psychological factors affecting technology management, and the relation between organizational structure and technology management.

Unit 15: Social Issues in Technology Management social issues in technology management, covering technological change and industrial relations, and the technology assessment and environment impact analysis.

Reference Book

1. Shankar' Dubey, Sanjiva, Technology and Innovation Management

2. Dr.Yogesh Wasudeo Bhowte, Technology Management Research and Development
3. Henry Lucas, INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Code- DITF304	Business Intelligence and Tools
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Learning objectives:

- Understand the essentials of data analytics and the corresponding terminologies
- Be familiar with the steps involved in the analytics process and explain the process of data analytics, including the six steps of the Cross-Industry Standardized Process for Data Mining
- Be able to interact competently on the topic of data analytics and know the fundamental principles of data science and business analytics that form the basis for data mining processes, algorithms, and systems.
- Have had some hands-on experience in using data analytics techniques

Unit 1: Business Intelligence an Introduction definition of “Business Intelligence” and explains the different ways of evaluating Business Intelligence. value of Business Intelligence and its applications.

Unit 2: Business Essentials Business essentials, concept of converting large amounts of corporate data into useful information. Business Intelligence Environment and platform, the role of business intelligence, and the business landscape.

Unit 3: Business Intelligence Types types of business intelligence tools, which are a type of application software designed to report, analyse, and present data in various organisations.

Unit 4: Architecting the Data Enterprise data model, granularity of data, and various techniques of data reporting and querying. values of a good design flow for information, data partitioning, and total data quality management.

Unit 5: Introduction to Data Mining concepts of data mining. It explains how the Data Mining works, its advantages and disadvantages, and the ethical and global issues of mining.

Unit 6: Data Mining Techniques Data Mining Techniques statistics used in data mining and various techniques used to identify patterns in datasets. It also gives an overview of information processing models and its applications.

Unit 7: Introduction to Data Warehousing Data Warehousing and its various characteristics, the differences in online transfer processing and online analytical processing. different data models for multidimensional databases, Online Analytical Processing (OLAP) tools and practical applications of OLAP.

Unit 8: Different Ways of Data Warehousing This unit explains about different types of business models.

Unit 9: Knowledge management Knowledge Management, the need and significance of knowledge management. generating, using and storing knowledge and the various technologies used for knowledge management.

Unit 10: Data Extraction process and techniques used for data extraction and the values of identifying source of data

Unit 11: Business Intelligence Life Cycle Business Intelligence lifecycle and the Enterprise Performance Life Cycle (EPLC) Framework. successful implementation of a project is effected by human factors and the strategies used in BI like creating a roadmap and project planning. choose between centralised or decentralised BI architecture, stages in developing BI.

Unit 12: Business Intelligence User Model history of Business Intelligence and gives an overview of analysing the opportunity in BI. application of Dashboards and Online Analytical Processing (OLAP) in BI. types of end users using BI application and the concept of content management system.

Unit 13: Business Intelligence Issues and Challenges challenges, while implementing BI and the process of developing the BI application. Issues like effects of inaccurate information and understanding customer pain points.

Unit 14: Business Intelligence Strategy and Roadmap strategies involved in a BI solution. various factors that need to be taken in to account, while devising a plan for a BI.

Unit 15: Implementing Business Intelligence the various aspects governing the choice and the right platform for any BI. BI products and vendors.

Reference Book

1. R.K. Jena, IT and Business Intelligence
2. Ramesh Sharda, Dursun Delen , et al., Business Intelligence and Analytics: Systems for Decision Support
3. Ramesh Sharda / Dursun Delen / Efraim Turban, Business Intelligence, Analytics, and Data Science: A Managerial Perspective | Fourth Edition | By Pearson
4. Turban, Decision Support and Business Intelligence Systems, 9e

OPERATIONS MANAGEMENT ELECTIVES

Course Code- DOMS301	Advanced Production and Operations Management
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Learning objectives:

- Explain the importance of forecasting and demonstrate the ability to apply some mathematical forecasting techniques.
- Demonstrate an understanding of the concept of aggregate planning.
- Demonstrate an understanding of the problems involved in inventory management.
- Demonstrate an understanding of the principles underlying materials requirements planning and operations scheduling.

Unit 1: Overview of Operations Management definition of “Operations Management” and the different functions and activities of Operations managers emerging business trends in Operations Management.

Unit 2: Frameworks for Operations Management Porter’s value chain and the relation between operations and marketing. Product life cycle and the six P’s of operations mix.

Unit 3: Competitiveness and Strategy definition of “Productivity” and its importance. effective strategies to competitive organizations.

Unit 4: Profitability of Business Operations definition of “Profitability” and its importance. various types of costs. concepts of cash flows basic concept of financial decision making.

Unit 5: Break-Even Analysis, Operations Cost Management definition of “Operations Cost” and the factors influence operations cost. concept of ‘Break Even’ point.

Unit 6: Facilities Location Planning role of globalization in location planning. importance of location decisions and the various available options, while making location decisions.

Unit 7: Forecasting elements of a good forecast. various steps involved in the process of forecasting qualitative techniques of forecasting and its merits and demerits.

Unit 8: Workforce Planning and Productivity concept of systems of productivity and performance measurement key elements of workforce performance. process of managing a workforce and effecting improvement in various functioning of management.

Unit 9: Capacity Planning and Material Handling principals involved in designing integrated material handling systems. importance of a good layout in enabling efficient material handling.

Unit 10: Lean Operations and Time-Based Competitiveness definition of “Lean Operations”. It also deals development of time-based competitiveness design for manufacture and simultaneous engineering.

Unit 11: Quality Systems in Operations “Quality” and the various methods to achieve quality can be achieved

Unit 12: Independent Demand Inventory Control different types and uses of inventory various inventory management techniques cycle counting in inventory record accuracy.

Unit 13: Statistical Quality Control definition of “Statistical Quality Control” methods associated with descriptive statistics definition of probability distribution.

Unit 14: Failure Prevention and Recovery various ways of measuring failure. different approaches to maintenance importance of failure recovery.

Unit 15: Challenges in Operations to set an implementation agenda, strategies into practice. decisions resulting from operations strategies ethical dimension.

Reference Book

1. Chary, S.N., 2009. Production and operations management. Nueva Delhi: Tata McGraw-Hill Education.
2. Crawford, C.M., 2008. New products management. Tata McGraw-Hill Education.
3. Gaither, N. and Frazier, G., 2002. Operations management. Cincinnati, Ohio: South-Western/Thomson Learning.
4. Jacobs, F.R., Chase, R.B. and Aquilano, N., 2004. Operations management for competitive advantage. Boston: Mc-Graw Hill.
5. Mahadevan, B., 2015. Operations management: Theory and practice. Pearson Education India.

Course Code- DOMS302	Enterprise Resource Planning
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Learning objectives:

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills

Unit 1: Introduction to ERP concept of ERP, gives a brief history of the evolution of ERP, assesses the benefits of ERP, and analyses the reasons for the failure of ERP.

Unit 2: Enterprise- An Overview role of Enterprise, assesses the need of an Enterprise, business modelling approaches, method to integrate the management information into the enterprise

Unit 3: ERP and Related Technologies technologies related to ERP systems. analyse business functions efficient ERP implementation. ERP Systems MIS, DSS, and EIS new technologies and concepts data warehousing, data mining, OLAP, and Supply Chain Management (SCM) efficiency, and effectiveness of ERP systems.

Unit 4: ERP Tools and Software and Selection Methodology and criteria used in ERP selection. ERP selection process, analyse ERP tools, ERP vendors, ERP vendor selection process.

Unit 5: ERP Modules popular modules of an ERP package like finance, manufacturing, plant maintenance, materials management, subsystems / sub-modules of models modules function.

Unit 6: ERP – A Manufacturing Perspective introduces techniques and technologies used in the manufacturing industry. how ERP and other concepts like MRP, MRP-II, CAD/CAM, PDM, and so on to improve the competitiveness of a company, and assess the different types of manufacturing operations like MTS, MTO, ETO, ATO, and CTO, and so on

Unit 7: ERP – A Purchasing and Sales Perspectives This unit explains the functioning of the purchasing department in an organisation. It elucidates the features and benefits of ERP – Purchase module analyses the importance of the Sales and Distribution module and describes the functioning of various sub-module of the Sales and Distribution module.

Unit 8: ERP – An Inventory Control Perspective This unit explains inventory management and its function, lists out the features of inventory management, elucidates the benefits and drawbacks of inventory management. It analyses how ERP inventory systems can be installed and implemented, explains Web ERP and its benefits, illustrates the types of inventory management, and the process of transactions in an organisation, and also describes Inventory ERP software module.

Unit 9: ERP – CRM Perspective This unit explains the concept of CRM, describes the types and submodules of CRM, lists out the benefits and challenges of CRM, and elucidates the implementation of CRM.

Unit 10: ERP – HR Perspective & Finance Perspective This unit explains the concept of Human Resources (HR), describes the activities of Human Resource Management systems, lists out the benefits and features of the Human Resources Management module. It elucidates the role of ERP in Human Resource Management systems and explains the role and workflow of ERP in the financial module of an organisation.

Unit 11: ERP Implementation Lifecycle This unit describes the implementation lifecycle for an ERP package, assess the various approaches for implementation of ERP, and select the right methodology for ERP implementation.

Unit 12: Benefits of ERP This unit compares the direct and indirect benefits of ERP implementation. It explains how the integration of information and automation of business processes make improvements possible.

Unit 13: ERP Market This unit describes the ERP market, explains the major player in it, and their respective market share. It assesses the various market trends in ERP, recognises the target market of ERP, analyses and tells how to potentially use ERP in the market-driven economy, and assess the seven major ERP vendors—SAPAG, Baan, PeopleSoft, JD Edwards, Oracle, QAD and SSA.

Unit 14: ERP Vendors, Consultants, and Users This unit evaluates the three major players in an ERP implementation and their profiles. It describes the roles of each of these players and elucidates the reasons for the success of an ERP implementation.

Unit 15: Future Directions in ERP This unit describes the future direction of the ERP market and trends. It elucidates how these trends will shape the future ERP products. It also describes how ERP vendors, striving for more market share are making their products more efficient and loaded with features by using new technological innovations.

Reference Book

1. Bansal, V., 2012. Enterprise Resource Planning. Pearson Education India.
2. Leon, A., 2008. ERP demystified. Tata McGraw-Hill Education.
3. Magal, S.R. and Word, J., 2011. Integrated business processes with ERP systems. Wiley Publishing.
4. Monk, E. and Wagner, B., 2012. Concepts in enterprise resource planning. Cengage Learning.
5. Motiwalla, L. and Thompson, J., 2008. Enterprise systems for management. Prentice Hall Press.
6. O'Leary, D.E., 2000. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press.

7. Wallace, T.F. and Kremzar, M.H., 2002. ERP: making it happen: the implementers' guide to success with enterprise resource planning (Vol. 14). John Wiley & Sons.

Course Code- DOMS303	Logistics and Supply chain Management
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Learning objectives:

- To describe the increasing significance of logistics and its impact on both costs and service in business and commerce.
- To incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies.
- To develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.
- To describe the ways to shift the business culture from functional work to overall process-driven results.

Unit 1: Overview of Supply Chain Management This Unit explains the definition of supply chain and Supply Chain Management, the evolution of Supply Chain Management, and the application of Information Technology in Supply Chain Management.

Unit 2: Logistics of Distribution This unit deals with the concept, importance and the process of logistics in an organization. It also explains the technological effect on a logistics information system and to classify the domestic and international challenges before logistics.

Unit 3: Planning and Designing the Supply Chain This unit explains the concept of supply chain integration, analysis of supplier selection and development and also to assess forecasting in the supply chain in the process of planning and designing.

Unit 4: Partnerships in Supply Chain Management This unit explains the benefits of partnering in the supply chain, ways to conquer obstacles in supply chain coordination and access mutual relationship in outsourcing, and supply chain.

Unit 5: Collaborative Partnership and Replenishment in Supply Chains This unit deals with the definition, origin, assessing models and benefits and scope of CPFR. It also explains to assess customer service and replenishment.

Unit 6: The Influence of Supply Chain Management This unit deals with the process of creating customer value and satisfaction. It also explains how to influence customer behaviour.

Unit 7: Procurement Management This unit describes the meaning of procurement and explains the contract process and procurement management.

Unit 8: Assessment of Supply Chain Management This unit deals with the different ways for conducting assessments of the Supply Chain Management process.

Unit 9: Mapping for Supply Chain Management This unit deals with relation-based mapping with respect to supply chain management and analyze supply chain relation with respect to telecom. It also describes time-based process mapping, pipeline inventory process mapping, and extended value stream maps.

Unit 10: Development of Supply Chain Management Systems This unit deals with the concept and nature of Supply Chain Management, benefits of the system of supply chain and analyse of various concepts of Supply Chain Management system.

Unit 11: Information Systems in Supply Chains This unit deals with the role of Information Systems in the supply chain. It also deals with the role and impact of e-business in a supply chain process.

Unit 12: Role of Marketing in SCM This unit deals with the concept of marketing and explains an integrated framework for the role of marketing in Supply Chain Management.

Unit 13: Reverse Supply Chain Management This unit deals with the concept, need for and importance of Reverse Supply Chain Management (RSCM). It also deals with the impact of RSCM on profitability.

Unit 14: Supply Chain Management: The Next Steps This unit deal covers the two process-based frameworks, that is GSCF and SCOR for Supply Chain Management, and compares their strength and weaknesses. It also analyses the importance of value creation in Supply Chain Management frameworks.

Unit 15: Information Technology (IT) for Supply Chain Management This unit explains the concept of the supply chain and the origin of IT in Supply Chain Management. It also deals with emerging technologies used in supply chain and the impact of IT on Supply Chain Management.

Reference Book

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

Course Code- DOMS304	Applications of Operations Research
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Learning objectives:

- Analyze any real life system with limited constraints and depict it in a model form.

Solve the mathematical model manually as well as using soft resources/software such as excel solver, CIPLEX etc.

- Understand variety of problems such as assignment, transportation, travelling salesman etc. Enterprise Resource Planning

Unit 1: Introduction Origin of Operations research, use in day to day life. Relevant examples

Unit 2: Defining and mathematical formulation of a problem Gathering data of a problem, identifying the main objective, identifying constraints, forming the full mathematical model. Identifying decision variables.

Unit 3: Solving a problem using graphical method Drawing graph of a straight line. The intersection of lines. Identifying feasible region. Corner point solution. Infeasible solution.

Unit 4: Introduction to linear programming The Linear programming model, Assumptions of Linear programming, Examples.

Unit 5: The simplex method The essence of the simplex method, Algebra of the simplex method, the Simplex method in tabular form.

Unit 6: The theory of the Simplex method Foundation of the simplex method, The Simplex method in matrix form and the Revised Simplex Method.

Unit 7: Duality theory The essence of duality, Economic Interpretation of Duality, Primal-dual relationship.

Unit 8: Sensitivity Analysis Role of duality in sensitivity analysis, Essence of sensitivity analysis, Applying sensitivity analysis, performing sensitivity analysis on a spreadsheet

Unit 9: Solving linear programming using excel solve Define and enter data for the model in excel. Defining the objective, constraints in excel. Running excel solver to get an output of the Linear program. Analysing the output.

Unit 10: Transportation Problem Definition of transportation problem. A streamlined simplex method for the transportation problem.

Unit 11: Assignment Problem Definition of the assignment problem. A special algorithm for the assignment problem.

Unit 12: Dynamic Programming Prototype example, Characteristics of Dynamic programming

Unit 13: Integer Programming Applications, Use of binary variables in model formulation, Some formulations, Branch and Bound technique to solve Integer programming and mixed-integer programming

Unit 14: Non-linear programming Applications, Graphical illustrations, one variable unconstrained optimization, multivariable unconstrained optimization, KKT Conditions, Quadratic Programming, Convex and Non-convex Programming.

Unit 15: Metaheuristics Relevance and need of metaheuristics, Tabu search, Simulated Annealing and Genetic Algorithms.

Reference Book

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.

2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi .
7. Introduction to Operations Research by Frederick S. Hillier (10E, 2014)
8. Operations Research: Applications and Algorithms by Wayne L. Winston (4E, 2003)
9. AR Ravindran, Operations research methodologies (2008)

SEMESTER – IV

Course Code- DMBA401	STRATEGIC MANAGEMENT AND BUSINESS POLICY
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Learning objectives:

- To be aware of key concepts, tools and principles of business policy and strategic management
- To appreciate the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation
- To understand how strategic plans and policies are integrated, implemented and controlled, and to comprehend the culture and ethical factors that influence these management activities
- To analyze the new knowledge and use existing knowledge to conduct strategic and competitive analysis using various tools (e.g., five forces model, SWOT analysis, Portfolio matrix models) in a variety of industries

Unit I – Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Unit II – Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

Unit III – Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model

Unit IV – Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit V – Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder’s Expectations

Unit VI – Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit VII – Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

Unit VIII – Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning

Unit IX – Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies

Unit X – Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

Unit XI – Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances

Unit XII – Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation

Unit XIII – Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Unit XIV – Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Unit XV – Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy

Textbook:

Strategic Management and Business Policy, Subba Rao, Himalya Publishing House

Reference Book:

Business Policy and Strategic Management, Jaunch L.R., Frank Bros

Course Code- DMBA402

INTERNATIONAL BUSINESS MANAGEMENT

Learning objectives:

- To be equipped with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate
- To gain knowledge in international business environment, strategies and management
- To be aware of the global business environment and its impacts on businesses
- To apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
- To analyze the principle of international business and strategies adopted by firms to expand globally

Unit I – Introduction to International Business: Introduction, Elements of International Business, Globalisation

Unit II – International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter’s diamond model

Unit III – International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment

Unit IV – Culture and International Business: Introduction, Meaning of Culture, Country Culture, Culture in an International Business Organization

Unit V – Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives

Unit VI – Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements

Unit VII – Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO)

Unit VIII – International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management

Unit IX – International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards

Unit X – International Marketing: Introduction, scanning international markets, mode of entering into potential markets, Global Marketing Strategies, Branding for International Markets

Unit XI – International Strategic Management: Introduction, Strategic Management, Strategic Planning, Strategic Management Process

Unit XII – Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs

Unit XIII – International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management

Unit XIV – Finance and International Trade: Introduction, understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance

Unit XV – Global Sourcing and Indian Industries structure: Introduction, What is global sourcing? Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses

Textbook:

International Business Management, CB Gupta, Sultan Chand

Reference Book:

International Business Management, Cherunilam F, PHI Learning

Course Code- DMBA403

BUSINESS LEADERSHIP

Learning objectives:

- Develop an understanding of the various leadership styles and attributes
- Evaluate the importance of leadership skills for organizational success for skill development
- Application of own leadership skills to entice employability

Unit I – Basic Definition, Concept and Components of Leadership, Personal Characteristics of an Effective Leadership, Leader and Values, The Significance of Self-Knowledge for The Role of Leaders, Leadership theories, styles, Attributes, Effectiveness, Measurement,

Unit II – Trait, Behavioural and Skills Approach in Theories of Leadership, Contingency Theories in Leadership, Path Goal Theory in Leadership, Leader-member Exchange Theory in Leadership, Ways and Reasons to adopt New Leadership Approach, Negotiation techniques, Conflict resolution

Unit III – Significance of Emotional Intelligence and Self-Management in the Role of Leader, Ways to Handle Emotions and Stress, Personal Risk of Leader and Criteria for Success, Personal Traits Endangering Effective Leadership, Articulating Vision, Decision making- Individual decision making, group decision making, Strategy development

Unit IV – Change Management, Relationship between leadership and power, Difference between management and leadership, Model of four Competencies for Leadership, Situational Leadership I and II Models of Well Balanced and Authentic Leadership, The Contingency Theory of Leadership, Functional, Relational, and Transformational Approaches in Leadership

Unit V – Group Structure, Group Dynamics and Individuals, Formation of Teams and Team Work, Group Problem Solving, Leadership of Workgroups and Teams, Team Excellence, Participative Leadership Persuasion and influence, Role of ethics and values in leadership

Unit VI – Skills for Leadership and Performance Management_ Goal Setting, Support of Employee Development and Communication of Feedback, Leadership Development-Delegation, Solving the Conflict Situation and Negotiation, Coaching and Mentoring, Tools for Analysis of Leadership Styles and 360-degree, Feedback

Leading teams, Leading high performing teams, leading dysfunctional teams, Resolving workplace conflicts, Establishing work culture

Unit VII – Sources of Power in Organisations, Micropolitics, Its Strategy and Tactics, Gender and Leadership, Difference between Power and Leadership, Importance and Types of Power in Leadership, Preparing for leadership role, Assessing the current situation and a vision for future, developing strategy

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Unit VIII – Link Between Leadership and Activities Leading to the Formation, Assertions or Changes in Organisational Culture, Intercultural Aspects of Leadership, Differences in the Accentuation of Various Aspects of Leadership (National Cultures Context), Culture for success, Sustaining organization for challenges ahead

Unit IX - Sources of Motivation, Motivation and Performance, Performance Motivation, Aspirations, Work Satisfaction and Social Perception in Organisation, Significance of Communication Skills for Work Life and Leadership, Impact of Motivation on Personality and Organisation

Unit X - Role of Women as Leaders, Ethical Leadership, Dark side of Ethical Leadership, Followership Culture and Leadership, Ways to Overcome Challenges and Empower Women in Leadership, Women in Leadership-Inspiring Positive Change

Reference Books:

- Joseph Grenny), Kerry Patterson, David Maxfield, Ron McMillan 2013 Influencer: The New Science of Leading Change, Second Edition. McGraw-Hill Education
- John Maxwell Developing the Leader within You. Thomas Nelson Publishing
- John Maxwell . Becoming a Person of Influence: How to Positively Impact the Lives of Others. Thomas Nelson Inc.
- Daniel Goleman, Richard E. Boyatzis, Annie McKee. Primal Leadership: Learning to Lead With Emotional Intelligence. Harvard Business Review Press

Course Code: DMBA404	PROJECT
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Every student shall undertake Project work in the III semester starting with the project synopsis and culminating with the project report in the IV semester. Students are encouraged to choose a project, of six months' duration either at place of work or any other location, in the chosen area of specialization to complete the Programme. The project work is equivalent to four credits.

ELECTIVES SEMESTER – IV

FINANCE ELECTIVES

Course Code- DFIN401	INTERNATIONAL FINANCIAL MANAGEMENT
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Learning objectives:

- To understand the functioning of the foreign exchange market and international financial markets
- To assess the feasibility of cross-border investment opportunities
- To foresee and identify the risks arising out of exchange rate volatility and develop strategies to manage them
- To be aware of the various types of financing available for foreign trade

Unit I – International Financial Environment: ‘Globalization’, goals of International Financial Management

Unit II – Balance of Payments: concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility

Unit III – Foreign Exchange Market: origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivative instruments traded in foreign exchange market such as forwards, futures, swaps, and options

Unit IV – Currency Derivatives: Forward markets and the different concepts, currency futures markets and currency options markets and functions

Unit V – Exchange Rate Determination: Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, purchasing power parity and the International Fisher effect

Unit VI – International Financial Markets: Basic concepts of the international money market. International credit markets (loans in various forms) from the creditors/investors

Unit VII – Foreign Trade Finance: concept of foreign trade finance. Concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

Unit VIII – Nature and Measurement of Foreign Exchange Exposure: nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods

Unit IX – Management of Foreign Exchange Exposure: concept of exposure forward and foreign exchange exposure, various tools and techniques of foreign risk management and the risk management products

Unit X – International Capital Structure: International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets

Unit XI – International Capital Budgeting: Introduction to international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

Unit XII – Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured

Unit XIII – International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment

Unit XIV – Foreign Direct Investment, International Portfolio and Cross-Border Acquisitions: flow, cost and benefits of Foreign Direct Investment, ADR and GDR, concept of portfolio, cases on cross border acquisitions

Textbook:

Multinational Financial Management, Alan C. Shapiro, Wiley India Private Limited

Reference Book:

International Financial Management, P.G. Apte, McGraw Hill Education

Course Code- DFIN402	TREASURY MANAGEMENT
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Learning objectives:

- To understand the role and significance of treasury in an organization
- To be able to describe the treasury management practices
- To understand the exposure measuring techniques
- To be able to implement the hedging techniques for various types of risk

Unit I – Introduction to Corporate Treasury Management: Overview of Corporate Treasury Management, need and benefits, functions and Treasury exposures. Organisation structure of treasury

Unit II – Financial Markets: The Money Market - money market, types of financial markets (the other is capital market). Money market instruments and regulation of the market

Unit III – Financial Markets: Capital Market - Type of financial markets viz. capital market. Stock market (both equity and preference) and debt market. Regulation of capital market, commodity markets

Unit IV – Treasury Products: Treasury products for foreign exchange (forex) markets and forex derivatives. Commodity market instruments

Unit V – RBI and the Foreign Exchange Market: Crucial role of our country's central bank i.e. Reserve Bank of India (RBI) in forex management. Foreign Exchange Management Act (FEMA)

Unit VI – Liquidity Planning and Managing Cash Assets - Introduction of treasury management – liquidity: Planning and control of liquidity CMS or cash management systems (both domestic and international), role of working capital management in liquidity

Unit VII – Business Risk Management: Business risks, Measurement of business risks and mitigation by effective treasury management

Unit VIII – Corporate Liquidity Risk Management: Type of risk, liquidity risk, origin of liquidity risk, tactics for mitigating the risk

Unit IX – Interest Rate Risk Management- Treasury risk, interest rate risk, traditional and modern theories of interest rate, management strategies and the role of financial intermediaries

Unit X – Financial Risk - Financial risks of a business, types of financial risks and its dimensions, strategies of corporate financial risks, Enterprise Risk Management (ERM)

Unit XI – Foreign Exchange Risk Management: Risk of forex fluctuations, impacts of global milieu, Types of forex risks, strategies for managing the risk, comprising policies, procedures and controls

Unit XII – Working Capital Management: Introduction, need for working capital, cash cycle, management strategies for working capital, perspective of the Treasury function

Unit XIII – Treasury Risk Management: Treasury risks, Role of asset-liability management

Unit XIV – Integrated Treasury: Introduction, Responsibilities of Treasury, Accounting risks associated with financial reporting and disclosure of treasury exposures in the balance sheet

Textbook:

Treasury Management in India, V.A. Avadhani, Himalaya Publishing House

Reference Book:

Treasury Management: Indian Institute of Banking & Finance, Macmillan

Course Code- DFIN403	MERCHANT BANKING AND FINANCIAL SERVICES
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Learning objectives:

- To be able to explain the significance of merchant banking in the financial system
- To describe the functions of merchant bankers in the capital markets
- To understand the various types of financial services

Unit I – Merchant Banking and Financial Services: Introduction, concept of merchant banking, financial system in India, development of merchant banks and regulations

Unit II – Issue Management: Pre-issue and Post-issue management activities performed by merchant banks

Unit III – Underwriting and Brokerage: Different roles played by underwriters and brokers in issue management and their responsibilities

Unit IV – Raising Capital from International Markets: Needs of Indian companies for raising funds from foreign markets, usage of euro, evaluation of various types of depository receipts -American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs

Unit V – Financial Services: Financial services in India, types and importance, online trading, dematerialization and re-materialization

Unit VI – Depository System in India: Depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system

Unit VII – Mutual Funds and AMCs: Mutual funds, various types of mutual fund schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India

Unit VIII – Lease: Leasing, benefits and limitations, types of leasing

Unit IX – Hire Purchase: Important financial innovations, lease financing and hire-purchase financing

Unit X – Mergers and Acquisitions: Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers and the legal aspects governing mergers, acquisitions and takeovers in India

Unit XI – Portfolio Management: Introduction of portfolio management, theories of portfolio management, techniques of portfolio evaluation and measures of portfolio revision

Unit XII – Credit Rating: Introduction of credit rating, processes, scope of credit rating agencies in India

Unit XIII – Securitization of Debts: Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, 2002

Unit XIV – Venture Capital Funds: Introduction of venture capital fund, features, emergence of venture capitalism in India

Unit XV – Factoring: Process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India, process of forfeiting

Textbook:

Merchant Banking & Financial Services, Dr. S. Gurusamy, McGraw Hill Education

Reference Book:

Course Code- DFIN404	INSURANCE AND RISK MANAGEMENT
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Learning objectives:

- To gain knowledge of concept of risk and its significance
- To explain the techniques of risk identification, risk measurement and risk management
- To be aware of the basic principles of insurance
- To be aware of the function of insurance

Unit I – Risk: An Introduction, interpretations of the term ‘risk’, types of business and personal risks, significance of risk management function within business organizations

Unit II – Insurance and Risk: Significance of insurance and risk, general structure of the insurance market, significant aspects of this industry

Unit III – Reforms in Indian Insurance Industry: Importance of the privatization of insurance industry, problems associated with public insurance enterprises, relation between insurance and economic growth

Unit IV – Regulations Relating to Insurance Accounting and Management: Framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins

Unit V – Life Insurance: Factors influencing the key functioning of insurance organizations, insurable interest, role of riders in insurance policies

Unit VI – Non-life Insurance - I: Elements of fire insurance contract and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people’s lives better in rural India

Unit VII – Non-life Insurance – II: Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India

Unit VIII – Functions and Organization of Insurers: Components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization

Unit IX – Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development

Unit X – Insurance Underwriting: Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting

Unit XI – Claims Management: Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement

Unit XII – Insurance Pricing and Marketing: principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance

Unit XIII – Financial Management in Insurance Companies and Insurance Ombudsman: Importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds

Unit XIV – Reinsurance: Reinsurance in the insurance sector. Areas of the application of reinsurance

Unit XV – Information Technology in Insurance: Application of information technology in the insurance sector, role of insurance companies in insurance security, contours of the future of insurance in rural areas

Textbook:

Principles of Risk Management & Insurance, George E. Rejda & Michael McNamara, Pearson

Reference Book:

Risk Management & Insurance Planning, Jatinder Loomba, PHI Learning

MARKETING ELECTIVES

Course Code- DMKT401	SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT
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Learning objectives:

- Examine the nature of services, and distinguish between products and services
- Identify the major elements needed to improve the marketing of services
- Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
- Recognise how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems

Unit I – Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries

Unit II – Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing

Unit III – Services Marketing: Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing

Unit IV – Service Design and Service Delivery: Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee-criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery

Unit V – STP: Strategy for Services Introduction, Need for segmentation of services, basis of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies

Unit VI – Consumer Behavior in Services Marketing: Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

Unit VII – Service Development and Quality Improvement: Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery

Unit VIII – Customer Defined Service Standards: Introduction, Customer Defined Service Standards- Hard and Soft, Concept of Service Leadership and Service Vision, Meeting Customer Defined Service Standards, Service Flexibility Versus Standards, Evaluate Strategies to Match Capacity and Demand, Managing demand, Managing supply, managing Demand and Supply of Service – Lack of Inventory Capability, applications of Waiting Line and Queuing Theories to Understand Pattern Demand

Unit IX – Integrated Services Marketing: Introduction, meaning and Importance, Features of Integrated Service Marketing, Integrated Marketing Communication for Service, Reasons for growing importance of integrated marketing communication, Advantages of integrated marketing communication, Integrated Service Marketing Mix, Developing an effective and efficient service marketing system, Integration of service quality measures and managing quality

Unit X – Marketing of Services: Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

Unit XI – Emerging Issues in Service Marketing: Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

Unit XII – Customer Relationship Management: Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM

Unit XIII – CRM Process and Implementation: Introduction, Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Lifetime Value, types of Relationship Management, CRM process for B2B markets

Unit XIV – Technological Support in CRM: Introduction, technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology

Unit XV – E-CRM – Emerging Trend in CRM: Introduction, Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services

Textbook:

Services Marketing, R. Nargundkar, Tata Mcgraw Hill

Reference Book:

Services Marketing, H. L. Christopher, W. Jochen, Pearson

Course Code- DMKT402	ADVERTISING MANAGEMENT AND SALES PROMOTION
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Learning objectives:

- Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications
- Perform a market segmentation analysis, identify the organization's target market/audience and define the consumer behaviour of each segment
- Contribute to evaluating the effectiveness of advertising and marketing communications initiatives

Unit I – Overview of Advertising Management: Introduction, Meaning and Framework of Advertising, Defining Advertising, Advertising to Persuade the Buyer, Importance of Advertising in Marketing, Role of Advertising in Marketing Mix and Positioning, Advertisers and Advertising Agencies, Choosing an Advertising Agency

Unit II – The exciting world of Indian Advertising: Introduction, Emerging Areas of Growth, Shifting patterns of consumption, Factors that Affect Marketing and Advertising

Unit III – Structure of an Advertising Agency: Introduction, Overview of an Advertising Agency, Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department, Ancillary Services, Interfacing with Client's Organisation, Integration of Services

Unit IV – Setting Advertising objectives: Introduction, Marketing Objectives, Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives, The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness, Kinds of Advertising Objectives, The Advertising Communication System, The communication process, The advertising exposure model, The need for clear understanding of objectives

Unit V – Understanding Persuasive Messages: Introduction, Communication Response Hierarchy, Securing Attention, Interpretation and Processing of Information, Persuasion, Attitude Change, Factors that influence or change attitudes, Theories of Advertising

Unit VI – Advertising Copy and Design strategy: Introduction, Advertising Copy, Types of advertising copy, Creativity in Advertising, Copy Testing Methods, Visual Strategies, Art department specialists, Developing a layout, Power of synergy

Unit VII – Media Planning: Introduction, Media Objectives, Media Options, Measuring Media Audiences, Determining Media Weight, Media Schedule Decisions, Space and Time Buying, Cost Considerations, The Role of a Media Planner and a Media Buyer, Media Trends

Unit VIII – Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

Unit IX – Direct Marketing: Introduction, Meaning and Importance of Direct Marketing, Strengths and Limitations of Direct Marketing, Products Suitable for Direct Marketing, The Indispensable Elements of Direct Marketing, The list, The offer, The message, Media for Direct Marketing, Regulations and Ethics in Direct Marketing

Unit X – Emerging Consumer Segments Introduction, evolving Consumer segments, the sunshine economy and Generation Me, Confident youth, Brat power, Assertive working women, DINK family, Metrosexual, Elderly population

Unit XI – Rural Advertising: Fundamental Nature of Rural Market, Understanding the rural mind and buying process, Advertising and Marketing in Rural Areas, Innovative Use of Media in Rural Areas, The Size of Rural Market, Promising Growth

Unit XII – Ethics in Advertising: Introduction, Perceived Role of Advertising, The Advertising Standards Council of India (ASCI), Forms of Ethical Violations, Misleading advertising, Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising

Unit XIII – Laws for Protection against Malpractices: Introduction, Civil and Penal Codes Applicable to Advertising, Laws Relating to Intellectual Property Rights, Consumer Protection Act, 2020. The Monopolies and Restrictive Trade Practices Act, 1969. A Note Regarding Comparative Advertising, Regulation Governing Broadcast Media Advertising

Unit XIV – Sales Promotion: Introduction, Meaning and Importance of Sales Promotion, Strengths and Limitations of Sales Promotion, Difference between Sales Promotion and Advertising, Tools and Techniques of Consumer Sales Promotion, Trade Promotions, Organising Sales Promotion Campaigns

Textbook:

Advertising and Promotion, Belch, George, Belch, A. Michael, Poorani, Keyoor, McGraw Hill Education

Reference Book:

Advertising Management, Batra, Rajeev, G. John Myers' and Aaker, A. David, Pearson

Course Code- DMKT403	E - MARKETING
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Learning objectives:

- Explain the importance of e-marketing and illustrate the use of search engine marketing, online advertising and online marketing strategies
- Formulate an integrated and comprehensive e-marketing plan
- Review and prioritize the strategic options for boosting customer acquisition, conversion, and retention using digital marketing

Unit I – E-Marketing-An Overview: Introduction, Objectives, Definition, History and Features of E-Marketing, Scope, Benefits and Problems of E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing

Unit II – Components of E-Marketing: Introduction, Objectives.

Customers (Buyers): Impulsive, Patient and Analytical Sellers and Products, Infrastructure: Building a Product System, Intermediaries, Other Business Partners, Support Services, Digital Products

Unit III – E-Customers: Introduction, Objectives, Definition of E-Customers, Dealing with Customers' Motivations and Expectations, Fears and Phobias of Online Customers, Online Buying Process

Unit IV – Types of E-Market: Introduction, Objectives, Definition of E-market, E-Malls, E-Storefront, E-Marketplace

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

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

Unit VII – E-Marketing Mix Strategy: Introduction, Objectives, the 4Ps in E-Marketing, Additional 3Ps in E-Marketing of Services, the 2P+2C+3S Formula in E-Marketing

Unit VIII – Applications of E-Marketing: Introduction, Objectives, Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium

Unit IX – Strategic Advantages of E—Marketing: Introduction, Objectives, Creating New Sources of Competitive Advantage, Direct Distribution Model, Re-engineering the Supply Chain, Targeting Underserved Segments, Lower Price Barrier, Delivery Systems for Digital Products

Unit X – Methods and Techniques of E-Marketing I: Introduction, Objectives, Advertising Techniques, Selling Methods, Sales Promotion, Public Relations

Unit XI – Methods and Techniques of E-Marketing II: Introduction, Objectives, Sponsorship Techniques, Direct Marketing Techniques, Merchandising Techniques, Online Seminar Techniques, Word-of-Mouth Marketing Techniques

Unit XII – E-Metrics: Introduction, Objectives, E-Metrics: An Overview, Monitoring E-Marketing Activities, User Surveys and Usability Testing, Tracking and Site Analysis Tools

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

Unit XIV – Legal and Ethical Issues in E-Marketing: Introduction, Objectives, Need for E-Business Legal Protection, Legal and Ethical Issues in E-Marketing, Privacy, Digital Property, Online Expression, Emerging Issues

Textbook:

E-commerce, K. C. Laudon, C. G. Traver, Pearson

Reference Book:

Failing to Succeed: The Story of First Indian e- Commerce Company, K. Vaitheeswaran, Rupa Publications India

Course Code- DMKT404	INTERNATIONAL MARKETING
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Learning objectives:

- To develop an understanding of major issues related to international marketing
- To develop skills in researching and analysing trends in global markets and in modern marketing practice
- To be able to analyse an organization's ability to enter and compete in international markets

Unit I – Introduction to International Marketing: Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing

Unit II – International Marketing Environment: Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing

Unit III – International Trade Environment: Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories

Unit IV – International Market Entry Strategies: Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising

Unit V – International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Unit VI – International Product Policy and Planning: Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Unit VII – International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Unit VIII – International Distribution and Logistics Planning: Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging

Unit IX – International Promotional Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing

Unit X – Foreign Markets and Export Marketing Process: Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2015-2020

Unit XI – Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents

Unit XII – Foreign Trade Policy: Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewellery Promotion Scheme, Diamond import licence, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme

Unit XIII – Foreign Exchange and Foreign Currency: Introduction, the Foreign Exchange Market, Organisation of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, Foreign Currency Options, Forecasting Foreign Exchange Rates

Unit XIV – International Financial Institutions: Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD)

Unit XV – Legal and Ethical Issues in International Marketing: Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical consideration in International Marketing and Marketing Communications

Textbook:

International Business: Text and Cases, F. Cherunilam, Prentice Hall India

Reference Book:

International Business, K. Aswathappa, Tata McGraw Hill

HUMAN RESOURCE ELECTIVES

Course Code- DHRM401	COMPENSATION AND BENEFITS
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Learning objectives:

- Recognize how pay decisions help the organization achieve a competitive advantage
- Identify the internal and external environmental factors that have an impact on the pay structure of an organization

- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations
- Demonstrate comprehension by constructing a compensation system
- Design rational and contemporary compensation systems for modern organizations

Unit I – Compensation management: An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

Unit II – Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation (Broad pay bands and 360-degree feedback)

Unit III – Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Unit IV – Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Unit V – Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Unit VI – Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Unit VII – Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation

Unit VIII – Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)

Unit IX – Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

Unit X – Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards

Unit XI – Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity

Unit XII – Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels

Unit XIII – Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

Unit XIV – Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance

Unit XV – International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management

Textbook:

Compensation & Benefits, Dipak Kumar Bhattacharyya, Oxford University Press

Reference Book:

Strategic Compensation: A Human Resource Management Approach, J. Martocchio Joseph, Pearson

Course Code- DHRM402

PERFORMANCE MANAGEMENT AND APPRAISAL

Learning objectives:

- Design an organization's performance management process that is compliant with law, and supports organizational mission and strategy
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems
- Employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities
- Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development
- Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses

Unit I – Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do?

Importance of Performance Management, Linkage of Performance Management to Other HR Processes

Unit II – Theoretical Framework of Performance Management: Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management

Unit III – An Overview of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management

Unit IV – Process of Performance Management: Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit V – Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process

Unit VI – Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document

Unit VII – Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by Human Resource Department

Unit VIII – Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit IX – Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

Unit X – 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Unit XI – Issues in Performance Management – I: Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams

Unit XII – Issues in Performance Management – II: Role of Line Managers, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward,

Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

Unit XIII – Facilitation of Performance Management System through Automation: Improving Quality of Planning and Design of Performance Management, Improving the Objectivity of Performance Management, Improving Execution Aspects of Performance Management, Automation in Performance Management, Automation Process

Unit XIV – Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

Textbook:

Performance Management & Appraisal, Dipak Kumar Bhattacharya, Pearson

Reference Book:

Performance Management, A S Kohli and T Deb, Oxford University Press

Course Code- DHRM403

TALENT MANAGEMENT AND EMPLOYEE RETENTION

Learning objectives:

- Understand talent management and link between talent management and other HR practices
- Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs
- Examine the processes for talent development and succession planning
- Discuss the unique challenges and opportunities of talent management resulting from globalization
- Examine the role of leadership related to talent management
- Evaluate the quality of a talent management program

Unit I – Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

Unit II – Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

Unit III – Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System

Unit IV – Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important

Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process

Unit V – Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management

Unit VI – Talent Management and Organisational Environment: Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour

Unit VII – Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership

Unit VIII – Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions

Unit IX – Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention

Unit X – Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, HR Analytics for TM Processes, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, Audit and Update

Unit XI – Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager

Unit XII – Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success

Unit XIII – Talent Management and Corporate Restructuring: Introduction, Corporate Reconstruction, Timing the Corporate Reconstruction, Business Process Re-engineering

Unit XIV – Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

Textbook:

Talent Management & Employee Retention, Lance A. Berger and Dorothy R. Berger, Tata McGraw Hill

Reference Book:

Global Talent Management, Sonal Minocha, Dean Hristov, SAGE

Learning objectives:

- Gain an appreciation for the impact of change management on organizational results
- Understand foundational aspects of change management and the critical role managers play in the change process
- Learn a practical framework for processing the many changes that impact managers
- Create action plans to move employees past barrier points and on to desired outcomes

Unit I – Organisational Change Management: Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change

Unit II – Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models

Unit III – Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change

Unit IV – Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control

Unit V – Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance

Unit VI – Implementing Change: Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones

Unit VII – Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change, Implementing Change

Unit VIII – Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change

Unit IX – Maintaining Organizational Effectiveness: Meaning of Organizational Effectiveness, Difference between Effectiveness and Efficiency, Approaches to Organizational Effectiveness, Perspectives of Organizational Effectiveness, Factors in Achieving Organizational Effectiveness

Unit X – Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change

Unit XI – Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can change

Unit XII – Culture and Change: Introduction, Concept of Organizational Culture, Dimensions of Culture, Type of Culture, Assessing Organizational Culture, Role of Culture in Managing Change

Unit XIII – Individual Change: Need for Individual Change, Personality and Change, Learning and Individual Change, Approaches to Individual Change, Implications of Change in Individuals

Unit XIV –Organizational Learning and Learning Organization: Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning, Concept of Learning Organizations, Individual Skill Sets in Learning Organizations

Textbook:

Change Management, James McCalman, Professor Robert A Paton & Sabina Siebert, SAGE

Reference Book:

Change Management, Derek S Pugh, David Mayle, SAGE

ANALYTICS AND DATA SCIENCE ELECTIVES.

Course Code- DADS401	Advanced Machine Learning
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Learning objectives:

- Fit Time-Series Data using ARIMA model
- Describe some applications of Deep Learning
- Use Image Recognition techniques in Deep Learning
- Describe Reinforcement Learning

Unit I – Introduction Time-Series: What is Time Series, Forecasting Time-Series

Unit II – Stationary Process and ARIMA Models: Stationary Time Series, Non-Stationary Time Series, Auto Regressive Models, ARIMA models

Unit III – Exponential Smoothing Models: What are Smoothing Techniques, Exponential Smoothing Techniques

Unit IV – ARCH/GARCH Models: How to deal with Non-Stationary Data, ARCH Models, GARCH Models

Unit V – Introduction to AI: What is Artificial Intelligence, Why AI is useful

Unit VI – Application of AI: Application of AI in Business Analytics, Application of AI in Medical Sciences, Application of AI in Industry

Unit VII– Introduction to Deep Learning: What is Deep Learning, Deep Learning Applications

Unit VIII – Artificial Neural Networks: What are Neural Networks, Understanding MLPN, FFN and BPN

Unit IX – Convolutional Neural Networks, what is CNN? Understanding CNN, Implementing CNN in R

Unit X – Some DL Applications: Recurrent Neural Networks, Long Short-Term Memory Networks, Auto-Encoders

Unit XI – Reinforcement Learning: What is Reinforcement Learning, Reinforcement Learning Application using R

Unit XII - Image Recognition using Deep Learning: Working with Image, Image Classification using R

Unit XIII – Case Study on Time Series: Fitting ARIMA models in Time-Series Data

Unit XIV – Case Study on Reinforcement Learning: Reinforcement Learning Application in R

Unit XV – Case Study on Neural Networks: Application of Neural Networks using R

Reference Book

- 1 The Analysis of Time Series – an Introduction by Chris Chatfield, Chapman & Hall/CRC
2. Time Series Analysis: Forecast and Control by Box and Jenkins

Course Code- DADS402	Unstructured Data Analysis
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Learning objectives:

- Describe how to analyse unstructured data
- Create word cloud
- Perform sentiment analysis
- Use Machine Learning techniques to detect fake news

Unit I – Introduction to Unstructured Data: What is unstructured data, Difference between structured and unstructured data, Analysing unstructured data

Unit II – Feature Extraction in Unstructured Data: Textual Data, Pictorial Data

Unit III – Word Cloud Creation: What is Word Cloud, Creation of Word Cloud using R

Unit IV – Text Classification: Pre-processing the Data for Text Classification, Classification using different classifier Models

Unit V – Sentiment Analysis: Different Sentiment Analysis Models, Performing Sentiment Analysis using R

Unit VI – Topic Modelling: What is Topic Modelling, Examples of Topic Modelling, Topic Modelling Vs Topic Classification, Latent Semantic Analysis, Latent Dirichlet Classification

Unit VII – Introduction to NoSQL Database: Difference between SQL and NoSQL Database, Types of NoSQL Databases, How NoSQL Databases work

Unit VIII– Performing basic operations in NoSQL Database, Introduction to MongoDB Working with MongoDB

Unit IX – Working with Audio Data: What is Audio Data? How to work with Audio Data?

Unit X – Audio Data Classification: Pre-processing Audio Data, Audio Data Classification

Unit XI– Working with Image: What is Image Data, Pre-processing Image Data

Unit XII Image Data Classification: How to classify Image Data? Different Algorithms for Image Data Classification

Unit XIII – Introduction to Video Classification: How to work with Video Data, Video Data Classification Techniques

Unit XIV – Fake News Prediction – Case: Fake News Classification Data Import, Processing Fake News Data, Classifying Fake News

Unit XV – Case Study on Audio Data Classification: Birds' Sound Data Classification

Reference Book

1. Tan, Steinbach and Kumar, "Introduction to Data Mining"
2. Camastra and Vinciarelli "Machine Learning for Audio, Video and Image Analysis"

Course Code- DADS403	Business Analytics
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Learning objectives:

- Perform Conjoint Analysis for designing optimum products
- Create Credit Risk Models
- Describe different techniques in digital marketing
- Describe what is Robotic Process Automation

Unit I – Using Analytics in Business: What is Analytics, Use of Analytics in different Business Domains

Unit II – Conjoint Analysis: What is Conjoint Analysis, Use of Conjoint Analysis, How is it done using R

Unit III – Campaign Analytics: How Campaign Success is Measured, TRP and GRP, Trend and Adstock Effect, Modelling Campaign Effectiveness

Unit IV – Multi-dimensional Scaling: What is MDS, Performing MDS using R

Unit V – Perceptual Maps: What is Perceptual Map, Creating Perceptual Maps using R

Unit VI – Credit Risk Modelling: What is Credit Risk, Different Credit Risk Models, Credit Risk Modelling using R

Unit VII – Customer Propensity Modelling: What is Propensity Model, Different Types of Propensity Models

Unit VIII – Advanced Propensity Models: Creating Propensity Models using R, Using Neural Networks in Propensity Models

Unit IX – Price Optimization: Price Elasticity of Demand, Modelling Price Demand Curve, Optimizing Price

Unit X – Digital Marketing Analytics: General Marketing Vs Digital Marketing, Different Digital Marketing Techniques

Unit XI – Attribution Models: Attribution Modelling, A/B testing

Unit XII – Introduction Robotic Process Automation: What is RPA, Business Benefits of RPA, Features and Capabilities needed for RPA

Unit XIII – RPC Concepts and Implementation Approach: Different Approaches of RPA, 5-Step Implementation Approach of RPA

Unit XIV – Employee Attrition Analysis – Case: IBM Employee Attrition Data Analysis using R

Unit XV – Salary Prediction – Case: Salary Prediction Data Analysis using R

Reference Book

1. Marketing Models (Kotler, Lilien, Moorthy)
2. Measuring Marketing: 101 key metrics every marketer needs (Davis)Marketing Analytics, Wayne L Winston, Wiley

Course Code- DADS404	Data Scrapping
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Learning objectives:

- Scrap Data from different websites
- Use 'DPLYR' function for scrapped data analysis
- Detect and Improve Data Quality after scrapping

Unit I – Introduction to Data Scrapping and Wrangling: What is Data Scrapping, Tools used for Data Scrapping

Unit II – Finding Data Across Sources: How Data Scrapping is done, Scrapping Data from Different Sources

Unit III – Manual Scrapping: How Manual Scrapping is done, Data Scrapping Using R

Unit IV – Scrapping Data from Wikipedia: How to Scrap Wikipedia Data, Scrapping Data using R

Unit V – Scrapping Amazon Feedbacks: Amazon Feedbacks, Scrapping Amazon Feedbacks Data

Unit VI – Scrapping from Naukri: Scrapping Data from Naukri, Putting Data into file after Scrapping

Unit VII – API-based Scrapping: What is API-based Scrapping, Use of API-based Scrapping

Unit VIII – Scrapping from Twitter: Use of Standard R library to scrap from Twitter, Scrapping Tweets and Users using R

Unit IX – Scrapping Crypto-currency Data: Cryptocurrency Data Scrapping using R, Putting Cryptocurrency Data in Standard Format

Unit X –Basics of Data Wrangling: What is Data Wrangling, How Data Wrangling is Done

Unit XI –Data Quality Detection: What is Data Quality, Understanding Data Quality, Improving Data Quality

Unit XII – 'DPLYR' function: Uses of 'DPLYR' function in R, How to improve data quality using 'DPLYR' function

Unit XIII – Scrapping Feedback Data: Scrapping Feedback Data from Different Sources, Presenting Scrapped Data in Proper Format

Unit XIV – Scrapping Data from Grotal.com: Scrapping Vendor Data from Grotal.com, Presenting Scrapped Data in Proper Format

Unit XV– Case Study: Scrapping Data from Flipkart through Scrapping

Reference Book

1. Munzert, S., Rubba, C., Meißner, P., & Nyhuis, D. (2014). Automated data collection with R: A practical guide to web scraping and text mining. John Wiley & Sons.
2. Bradley, A., & James, R. J. (2019). Web scraping using R. *Advances in Methods and Practices in Psychological Science*, 2(3), 264-270.
3. Krotov, V., & Tennyson, M. (2018). Research note: scraping financial data from the web using the R language. *Journal of Emerging Technologies in Accounting*, 15(1), 169-181.

RETAIL MANAGEMENT ELECTIVES

Course Code- DRMM401	International Retailing
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Learning objectives:

- Explain the concepts in international retail business with respect to foreign trade/international business
- Apply the current business phenomenon and to evaluate the global business environment in terms of retail practices
- Analyse the principle of international business and strategies adopted by firms to expand globally
- Integrate concept in international business concepts with functioning of global trade

Unit 1-New Ventures in Retail: Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing

Unit 2- The Evolution of Retail Formats: The Evolution of Retail formats – Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth- Maturity Decline-Phases of growth in retail markets-Business models in retail-Classification based on ownership /Merchandise offered/Franchising /Non Store Retailing/Direct selling/Direct response marketing/Telemarketing/Fairs and Road Shows/Event Management/Automated Vending/kiosks/ The Cash & Carry/credit Marketing/Brand Management

Unit 3-Sales Management & B2B Marketing: International Mktg -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing- International Marketing research International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics

Unit 4-International Retailing: International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing

Unit 5-International Retailing Strategy: The changing nature of boundaries – International- Where retailers internationalize, assessing the potential of retail markets - Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalize

Unit 6-Retailing Practices: Case studies (USA): Type of Retailer. Multi-Channel Retailing, Global Customer Buying Behavior 1.Wal-Mart 2. Kroger 3. Albertsons 4. JC Penny

Unit 7-Retailing Practices: Case Studies(EU): 1. J. Sainsbury (UK) 2. Carrefour (France) 3. Metro (Germany) 4. Ahold (Netherlands)

Unit 8-Retailing Practices: Case Studies(Asia): 1. Ito - Yokada (Japan) 2. Lianhua (China) 3. Big Bazar (India) 4. Reliance (India)4. Big Bazaar

Unit 9-Multibrand Retailing: Concept and Definition of Multi Brand Retail –History of FDI in Single Brand retail in India-History of FDI in Multi Brand Retail in India-The pros and cons of allowing FDI in Single Brand retail in India-The pros and cons of allowing FDI in Multi Brand Retail in India-Government of India Policy on FDI in Single Brand Retail and FDI in Multibrand retail.

Unit 10-Customer Relationship Management (CRM): Creating and implementing Relationship Marketing Strategies- Introduction- People-Processes Proactive/ Personalized Service- What sort of Relationship for what sort of Customers Relationship Marketing Plan- Relationship Management Chain- Value Propositions- Identifying appropriate customer value segments-Designing value delivery systems- Managing and Maintaining delivered satisfaction

Unit 11-Consumer Behaviour in Services: Distinctive characteristics service operations-Service Benchmarking-Service strategy - Designing the service enterprise – Service Quality-Service facility location-Managing service operations-Service-Supply relationships vehicle routing

Unit 12-Services Product Management: Services Management Understanding Customer Service, Service Triangle, Benefits of Exceptional Customer Service, Customer Delight, First Impressions, and Perception vs. Reality

Unit 13-Customer Engagement Management: Customer Relationship Management. Retail Selling Skills: Pre-Check, Opening the Sale, Probing, Demonstration, Trial, Close Handling Objections, Closing, Confirmations & Invitations. Retail Management Information Systems, Legal and Ethical Issues in Retailing

Unit 14-Experiential Retailing: Competing in Foreign Markets- Why Companies Expand into Foreign Markets- Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with Foreign partners.-Competing in Emerging Foreign Markets-Cross Border Strategic Alliances

Unit 15-Trends in International retailing: Retail Structure- Enterprise Density- market Concentration- Product Sector- Innovation Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market-Retail Operations-Non Domestic market.- Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis

Reference Book

1. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.
2. Arthur A Thompson, AJ Strickland, John E Gamble & Arun K Jain Crafting and Executing Strategy-Concepts and Cases –Tata McGraw Hill Publishing Company Ltd.
3. Abbas J Ali Globalization of Business- Practice and Theory – Jaico Publishing House
4. Margaret Bruce, Christopher Moore, Grete Birtwistle International Retail Marketing: A Case Study Approach
5. Allan M Findlay, Ronan Paddison and John A Dawson Retailing Environments in Developing Countries- Rutledge

6. Arun Chandra , Pradep Rau,& John K Ryans India Business: Finding Opportunities in This Big Emerging Market- Paramount Market Publising Inc
- 7.Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi- 2nd edition, 2006
8. M.Chael hevya and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international edition,U.S,1798.
9. Judith . W.Kincaid,Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003.
10. Leon Schiffman, Leslie Lazar Kanuk, 'Consumer Behaviour'.

Course Code- DRMM402	Entrepreneurship in Retail Business
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Learning objectives:

- Understand the implementation issues including financial, legal, operational and administrative procedures involved in starting new business ventures
- Analyze the feasibility of a new venture business concept
- Examine and analyze issues related to legal aspects of retail business
- Apply the entrepreneurial process in real market setting

Unit 1-Basics of Entrepreneurship: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit -2-Role of Government: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme

Unit 3-Training: Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer Psychology-Training needs for employee-Top Grading-Obstacles to Top grading- Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological In-Depth Structure) based Model – Coaching to fix weakness- Interview's guide- Avoiding Legal Problems: Bulletproof Approach

Unit 4-Women Entrepreneurship: Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit 5-Creativity and Entrepreneurship Management: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

Unit 6-Legal Aspects of Retail Business: Legal Issues and Best Practice-Data Protection and Privacy, electronic communications and the Indian Directive, self-regulation and codes of practice-pitfalls and opportunities of international direct and interactive marketing- consumer and technological landscape of the future- Emerging Trends in Network Marketing- B2B, C2C, Planning, scheduling, negotiating and buying media on and offline- Core marketing technology components; data warehousing

Unit 7-Developing Business Idea : business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications, Data fusion- Network Marketing

Unit 8-Critical Aspects in Retail Entrepreneurship: Success Stories India, MLM

Unit 9-Project Management: Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities, in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business: select case studies. Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's India agriline, Kandhamal Apex Spices Association for Marketing (KASAM)

Unit 10- Rural Retailing & Social Marketing: Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables

Unit 11-Changing Nature of Retail: Marketing strategy, Logistic and customer service – Allocation models – forecasting methods – depot location and distribution –network design – framework for inventory and transportation cost – transport mode choice – routing decisions – order processing – inventory and ware housing decisions – inventory models – lean logistic. - Managing variety and mass customization – Reverse supply chain – forward supply chain – source management in supply chain.

Unit 12-Retail Marketing Environment: Components of modern marketing information system, analysing the retail marketing environment- Micro and Macro, Demand forecasting –need and techniques

Unit 13-Agripreneurship and Social Entrepreneurship: Meaning of Agripreneurship, Social entrepreneurship: Meaning and Cases

Unit 14-Emerging Issues in Retail: Promotion Impact- On the Marketing Mix-On the Customer-Promotions and Integrated Marketing- Creating a Customer Relations- Characteristics of an Integrated Programme Strategic Considerations- Promotion's role- Overcoming barriers in Integrated Market

Unit 15-Case study: Case Study ITC, HUL

Reference Book

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd 1
8. Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
9. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay

Course Code- DRMM403

Rural Retailing

Learning objectives:

- Describe and understand the theories, concepts, processes, and procedures of rural retail management
- Demonstrate how retail theory and concepts are applied in the rural retail sector
- Develop the ability to integrate and apply various theories and concepts to critically evaluate a rural retail business
- Develop the ability to design and implement strategies for a rural retail business.

Unit 1-Agro-industries: Types of enterprises in agriculture, Problems of Agripreneur; Production Systems - production, marketing and economics of Horticulture, Floriculture, medicinal plants, Mushroom cultivation, Vermiculture, sericulture and Organic farming; Rainwater Harvesting, Plant Tissue Culture; Production Function and its types, technical change and agricultural productivity, Farm budgeting and cost concepts; Steps in setting up Agro based industries

Unit 2-Farmer Producer Organization: Concept of Farmer producer organisation (FPO), FPO Marketing – Features & objectives of FPO, Problems of FPO in Marketing. Visit an FPO study marketing plan

Unit 3-Agri Business Management: Functions of Agri business management, Functional management of Agri business, Agri business economics; Agricultural Input- agricultural input supply sector and main agricultural inputs; Information Management, Risk Management, Human Resource management; Management of Farm Resources; Reasons of failure of Agri business. Prepare an agribusiness plan with your own idea.

Unit 4-Institutional Framework Programs and Policies: Agricultural Policy in India- National Agricultural policy, 2000, National Seed Policy, National Food Processing Policy, 2002 etc.; Institutional linkages to agriculture- Ministry of Agriculture, GOI, Financial Institutions, Programs and Policies related to agriculture: Schemes related to Natural Resource Management, Crops, Horticulture, Seeds, Fertilizers, Plant Protection, Credit schemes, Machinery, Agri marketing, cooperative schemes and extension schemes etc. Analyse one government institution providing aid to Agripreneur

Unit 5-Packaging and Quality Control: Product Packaging, Quality systems and control, Packaging decisions and strategies

Unit 6-Agricultural Marketing and Pricing: Rural Marketing: introduction, Rural consumer: Age and stage of lifecycle, lifestyle, rise of consumerism, opinion leadership. Rural market environment: Occupation, Income generation, spending patterns, infrastructure, Characteristics of rural marketing, STDP (Segmentation: Demographic, Geographic, behavioural, Psychographic, occupational. Targeting, Differentiation, and Positioning) for rural market, Rural Marketing mix, Rural retailing-ITC E-Choupal, Project Shakti, Marketing of services. Problems in Rural Marketing. Study any product which is rural innovation and give its marketing plan

Unit 7-Agri Supply chain and logistics: Introduction to agri logistic –significance of Logistic – Logistic to supply chain Management – Information Technology and supply chain management – Logistic and supply chain management: Leveraging mathematical and analytical models – Logistics infrastructure in India and its implication for supply chain management – Plant location – Distribution network design – Distribution channel section

Unit 8-Rural Production Planning and Control: Concept and OC curve in production control

Unit 9-Agri Business Environment: Nature, features and scope of business, concept of environment, interaction between business and environment, The emerging Indian and global scenario, Economic systems, Business and society, Economic role of government

Unit 10-Decision Making: Decision making for product and supply chain decisions, Decision roles and responsibility of producers

Unit 11-Agri Business Value Chain: Agri business in India, assessment of the capacity of the borrowers to borrow and repay financial markets: money and capital markets

Unit 12-Recent Trends in Rural retailing: Financing agribusiness cooperatives, business development planning for cooperatives, MIS for agribusiness cooperatives, collective action and leadership in cooperatives, promotion of cooperative movement-education and training

Unit 13-Rural Financial Institutions: Regional and all India financial institutions: commercial banks, regional rural banks, NABARD, cooperatives'(NCDC and other institutions) Agro Industries Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs; LIC, Non-banking financial companies.

Unit 14-Marketing of Farm Inputs: Marketing of Farm Inputs, agricultural products, non-farm products, Concept of Farmer producer organisation (FPO), FPO Marketing – Features & objectives of FPO, Problems of FPO in Marketing. Visit an FPO study marketing plan

Unit 15-Marketing of Services in Rural Scenario: Services Marketing elements in rural settings, challenges ahead

Reference Book

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, George Belch, San Diego University Michael Belch, San Diego University
2. Advertising Management: Rajeev Batra, John G. Myers, David A. Aaker
3. 'Brand Management the Indian Experience: Vikas Publishing, House Pvt, Ltd., 1999.
4. Moorthy, Y.L.R., 'Brand Management the Indian Context: Vikas Publishing House Pvt, Ltd., 2003.
5. Mathur, U.C., 'Brand Management: Macmillan India Ltd., Delhi. 2006. 8. David.A.Aaker, 'Managing brand equity.

Course Code- DRMM404	Retail Marketing Environment
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Learning objectives:

- Understand the general concepts of retail
- Understand how a retail marketing strategy is developed
- Explain the technologies used in E-commerce
- Evaluate the use of E-tailing and online marketing in contemporary scenario

Unit I -Retail Marketing Basics: Marketing: Retailing, Role, Relevance & Trends. -Retail Customer-Retail market segmentation & franchising-Relationship marketing in Retailing

Unit 2 - Retail Marketing Challenges And Opportunity: Retailing in banking and other financial services, mutual funds and Insurance-Quantitative methods in marketing. -Social Marketing in Retail

management Strategic management: Retail in India. -Services marketing and management. -Brand Management- International / Strategies- Pricing -Advertising & sales promotion

Unit 3-Retail Consumer Behaviour: Consumer decision making process; Models of consumer decision making (HowardSeth, Angel, kollet and Blackwell, Nicosia models); Organizational consumer behavior; Post purchase behavior.

Unit 4- Retail Marketing Mix Strategies: Marketing mix for retail

Unit 5-Emerging Issues in Marketing: Direct Marketing - E-Communications- Creating Print Advertising- Managing a Lead-Generation Program- Modeling for Business Decision Support

Unit 6- Direct Marketing: The Scope of Direct Marketing- Business, Strategic and Direct Marketing Planning- The Impact of Databases- Consumer and Business Mailing Lists- The OfferMagazines- Newspapers- TV/Radio- Telemarketing/Tele Services-Overview of Internet

Unit 7-Digital Marketing: Modern integrated DM & interactive marketing -important role in marketing strategy -build and develop brands - customer acquisition, development and retentionKey principles of targeting, interaction, control and continuity-Three different business models - stand alone, integrated and support Catalysts of change in modern marketing

Unit 8-Network marketing: From distance selling to interactive marketing -Managing relationships across channels and media -The direct and interactive marketers' information system-Data-driven marketing planning

Unit 9-E commerce: E-Commerce Technologies: Internet & WWW; Internet Protocols – OSI Model, TCP/IP, TCP, UDP, IP, DNS, FTP, SLIP, PPP; Multimedia technology – ISDN, ATM, Cell relay, desktop Video Conferencing

Unit 10-Technologies used in E -commerce: Information Publishing Technology - HTML, URL, HTTP, HTML FORM

Unit 11-Models and Methods of E Payment: Electronic Payment System: Transaction through Internet, Requirements of EPayment System, Post Paid Payment System, Credit Card Solutions, Cyber Cash Internal Cheques, Instant Paid Payment System, Debit Card, Prepaid Payment System, Electronic Cash, Digi Cash, Net Cash, Cyber Cash, Smart Cards.

Unit 12-Ecommerce Security Environment: Areas of Internet Security, Security Threats, Security Breach Avoidance, Defection and Recovery, Confidentiality and Integrity, Electronic Signature, Access Control, Authentication Precaution for Secure E-Commerce.

Unit 13-Online Business Transactions: Electronic Data Inter-change: Introduction, Concepts of EDI and Limitation, Applications of EDI, Disadvantages of EDI, EDI model

Unit 14-Online- Marketing: Concept of E- Marketing, 4Ps of E-Marketing, Traditional Marketing v/s E-Marketing, Advantages of E-Marketing, Status of E-Marketing in India

Unit 15-E tailing: Different types of E-Commerce – B2B, B2C, C2C, B2E, G2C; Need and Role of E-Commerce; Advantage and Disadvantage of ECommerce – organization, Consumer, Society; E-Business and E-Commerce; Value Chain in E-Business.

Reference Book

1. Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain, 3rd Edition 305 Pages · 2009 · by John Fernie & Leigh Sparks
2. Retail Branding and Store Loyalty: Analysis in the Context of Reciprocity, Store Accessibility, and Retail Formats 197 Pages · 2014 · by Bettina Berg
3. James.A. Fitzsimms and Mina.J Fitzsimms, Service Management : Operations, Strategy, Information Technology, Tata Mc Grawhill, 2006 New Delhi.
4. Christopher Louchock and Jochen Wirtz, Service Marketing : People Technology, Strategy, Pearson Education, New Delhi, 2004.
7. Bert Rosenbloom, Marketing Channels : A Management View , Thomson, New Delhi 2007.
8. Bert Rosenbloom, Retail Marketing, Random House
9. Bert Rosenbloom, Marketing Functions and the whole sale distribution, distribution rosenbloom and Education Foundation, U.S.

BANKING, FINANCIAL SERVICES & INSURANCE ELECTIVES

Course Code- DBFI401	ALM & Treasury Management
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Learning objectives:

- To analyse the significance and techniques of ALM.
- To analyse the Structure, scope, role and significance of treasury management.
- To be able to describe the best and latest treasury management products and practices.
- To be able to implement the hedging techniques for various types of risk.

Unit 1-ALM: An Overview, Functions, Advantages, Strategic ALM.

Unit 2-Treasury Management: An Overview, Organisation, Importance, Functions. ALM & Treasury management.

Unit 3-Banking Business: Introduction, Nature & Scope, Operations and special transactions

Unit 4-Regulatory Aspects of Banking: Regulatory aspects, Capital Adequacy, Ratios, Asset Classifications.

Unit 5-Financial Statements of Banking Companies: Bank Financial Statements, Financial Ratios.

Unit 6-ALM tools and techniques: Basic Concepts, Risks: Liquidity, Interest Rates, Currency, Portfolio & Securitization. Developments in ALM.

Unit 7-ALM tools and techniques: Basic Concepts, Risks: Liquidity, Interest Rates, Currency, Portfolio & Securitization. Developments in ALM.

Unit 8-Financial Markets & Interest Rates: Capital Markets, Money Market, Instruments, Options, Futures, Swaps, Interest Rates, Yield Curve.

Unit 9-Financing: Debt Management, Equity Management, Investment Management.

Unit 10-Strategic Treasury Management: Overview, Role, Treasury management Practices.

Unit 11-Risk Management I: Foreign Exchange Risk Management

Unit 12-Risk Management II: Interest rate risk Management Unit 13 Risk Management III: Liquidity Risk Management.

Unit 13-Managing Treasury Function: Decentralisation, Performance management, Internal Control

Unit 14-Treasury Systems: Overview, Clearing & Settlements, Technology and Treasury Systems, Outsourcing, Taxation & Accounting.

Reference Book

1. Chaudhary, Moorad "An introduction to Banking: Liquidity Risk and Asset- Liability Management", Wiley, 2011.
2. Cooper, Robert, "Corporate Treasury and Cash Management", Palgrave Macmillan, 2004.
3. Bragg, Steven M, "Treasury Management: The Practitioner's Guide", Wiley, 2010.
4. RBI relevant notifications and circulars.
5. SEBI relevant notifications and circulars.

Course Code- DBFI402

BASEL REGULATIONS & RISK MANAGEMENT IN BANKING

Learning objectives:

- Understand and analyse various types of risks associated with banking and the relationship between risk and capital.
- Understand role of Basel in Bank Risk Management & ongoing enhancements brought about in Basel III.
- Understand and learn regulations and other tools to manage these risks

Unit I: Risk and Risk Management: Risk definition, Types of Risks-Credit risk, operational risk and market risk

Unit II: Asset-Liability Management (ALM): Concept, Organisation and, Techniques

Unit III: Credit Risk Management: Introduction, Capital adequacy norms under Basel I & II, RBI guidelines on Risk Management-Standardized and Advanced approaches for Credit Risk; Internal Capital Adequacy Assessment process.

Unit IV Credit rating/credit scoring and rating system: Introduction, Design, Credit Bureaus, Stress test and sensitivity analysis

Unit V: Operational Risk: Introduction, Likely forms of operational risk, Causes for significant increase in operational risk, Basel Norms, RBI guidelines

Unit VI: Sound Principles of Operational Risk Management (SPOR): POR identification, SPOR measurement

Unit VII: Control of Operational Risk: Capital allocation for operational risk, Methodology, qualifying criteria for banks for the adoption of the methods.

Unit VIII: Market risk: Introduction, Types of Market risks, Liquidity risk, Interest rate risk, Foreign exchange risk, Price risk, Commodity risk, Prescriptions and treatment of market risk under Basel norms

Unit IX: Risk measurement: Calculation of risk, Risk exposure analysis

Unit X: Risk Management: Capital adequacy norms, prudential norms, exposure norms, regulatory prescriptions of risk management

Unit XI: Securitisation: Concept, Need of Securitization, Features, Securitization process, Limitations

Unit XII: Basel I

Unit XIII: Basel II

Unit XIV: Basel III

Unit XV: Technology Risk: Concept, Sources of Technology Risk, Sources of Technology Risk, Management of Technology Risk

Reference Book

- Uppal RK, Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi
- Agarwal OP, Banking and Insurance, Himalaya Publishing House, Mumbai
- Vijayaragavan Iyengar, Introduction to Banking, Excel Books, New Delhi
- The Indian Institute of Bankers, Modern Banking, Mumbai
- Indian Institute of Banking and Finance, Risk Management, Mumbai

Learning objectives:

- Understand the insurance mechanism and identify the relationship between insurers and their customers.
- Compare and contrast the types of life insurances available in the market.
- Explain the legalities and administrative issues of life policies.
- Interpret the regulatory framework governing life insurance.

Unit 1: The Conceptual Framework of Insurance: What Is Insurance? Brief History of Insurance, Perils and Risks, Classification of Risks- Hazards, How Insurance Works – Classes of Insurance – Assumptions – Importance of Insurance Industry.

Unit 2: Life Insurance Concept: Types of Insurance, Variations of Whole Life Insurance, Other types of Life Insurance.

Unit 3: Life insurance Contractual Provisions: Dividend Options, Non - Forfeiture Options, Settlement Options, Additional Life Insurance Benefits.

Unit 4: PRINCIPLES OF LIFE ASSURANCE: Life Insurance contract., Principle of utmost Good faith, Insurable Interest, Principle of Indemnity, Needs and Insurance

Unit 5: PREMIMUM AND BONUSES: Concept of Premium, Premium calculation, Actuarial valuation, Bonus.

Unit 6: LIFE INSURANCE PRODUCT: Traditional / Unit Linked Policies, Individual and Group Policies, With Profit and Without Profit, Interest sensitive product, Term Assurance, Annuities, Endowment Assurance etc., Insurance Products for Female and Children etc.

Unit 7: UNDERWRITING: Introduction, Classification of Risks, Financial Underwriting, Non-medical underwriting, Underwriting by Agents, Recent Trends.

Unit 8: POLICY CONDITIONS: Age, Days of Grace, Lapse and Non-forfeiture, Paid up value, Revival, Assignment, Nomination, Surrenders and Loan, Indisputability of the Policy, Married Women's Property Act Policy.

Unit 9: CLAIMS: Intimation Procedure, Claims Documents- Forms, Settlement Procedure, Accident and Disability Benefits.

Unit 10: GROUP INSURANCE: Special, Legal / other features of Group Insurance; Superannuation Schemes, Group Insurance Scheme EDLI and Non-EDLI, Group Gratuity Scheme, Group Leave Encashment Schemes, Retirement Schemes.

UNIT 11: Re-insurance: Reasons for Reinsurance, Types of Reinsurance – Alternatives to Traditional Reinsurance, Functions of Reinsurance, Advantages and Disadvantages of Reinsurance.

UNIT 12: Life Insurance Risk Factors governing sum assured: Types of risks – Methods of calculating economic risk in life insurance proposal, Measurement of risk and morality tables,

Calculation of premium, Treatment of sub-standard risks, Life insurance fund, Valuation and investment surplus, • Payment of bonus.

UNIT 13: Legal Framework: Insurance Act, 1938, L.I.C. Act, 1956, IRDA Act, 1999, Consumer Protection Act, 1986 (COPA), Ambudsman, Other Acts, (Income Tax Act, MWP Acts.)

Unit 14: LIFE INSURANCE MARKETING: Marketing concept, Distribution Channel, The Customer, Strengthening Relationship, Function of an Agent, Advertisement, Customer Satisfaction

Unit 15: INFORMATION TECHNOLOGY AND INSURANCE SECTOR: Introduction, Internet of Things, Benefits to Agents & Policy Holders, E – KIOSKS, I.T. in Rural Market.

Reference Book

1. George E Rejoa, Principles of Risk Management and Insurance, Pearson Education, New Delhi, 2004.
2. Black Jr Skipper Jr. Health Insurance, Pearson Delhi, 2017.
3. M.N.Mishra, Insurance Principles and Practices, S.Chand, New Delhi, 2019.
4. M.Y. Khan “ Financial services, Tata Mcgraw Hill, New Delhi, 2018
5. Prof. N. Vijaya Ratnam & Prof. B. Mohan, Finaincial Services – Banking & Insurance, Telugu Academy, Hyderabad.
6. Mishra M.N., Insurance Principles and Practices, S.Chand and Co. Ltd., New Delhi.
7. Life Insurance Corporation Act, 1956, G.O.I.
8. Gupta O.S. Life Insurance, Frank Brothers, New Delhi.
9. Balachandran S., Customers-Driven Services Management, Response Books (A Division of Sage Publications) New Delhi.

Course Code- DBFI404	GENERAL INSURANCE MANAGEMENT
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Learning objectives:

- Provide an understanding of the General Insurance Mechanism.
- Understanding the role of Tariff Advisory Committee in Insurance sector.
- Describe the role of insurance regulatory authority in promoting and developing the insurance market.
- Explain the Various General Insurance Products and the policies to cover the risks.

UNIT-1 **GENERAL INSURANCE LEGISLATION:** General Insurance Business (Nationalisation) Act 1972, The Insurance Act, 1938, Insurance Regulatory Authority, Motor Vehicles Act, 1939 – Exchange Control Regulations, Various Other Statistics, Consumer Protection Act 1986; The Insurance (Amendment) Act, 2002, General Insurance Business (Nationalisation) Amendment Act, 2002.

UNIT-2 **Contract of General Insurance:** Elements of General Insurance contract, Condition necessary for a contract, Contractual Duty, Contribution under Policy conditions

UNIT-3 **INSURANCE DOCUMENTS:** Proposal Forms. Policy Forms, Cover Notes, Certificate of Insurance, Endorsements, Renewal notice, Other Insurance documents.

UNIT-4 THE GENERAL INSURANCE MARKET: Structure of General Insurance Corporation of India, The Subsidiary Companies, Insurance Agents, Development Staff – Insurance Intermediaries in Overseas Markets, Tariff Advisory Committee, Loss Prevention Associations of India Ltd.

UNIT-5 THEORY AND PRACTICE OF RATING: Basis of Rate Making, Tariffs, Market Agreements, Role of the T.A.C.

UNIT-6 REGULATORY MATTERS: I.R.D.A. Regulations, 2002 provisions for general insurance

UNIT-7 FIRE INSURANCE: The Standard Fire & Special Perils Policy, Terrorism Cover, Tariff System, Special Policies, Fire Insurance Coverage, Reinstatement Value Policies, Declaration Policy, Floating Policies, Building in Course of Erection, Consequential Loss (Fire Insurance).

UNIT-8 MARINE INSURANCE: Marine Insurance Coverages, Hull Insurance, Marine (Cargo) Insurance, Types of Marine Policies, Duration of cover, Claims

UNIT-9 MOTOR INSURANCE: Motor Vehicles Act, 1988, Personal Accident Cover for Owner-Driver, Theft Claims

UNIT-10 PERSONAL ACCIDENT INSURANCE: Types of Disablement, Claims, Extended coverage,

UNIT-11 HEALTH INSURANCE: Mediclaim Policy (Individual), Domiciliary Hospitalisation Benefit, Bhavishya Arogya Policy, TPA and its role.

UNIT-12 LIABILITY INSURANCE: Compulsory public liability Policy, Products liability Policy, Employer Liability Policy

UNIT-13 ENGINEERING INSURANCE: Contractors All Risks (C.A.R.) Policy, Marine-Cum-Erection (MCE) Policy, Machinery loss of Profits (MLOP) Policy, Advance Loss of Profits (Alop) Policy, Electronic Equipment Policy Insurance, Oil and Gas Insurance, Satellite Insurance.

UNIT-14 MISCELLANEOUS INSURANCE: Burglary Insurance, Baggage Insurance, Fidelity Insurance, Television Insurance, Householders Insurance, Shopkeepers Insurance, Banker's Insurance Policies, Jeweller's Block Policies, Sport Insurance, Special contingency Policy, Third Party Insurance on Inland Vessels, Burglary Insurance, Fidelity Guarantee Insurance, Aviation Insurance.

UNIT-15 AGRICULTURE AND RURAL INSURANCES: Agri-crop Insurance and other related insurance, Agricultural Pump Set Policy, Livestock Insurance, Poultry and fishery insurance, Micro-insurance and other rural insurance for rural community, Hut Insurance, The Role of government.

Reference Book

- Insurance Principles and Practice, M.N. Mishra & S.B. Mishra, Sultan & Chand Publications
- Insurance and Risk Management: P.K. Gupta
- Insurance Theory and Practice: Tripathi PHI
- Principles of Insurance Management: Neelam C Gulati, Excel Books
- Life and Health Insurance: Black, JR KENNETH & Harold Skipper, Pearson

- Risk Management and Insurance: Trieschman, Gustavson and Hoyt . South Western College Publishing Cincinnati, Ohio Suggested

Websites :

- 1) www.irda.gov.in
- 2) www.policyholder.gov.in
- 3) www.irdaindia.org.in

IT AND FINTECH ELECTIVES

Course Code- DITF401	e-Commerce
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Learning objectives:

- Analyze the impact of E-commerce on business models and strategy.
- Describe the major types of E-commerce.
- Explain the process that should be followed in building an E-commerce presence.
- Identify the key security threats in the E-commerce environment.

Unit 1: Introduction to e-Commerce This unit provides you an overview of e-commerce. It defines and explains the e-commerce framework. It also explains the anatomy of e-commerce applications and discusses the role of media convergence in e-commerce.

Unit 2: Evolution of e-Commerce This unit recalls the history of e-commerce and analyses the worldwide growth of e-commerce. It lists the advantages and disadvantages of e-commerce. It explains the roadmap of e-commerce in India and its opportunities in Indian industries. It also explains the challenges faced by Indian organisations in e-transactions.

Unit 3: Network Infrastructure This unit discusses the aspects of internet hierarchy in the worldwide network. It explains the basic blocks of e-commerce and the seven layers in the network and the TCP/IP protocols. It's also provides you a list of advantages of the internet in the field of e-commerce.

Unit 4: e-Commerce Infrastructure This unit defines and explains the functions of the computer and Web server hardware. It also explains the server software and the different types of e-commerce software that widely in use.

Unit 5: Managing the e-Enterprise This unit defines e-business enterprise and explains the concepts involved in e-business enterprise. The unit gives the comparison between the conventional design and e-Organisation and explains the role of business organisation in an e-enterprise.

Unit 6: e-Commerce Process Models This unit explains business model with a block diagram. It also explains different e-business models based on Relationship of Transaction Parties. It also gives a diagrammatic explanation of e-commerce Sales Life Cycle (ESLC) model.

Unit 7: Risks of Insecure Systems This unit gives you an overview of the different kinds of risks associated with the internet transaction. It explains the risks to customers like false and malicious websites, stealing customer's ID or credit card information and so on. It also explains the risks to the

agents like customer impersonation and data theft. It also discusses the risks associated with business transaction and transfer of data between partners.

Unit 8: Management of Risk This unit introduces the key components of risk management. It defines disaster recovery plans and explains the objectives and back-up alternatives for disaster recovery plans. It also explains the risk management paradigm and the aspects of assessment and control activities involved in risk management.

Unit 9: Legal and Taxation Issues on Employee Compensation This unit introduces the electronic payment system. It also explains different types of electronic payment systems. It discusses the concepts and issues involved in e-cash and smart card and credit card based electronic payment systems. It also discusses the security and privacy issues in electronic payment systems.

Unit 10: Electronic Data Interchange (EDI) This unit recalls the history of EDI. It explains the difficulties involved in the implementation of EDI. It also discusses the working concepts of EDI and the relationship between EDI and the Internet.

Unit 11: e- Marketing This unit explains the scope of marketing in e-commerce. It also talks about the 4Ps- Involved in internet marketing and explains the different techniques applied to internet marketing.

Unit 12: Website Design Issues This unit explains the process of website design that includes setting goals and objectives and preparing a budget for website design. It explains the strategies for website development as well.

Unit 13: Consumer Oriented Business This unit explains the customer market in detail. It discusses the concepts of one to one marketing and consumer demographics in consumer oriented marketing. It also explains the aspects of maintaining loyalty and gaining customer acceptance. It explains search engines and online catalogues.

Unit 14: Management Challenges and opportunities This unit explains the new business model. It also discusses the required changes in business processes and channel conflicts. It explains the legal and regulatory environment for e-commerce. It also discusses about the security and privacy aspects of faced by the management.

Unit 15: The Future Directions This unit explains the concepts of m-commerce. It also discusses the difference between m-commerce and e-commerce and lists the different software agents.

Reference Book

1. Schneider P. Gary, Perry T. James, E-Commerce, Thomson Learning, Bombay.
2. Hanson & Kalyanam, Internet Marketing & e-commerce, Thomson Learning, Bombay.
3. Bharat Bhasker, Electronic Commerce, TMH, N Delhi.
4. Kosiur, Understanding E-Commerce, Prentice Hall of India, Delhi.
5. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
6. Shurety, E-business with Net Commerce (with CD), Addison Wesley.
7. Napier, Creating a winning E-business, Vikas Publishing House, New Delhi
8. Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi
9. Whitely David, Electronic Commerce, TMH, Delhi.

10. Efraim Turban, Jay Lee, David King & H.Michael Chang, Electronic Commerce: A Managerial Perspective , Pearson Education, Delhi. 11. Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5e
12. George Brand E-Commerce Business Model 2020: 3 books in 1: Online Marketing Strategies, Dropshipping, Amazon FBA - Step-by-Step Guide with Latest Techniques to Make Money Online and Reach Financial

Course Code- DITF402	FinTech - Payments and Regulations
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Learning objectives:

- Growth of fintech in global market
- Fintech for financial business
- Effect of technology in changing personal financial practices
- Fintech in credit card markets

Unit 1: Overview of FinTech This unit give you foundational overview of FinTech and robo-advising. You'll identify the main goals of fintech

Unit 2: Key areas of FinTech and financial apps Examine new attitudes towards financial advice and trust in the financial industry. Through close examination of the financial behaviors of millennials, you'll gain a deeper understanding of the effects of technology in changing personal financial practices

Unit 3: Growth of fintech in global market Analyze the reported valuations of selected robo-advisors and observe the growth of fintech in both insurtech and global markets.

Unit 4: Future of FinTech in financial market Be able to assess the value of FinTech and robo-advising, and gain a better understanding of the future of fintech in various financial markets

Unit 5: Trust in Financial Industry. Understand why trust is necessary in financial industry. How cryptocurrency can ensure this trust. Understand how Bitcoin utilizes digital signatures in their transactions to ensure privacy for individuals. Then, you'll examine how blockchain technology employs Hash Functions to detect tampering attempts

Unit 6: Effect of technology in changing personal financial practices Explore the creation and concept of Distributed Consensus Protocol and how Proof of Work incentivizes honest trading and stable currency creation.

Unit 7: Key components of successful financial advisor Examine Cryptocurrency as an asset class, and delve deeper into whether Cryptocurrency has a place in individual investment portfolios.

Unit 8: Future of investing This unit will give better understand the future of investing, and you be able to utilize trust to overcome volatile markets and navigate complex decisions.

Unit 9: Foundation of Payment methods Capital Asset Pricing Model, and key concepts of Modern Portfolio Theory such as Tangency Portfolio and the Sharpe Ratio.

Unit 10: Evolution of credit card- How did credit cards evolve. What is the significance of credit score in a investors life.

Unit 11: Two-sided payment markets Able to identify the importance of digital signatures, Blockchain, and Proof of Work in the stability of Bitcoin as a currency.

Unit 12: Fintech in credit card markets Look at the evolution of credit cards, the two-sided payment markets, and the inherent issues of the credit card payment system. You'll learn key aspects behind complex payment processes, the regulation behind payment methods, and promising solutions from fintech for concerns in the credit card market.

Unit 13: Regulations We'll be introduced to the concerns and innovations in financial regulation and focus more closely on the emergence of fintech. You will gain a better understanding behind balance between regulation and innovation and the tradeoffs that come with the balance

Unit 14: Fintech for financial Business Through analyzing the Great Recession of 2008 and its impact on regulations in the financial industry, we'll study the emergence of fintech as an entrepreneurial solution for financial businesses.

Unit 15: Global landscape of financial regulation Identify how regulations manage innovative approaches, and employ best practices of utilizing fintech in your organization while understanding the global landscape of fintech regulation

Reference Book

1. Susanne Chishti and Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries
2. Sanjay Phadke, Fintech Future : The Digital DNA of Finance
3. Diane Maurice, Jack Freund, et al., Fintech: Growth and Deregulation

Course Code- DITF403	Crypto-currency and Blockchain
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Learning objectives:

- To understand what Blockchain is and why it is used
- To be able to explain the different components involved within Blockchain
- To know when and why you may want to use Blockchain within your environment
- To master at a high level what cryptocurrency is

Unit 1: History and evolution of Blockchain What is Cryptocurrency and how is it an innovative and effective method of currency?

Unit 2: How Blockchain in different from other enterprise applications like ERP Understand the fundamental blocks of a blockchain and see its difference from ERP

Unit 3: Blockchain Technology Fundamentals Understand all the essential technology which are needed to implement blockchain.

Unit 4: Blockchain Technology Landscape How to define a currency, analyze the foundations of digital signatures and blockchain technology in cryptocurrency, and accurately assess the risks of cryptocurrency in a modern investment portfolio.

Unit 5: Blockchain Security(Fabric SideDB) Understand how Bitcoin utilizes digital signatures in their transactions to ensure privacy for individuals. Then, you'll examine how blockchain technology employs Hash Functions to detect tampering attempts.

Unit 6: Application of Blockchain in Supply Chain Have a deeper understanding of the fundamentals of Blockchain, be able to utilize Blockchain in many different contexts, and assess how Blockchain will affect both business and society in the future.

Unit 7: Application of Blockchain in Manufacturing See the applications of blockchain in manufacturing sector by taking cases.

Unit 8: Application of Blockchain in Health and Public Services See the applications of blockchain in manufacturing sector by taking cases.

Unit 9: Application of Blockchain in Financial Sector See the applications of blockchain in manufacturing sector by taking cases

Unit 10: Blockchain in Government (Advantages, Use Cases, Digital Identity) See the applications of blockchain in manufacturing sector by taking cases.

Unit 11: Blockchain in Government(Hyperledger Indy, Tax Payments and Land Registry Records)

Unit 12: Overview of Cryptocurrency Examine Cryptocurrency as an asset class, and delve deeper into whether Cryptocurrency has a place in individual investment portfolios.

Unit 13: Policy of different countries on acceptance and legality of Crypto currency Why countries ban cryptocurrency and what impact does it have on their valuation.

Unit 14: Challenges in implementing Blockchain Different challenges like regulations, reluctance to acceptance by the common people and other concerns.

Unit 15: Future of Blockchain and Cryptocurrency The use of Bitcoin technology for decentralizing property, markets, and so on has been hailed as a recipe for economic and political disruption. We'll look at the technological underpinnings of these proposals and the potential impact on society.

Reference Book

1. Don Tapscott and Alex Tapscott ,Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies is Changing the World
2. Blockchain Architecture Design and Use Cases, Prof. Sandip Chakraborty & Dr. Praveen Jayachandran | IIT Kharagpur and IBM
3. Antony Lewis , The Basics of Bitcoins and Blockchains
4. Srihari Kapu, Blockchain Explained: A Pragmatic Approach

Learning objectives:

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills

Unit 1: Introduction to ERP This Unit explains the concept of ERP, gives brief history of evolution of ERP, assesses the benefits of ERP, and analyses the reasons for failure of ERP.

Unit 2: Enterprise- An Overview This unit defines the role of Enterprise, assesses the need of an Enterprise, evaluates the business modelling approaches, and the method to integrate the management information to the enterprise

Unit 3: ERP and Related Technologies This unit analyses the technologies that are related to ERP systems. It explains how technologies like BPR, enables organisations to analyse their business functions better, thereby facilitating a more efficient ERP implementation. This unit analyses how predecessors of ERP like MIS, DSS, and EIS will slowly phase out. It explains how new technologies and concepts like data warehousing, data mining, OLAP, and Supply Chain Management (SCM) help, to increase the power, usefulness, efficiency, and effectiveness of ERP systems.

Unit 4: ERP Tools and Software and Selection Methodology This unit analyses the methodology and criteria used in ERP selection. It explains the ERP selection process, analyses the ERP tools available in the market, identifies different ERP vendors, and also explains the ERP vendor selection process.

Unit 5: ERP Modules This unit evaluates different and popular modules of an ERP package like finance, manufacturing, plant maintenance, materials management, and so on. It describes subsystems or sub-modules of these models, and also describes how these modules function together.

Unit 6: ERP – A Manufacturing Perspective This unit analyses and introduces the various techniques and technologies that are used in the manufacturing industry. It explains how ERP and other concepts like MRP, MRP-II, CAD/CAM, PDM, and so on to improve the competitiveness of a company, and assess the different types of manufacturing operations like MTS, MTO, ETO, ATO, and CTO, and so on

Unit 7: ERP – A Purchasing and Sales Perspectives This unit explains the functioning of purchase department in an organisation. It elucidates the features and benefits of ERP – Purchase module, analyses the importance of Sales and Distribution module, and describes the functioning of various sub module of Sales and Distribution module.

Unit 8: ERP – An Inventory Control Perspective This unit explains inventory management and its function, lists out the features of inventory management, elucidates the benefits and drawbacks of

inventory management. It analyses how ERP inventory systems can be installed and implemented, explains Web ERP and its benefits, illustrates the types of inventory management, and the process of transactions in an organisation, and also describes Inventory ERP software module.

Unit 9: ERP – CRM Perspective This unit explains the concept of CRM, describes the types and sub modules of CRM, lists out the benefits and challenges of CRM, and elucidates the implementation of CRM.

Unit 10: ERP – HR Perspective & Finance Perspective This unit explains the concept of Human Resources (HR), describes the activities of Human Resource Management systems, lists out the benefits and features of Human Resources Management module. It elucidates the role of ERP in Human Resource Management systems and explains the role and workflow of ERP in the financial module of an organisation.

Unit 11: ERP Implementation Lifecycle This unit describes the implementation lifecycle for an ERP package, assess the various approaches for implementation of ERP, and select the right methodology for ERP implementation.

Unit 12: Benefits of ERP This unit compares the direct and indirect benefits of ERP implementation. It explains how integration of information and automation of business processes make improvements possible.

Unit 13: ERP Market This unit describes the ERP market, explains the major player in it, and their respective market share. It assesses the various market trends in ERP, recognises the target market of ERP, analyses and tells how to potentially use ERP in the market driven economy, and assess the seven major ERP vendors—SAPAG, Baan, PeopleSoft, JD Edwards, Oracle, QAD and SSA.

Unit 14: ERP Vendors, Consultants, and Users This unit evaluates the three major players in an ERP implementation and their profiles. It describes the roles of each of these players and elucidates the reasons for success of an ERP implementation.

Unit 15: Future Directions in ERP This unit describes the future direction of the ERP market and trends. It elucidates how these trends will shape the future ERP products. It also describes how ERP vendors, striving for more market share are making their products more efficient and loaded with features by using new technological innovations.

Reference Book

1. Bansal, V., 2012. Enterprise Resource Planning. Pearson Education India.
2. Leon, A., 2008. ERP demystified. Tata McGraw-Hill Education.
3. Magal, S.R. and Word, J., 2011. Integrated business processes with ERP systems. Wiley Publishing.
4. Monk, E. and Wagner, B., 2012. Concepts in enterprise resource planning. Cengage Learning.
5. Motiwalla, L. and Thompson, J., 2008. Enterprise systems for management. Prentice Hall Press.
6. O'Leary, D.E., 2000. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press.
7. Wallace, T.F. and Kremzar, M.H., 2002. ERP: making it happen: the implementers' guide to success with enterprise resource planning (Vol. 14). John Wiley & Sons.

OPERATIONS MANAGEMENT ELECTIVES.

Course Code- DOMS401	Services Operations Management
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Learning objectives:

- An overview of Service and Operations Management as management function in general.
- Develop an understanding of the terminology and responsibilities that relate to Service Operations Management.
- Describe the function of the Service Operations Management discipline in various sectors of the economy through case study.
- Interpret basic tools and skills used in solving problems traditionally associated with operating the service operations system.

Unit 1: Nature of Services and Classification The role of services in the nation's economy, the evolution of services and drivers of growth of the service sector. Each service exhibits distinctive characteristics, which makes services different from goods. The service sector is comprised of various industries which are diverse in the terms of labour requirement, investment requirements and many other aspects. The labour requirement, for example, ranges from a hair salon service with few employees to the airline industry with a huge number of the employee base. Various classifications, which help in categorizing different service industries under a common category.

Unit 2: Service Strategy and competitiveness A service strategy is defined by considering the competitive environment of services using Porter's model. Various competitive strategies are discussed which can be adopted by service organizations to achieve a competitive environment. Various elements of strategic service vision are discussed.

Unit 3: Service design and development Role of innovation in services and new service development cycle. Various approaches towards service delivery design are discussed which complement the service delivery process

Unit 4: Human resource management in services Human resource planning and selection of the right employees for the right jobs. People management byways of effective training programmes, rewarding employees, proper communication channels, managing teams and encouraging empowerment and motivation. Work measurement techniques for evaluating the effective utilization of personnel for their respective jobs.

Unit 5: Managing Service Quality Various perspectives on service quality, various dimensions of service quality and gaps between perceived service quality and expected service quality. Quality parameters about customer requirements right at the time of designing service product. Quality control and TQM tolls in Services.

Unit 6: Facility location for services To analyze the facility layout process for the smooth flow of service. To discuss important considerations and decision factors of service facility location Quantitative models for facility location

Unit 7: Demand management in Services Qualitative and quantitative techniques to forecast demand, various strategies to have smooth customer demand either by segmenting customer based on arrival pattern or by offering price incentives or by adopting overbooking strategy

Unit 8: Capacity or Supply Management in Services Various challenges and strategies in managing service capacity. The major capacity related challenge is to manage the trade-off between having idle capacity during low demand and having waiting customers during high demand. Strategies to increase revenues for service organizations having relatively fixed capacity. Scheduling workforce based on the varying demand in the intervals over a finite time horizon

Unit 9: Scheduling in Services Scheduling workforce based on the varying demand in the intervals over a finite time horizon

Unit 10: Introduction and characteristic of queuing systems Any kind of waiting time in a queue may result in customer dissatisfaction and sometimes result in losing a customer. Queuing characteristics based on queuing theory are presented which is comprised of arrival distribution, service time distribution, number of servers in the queuing system and finite or infinite population

Unit 11: Queuing models M/M/1 Queuing Model, M/M/c Queuing Model, M/M/1/N Queuing Model

Unit 12: Service Inventory Management To discuss the role of service inventory and types of inventories in the service sector. Forms of Service Inventory. Managing Inventory in services versus managing inventory in the manufacturing sector

Unit 13: Service Supply chain The objective of achieving efficiency and or responsiveness is equally important and relevant in the whole network of participants involved in delivery service called the service supply chain. The structure of a supply chain can vary from a simple serial supply chain to a broad network of supply chain entities

Unit 14: Quantitative Models to manage service Operations using DEA To demonstrate the concept of data Envelopment Analysis to compare the performance of service units/ DEA can be used to analyse the performance of several units to set a benchmark. The analysis can be used to discover the inefficient operations or units even for the most profitable organizations, DEA techniques are based on linear algebra and are related to linear programming concepts. The technique is similar to mathematical duality relations in linear programming.

Unit 15: Use of Simulation in Service Operations management Simulation is a powerful technique for solving a wide variety of problems. Simulation is an imitation of the operation of a real-world process or system over time. Simulation is an experimental technique. It is a fast and relatively inexpensive method of experimenting on the computer. The idea is to Model the given system using some equations and determine its time-dependent behavior. Can be used as an analysis tool or a design tool.

Reference Book

1. Cengiz Haksever, Service Management and Operations
2. John McManus, Matsroth ,et al. Service Operations Management: A Strategic Perspective
3. David W. Parker, Service Operations Management: The Total Experience

Learning objectives:

- Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
- Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
- Critically appraise the organizational, communication and teamwork requirements for effective quality management
- Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans

Unit 1: Quality as Strategy This unit focuses on the need for quality as a strategy, correlating data quality and strategy. It also describes data quality and data quality standards. It also explains governance and leadership, and policies and procedures in brief that are part of data quality standards.

Unit 2: Quality Concepts and Philosophies This unit defines quality and relates quality with productivity, costs, cycle time, and value, which can have a positive or negative impact on quality. It also discusses the historical development beginning from guilds of medieval Europe to World War II and comprehends quality concepts and philosophies as substantiated by quality gurus.

Unit 3: The Six Sigma Concept This unit explains six sigma as a quality framework. It also discusses the historical development of the six-sigma concept. It describes six sigma as a quality management strategy in five phases, and also, assesses the benefits and drawbacks of six sigma that are important to quality management.

Unit 4: Quality Management Systems This unit describes the quality management and Quality Management System (QMS). It also interprets the reasons for implementing a quality management system. It also classifies different types of quality management systems that can be implemented to guide an organisation towards improved performance and explains quality management system design and requirements to achieve more consistent quality.

Unit 5: Strategic Quality Planning and Management This unit discusses Strategic Quality Planning and Management, its elements and elucidates the concept of integrating quality into Strategic Management. It also identifies the advantages of Quality Planning and the development stages of strategies and goals. It analyses the specific characteristics and execution of Action Plans. It gives an overview of the role played by Executive Leadership to implement strategies and goals and the obstacles to achieving the planned goals

Unit 6: Quality Improvement This unit focuses on Quality Improvement and the methods adopted for the same within an organisation. It gives an overview of the concepts such as Quality Standard and Quality Terms. The unit identifies the problems encountered in the process of Quality Improvement. It also describes the Project-by-Project Approach with the example and the need for frequent improvement.

Unit 7: Reliability This unit defines the concept of Reliability, its types and the requirements for the same. It describes Reliability theories on equipment performances, Reliability predictions and

estimations. It also identifies the measures of Reliability and the varying degrees of reliability required for different situations in an organisation.

Unit 8: Quality Cost and Schedule This unit explains the concept of Quality Cost and Schedule, its types, and the typical uses of quality cost. It describes the scenario of Initial Cost study and Data collection for the same within an organisation. The unit analyses the Cost Control Problem and the implemented risks. It also gives an overview of Schedule control, budget updates and Cost and schedule information.

Unit 9: Quality Control and Quality Assurance Audits This unit covers quality control, quality assurance, quality audits and quality assessments. It describes the seven quality control tools. It identifies control subjects for quality. It describes how to prepare and plan audits. It also explains the basic steps in audit reporting.

Unit 10: Developing Quality Culture This unit covers quality culture and corporate culture. It also explains different theories which motivated quality culture. It summarises why quality culture is important. It also categorises five key drivers for quality culture.

Unit 11: Designing for Quality This unit describes the quality of functional deployment. It generalises the key issues that emerge while viewing design and development as a process. It also explains designing for safety, maintainability, manufacturability and reliability.

Unit 12: Quality in Manufacturing and Service Sectors This unit explains the various steps involved in the initial planning for quality. It classifies the three main criteria for self-control. It describes the overall review of manufacturing planning. It also evaluates measurements in manufacturing operations and service operations.

Unit 13: Quality Analysis and Tools This unit introduces the history and concept of quality analysis and tools. It explains the four new tools and techniques for quality analysis. It also describes the different techniques used in an organisation to monitor quality analysis. It evaluates the concept of benchmarking and Quality Function Deployment (QFD).

Unit 14: Total Quality Management This unit defines Total Quality Management (TQM) and its concept. It discusses a modern management framework for total quality and the elements involved in it. It also discusses the starting changes, the six basic stages and profiles of success after implementing Total Quality Management (TQM).

Unit 15: Quality and Productivity The unit gives an idea of Quality Control, its significance, and the different methods of Quality Control. The unit also defines the concept of Productivity and its significance. It describes the factors that determine productivity levels. It also analyses the relation between Quality and Productivity within an organisation.

Reference Book

1. Besterfield Dale H., Besterfield Carol., et al., Total Quality Management (TQM) 5e by Pearson
2. Poornima M. Charantimath, Total Quality Management 3E, Person
3. Besterfield, Total Quality Management 4e

Learning objectives:

- Recognize the objectives, functions, applications of PPC and forecasting techniques.
- Explain different Inventory control techniques.
- Solve routing and scheduling problems
- Summarize various aggregate production planning techniques.

Unit 1: Production Planning and Control Concepts This unit sets the context of integrated systems in PPC and System/Aids. The unit speaks about the devise production planning for mass, batch & job type productions through aggregate and master production systems. It defines functions and different levels and procedures adopted in PPC. The unit describes how PPC works as an integrated system and the positioning policy, it also differentiates planning and control functions.

Unit 2: Advanced Planning and Scheduling This unit familiarises you with advanced production and planning control for production systems. It explains production planning and control activities. It also comprehends the aggregate, sales order planning and other planning and also describes production planning strategies.

Unit 3: Functions and Tasks of Production Control This unit covers the concepts of control over production flow, monitoring the production schedules, directing and checking the course and progress of the work. and maintaining records of the completed work orders.

Unit 4: Forecast Methods and Techniques This unit gives an overview of the forecast methods and techniques. The unit makes you more familiar by giving classification and comprehending the limitations of forecasting and the advantages of using forecasting systems. It describes the forecasting and prediction. and the need for demand forecasting.

Unit 5: Inventory Control with Known Demand This unit covers the aspects of inventory management and control process and defines different types of inventory and inventory controls. The unit describes the benefits of inventory control and inventory reduction options and tactics. It explains various inventory management processes and controls.

Unit 6: Economic Order Quantity-Inventory Management This unit defines inventory costs and their relationships. It also explains the classification of inventory models and the deterministic models in inventory control; it also allows you to calculate EOQ through different models.

Unit 7: Operation Scheduling This unit takes you through the different concepts of operation scheduling such as purpose of operation scheduling, scheduling guidelines and constraints and scheduling methodology. It defines the production planning and scheduling and automation.

Unit 8: Plan: Product Mix Problems and Scheduling This unit explains and analyses different scheduling methods/technology. It comprehends Gantt charts, schedule boards and computer graphics. It elucidates performance measures and priority rules for scheduling. The unit also explains forward and backward scheduling

Unit 9: Development in Manufacturing Technologies This unit familiarises you with the different types of manufacturing techniques and illustrates computer integrated manufacturing.

Unit 10: Flexible Manufacturing System This unit explains productivity versus flexibility, describes the requirement of characteristic features for production. The unit defines the benefits of FMS. This unit allows you to analyse the global sequential scenario of manufacturing and reviews the fundamental building blocks of a flexible system.

Unit 11: Synchronous Manufacturing This unit covers the different aspects of synchronous manufacturing such as symptoms of poor synchronization goals and principles of synchronous manufacturing, Capacity Constrained Resources (CCR) and so on. It defines Goldratt's Theory of Constraints (TOC) and explains the Drum-Buffer-Rope technique in scheduling.

Unit 12: Other Aspects of Planning This unit defines quality planning, explains human resource planning and elucidates maintenance planning. The unit also describes capacity planning.

Unit 13: Production Distribution System Design This unit elucidates capacity scheduling and aggregate capacity scheduling; it explains aggregation techniques and disaggregating of the aggregate plan. The unit also defines plant location and describe multiple plant production facility designs.

Unit 14: Role of Production Planning in Supply Chain and Logistics This unit familiarises you with the role of production planning in supply chain and logistics by explaining the concepts of supply chain management and just in time purchasing.

Unit 15: Planning for Global Sourcing This unit defines outsourcing. It allows you to analyse the advantage and disadvantage of global sourcing. The unit speaks about the concept of value chain dynamics and strategic decisions & sourcing techniques along with the various benefits of outsourcing.

Reference Book

1. K. C. Jain and L. N. Agarwal, Production, Planning and Control & Industrial Management
2. M. Mahajan and Dhanpat Rai & Co., Production Planning And Control
3. Samuel Eilon, Elements Of Production Planning and Control

Course Code- DOMS404	Advanced Project Management
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Learning objectives:

- To make them understand the concepts of Project Management for planning to execution of projects.
- To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
- To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.
- Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies.

Unit 1: Overview of Project Management: Definition of project, project management and project management steps. Programme management. Project feasibility.

Unit 2: Project feasibility: Technical feasibility, commercial feasibility, economic feasibility, financial feasibility, managerial feasibility. Requests for proposal, Project evaluation.

Unit 3: Project contracts: Fixed-price contracts, cost plus fixed fee, Incentives and penalties. . Budgeting and Capital rationing.

Unit 4: Project financing: Basic elements of project financing. Project financing vs. direct financing. Advantages and disadvantages of project financing. Project appraisal. Public-private partnership: Advantages and disadvantages.

Unit 5: Project organization structure

Unit 6: Project scheduling and Network Analysis: Estimation of activity duration, Gantt Chart, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT). Advantage and disadvantages of them. Resource loading/levelling, Time cost trade-off.

Unit 7: Project Control: A closed-loop control system. Cost and Schedule control system criteria.

Unit 8: Project Management Information Systems: Data collection, Dissemination of information, Problems with reporting, Computerized PMIS. Desired features.

Unit 9: Quality control for projects: Conformance to specifications, Goals, conflicts. Cost of quality.

Unit 10: Risk management for projects: Identification, assessment and management of risks.

Unit 11: International project management

Unit 12: Critical Chain Project management: Characteristics of critical paths and how CCPM addresses these problems. Reasons for project time overruns. Steps of CCPM. Relation with TOC and steps of TOC. CCPM Success stories.

Unit 13: Concurrent Engineering: Applications in construction and manufacturing. Bond energy algorithm and its applications.

Unit 14: Project Selection Criteria: Selection criteria by technical competency, cost-benefit ratio, management priorities, expected duration, resource requirements and availability.

Unit 15: Project Selection models: Qualitative models, scoring models, financial models, decision analysis, utility theory. Pairwise comparison of projects

Reference Book

1. Chandra, Prasanna, Projects: Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN
6. Erik Larson and Clifford Gray Project Management: The Managerial Process 6th Edition (SIE)
7. Kalpesh Ashar, Project, Management Essentials You Always Wanted To Know: 4th Edition: 12 (Self Learning Management Series) VIBRANT PUBLISHERS

INTERNATIONAL BUSINESS MANAGEMENT

SEMESTER III

Course DIBM301	Code-	Course Title- International Financial Management
Course Objectives: After studying this subject, the student should be able to: <ul style="list-style-type: none">❖ Discuss multinational and transnational companies❖ Explain the goals of international financial management❖ Discuss the international monetary system❖ Explain the concept and principles of BOP accounting❖ Explain the concept of capital account convertibility❖ Differentiate between fixed and floating rates❖ Describe forward, futures, swaps, and option markets❖ Discuss international bond markets and international equity markets❖ Discuss the tools and techniques of foreign exchange risk management❖ Examine how to expect the future expected exchange rate❖ Define the bases of international tax system and the principles of taxation❖ Define the concept of FDI		
Unit 1: International Financial Environment :Introduction, Multinational Corporation, Features of International finance, International Business Methods, Measurement of exposure and risk, International Monetary System, Government Influence on different exchange rate systems, International Financial Institutions		
Unit 2: The Balance of Payments: Introduction, Balance of payment- meaning, BOP accounting, Components of BOP, Debit and Credit Entries		
Unit 3: The foreign exchange market: Introduction, Global Financial market, Euro markets, Structure of Foreign Exchange market, Foreign exchange transactions and settlement, exchange rate quotations, exchange rate regime		
Unit 4: Forwards, swaps and Interest parity: Introduction, Arbitrage, Interest arbitrage, swap contracts, options, Forward Exchange rates in India		
Unit 5: Currency and Interest rate futures: Introduction, Future contracts, Mechanism of Futures trading, Functions of futures markets, Currency futures, Interest rate futures		
Unit 6: Exchange rate determination and forecasting: Introduction, Purchasing Power Parity, Interest Rate Parity, Interest Fisher Effect, Comparison of PPP, IFE and IRP		
Unit 7: Management of Translation Exposure: Introduction, types of exposure, Tools and Techniques of Foreign Exchange Risk Management, Translation Methods, Functional versus Reporting Currency, Comparison of four translation methods		

Unit 8: Management of Transaction Exposure: Introduction, Measurement of Transaction exposure, Transaction exposure based on currency variability, managing transaction exposure, risk management products, current volatility over time

Unit 9: Management of Economic and Operational Exposure: Introduction, Measuring the Economic Exposure, Managing the Economic Exposure, Management of Exchange Risk, Corporate Philosophy for Exposure Management

Unit 10: Management of a Multinational Firm: Introduction, Cost of Capital for Multinational Corporations vs. Domestic Firms, The optimal capital structure and cost of capital, cost of capital across countries

Unit 11: Multinational Capital Budgeting: Introduction, Challenges in Foreign Investment Analysis, Project vs. Parent cash flows, Methods of capital budgeting

Unit 12: Country Risk Analysis: Introduction, Nature of country risk assessment, Techniques to assess country risk, Rates of country risk, Double taxation avoidance agreements, Double taxation Relief Provisions in India, Method of Giving Relief from double taxation, Special provisions relating to avoidance of Tax

Unit 13: International Banking: Introduction, International Debt Crisis, Asian Financial Crisis, Sub-prime lending, International Regulation, Managing Risk in Foreign Exchange Trading

Unit 14: Interest Rate and Currency Swaps: Introduction, The conceptual view of swaps, problems with parallel and back-to-back loans, Terminology related to Swap, Interest rate Swaps, Currency Swaps

Unit 15: Global vs. American Depository Receipt: Introduction, American Depository Receipt (ADR), Types of ADR, Benefits of ADR, The ramifications of Indian ADRs, Global Depository Receipt (GDR), Benefits and uses of a Global Depository Receipt

References:

1. . Kaur, Dr. Harmeet. *International Finance*, Delhi: Vikas Publishing House.
- 2 Apte, P.G. *International Financial Management*. 2006. New Delhi: Tata McGraw Hill.
3. Apte, P.G. 2012. *International Financial Management*. Sixth edition. New Delhi: Tata McGraw-Hill.
4. Sharan, Vyuptakesh. 2012. *International Financial Management*. Sixth edition. New Delhi: PHI Learning Private Limited.4.

Course Code- DIBM302

Course Title- International Marketing

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Explain the importance of international marketing
- ❖ Recognize the elements of international marketing
- ❖ Assess the factors in international marketing environment
- ❖ Discuss the components of international marketing mix
- ❖ Discuss the international exporting process
- ❖ State the highlights of Foreign Trade Policy of India
- ❖ Use the global e marketing for expanding business

❖ Understand the importance of ethics in international marketing

Unit 1: Introduction to International Marketing: Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing

Unit 2: International Marketing Environment: Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing

Unit 3: International Trade Environment: Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories

Unit 4: International Market Entry Strategies: Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

Unit 5: International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Unit 6: International Product Policy and Planning: Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Unit 7: International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Unit 8: International Distribution and Logistics Planning: Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging

Unit 9: International Promotional Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing

Unit 10: Foreign Markets and Export Marketing Process: Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007

Unit 11: Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents

Unit 12: Foreign Trade Policy: Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewellery Promotion Scheme, Diamond import license, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme

Unit 13: Foreign Exchange and Foreign Currency: Introduction, the Foreign Exchange Market, Organisation of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, foreign Currency Options, Forecasting Foreign Exchange Rates

Unit 14: International Financial Institutions: Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD)

Unit 15: Legal and Ethical Issues in International Marketing: Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications

References:

1. Keegan, W. J. "Global Marketing Management" 4th Edition. Prentice Hall International Edition 1989.
2. Terpstra, V. "International Marketing", 4th ed. The Dryden Press, 1987.
3. Subhash C Jain, 3rd Edition, International Marketing Management, CBS Publishers and Distributors Pvt. Limited, New Delhi, 2008.
4. Joshi R. M. (2012). International Business (7th ed.). New Delhi: Oxford University Press.
5. Smith, P. "International Marketing." University of Hull, MBA Notes, 1990.

Course Code- DIBM303	Course Title- Management of Multinational Corporations
<p>Course Objectives:</p> <p>The objective of this course is to provide information on the nuances of managing multinational corporations. This course will assist students of management in understanding how exactly do multinational corporations function as well as the strategies they adopt for global expansion. The course also provides insights on international labour laws, multinational trade as well as how Indian multinational corporations function.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Discuss the evolution and emergence of MNCs ❖ Explain the concept of outsourcing in multinational corporations ❖ Identify the emerging trends of organizational structure within an MNC Discuss the function of establishing a control system in MNCs ❖ Identify the different administrative control systems used in MNCs ❖ Assess the relevance of logistics management in MNCs ❖ Examine International Recruitments Strategies within MNCs ❖ Discuss the importance of compensation management in MNCs ❖ Discuss the meaning, types, methods and benefits of foreign direct investment (FDI) ❖ Discuss the three kinds of risk exposures in MNCs ❖ Discuss the importance of maintaining labour relations in multinational corporations ❖ Examine the various trends of international trade and investment in MNCs ❖ Discuss the evolution and growth of Indian MNCs ❖ Analyse the process of implementing ERM in MNCs 	
<p>Unit 1: International Business: Introduction, Definition of International Business, Objectives of International Business, Difficulties of International Business, Relationship between International Business and International Organizations</p>	

Unit 2: International Business – Comparative Environmental Framework: Introduction, Environmental Analysis, Business Environment, Macro and Micro environment

Unit 3: Theories of International Trade: Introduction, Theories of International Trade, Summary of International Trade Theories

Unit 4: Globalization and Trading Management System: Introduction, what is Globalization? History of Globalization, Globalization Forces, Impact of Globalization on World Economy, Devices of Globalization, Global Dimensions, Management in Global Market place

Unit 5: International Management: Introduction, Trends, International Management Challenges and Opportunities

Unit 6: Multinational Corporations: Introduction, Meaning of Multinational Corporation, Changing nature of MNCs, Types of MNCs, Objectives of MNCs, Objectives of Host Countries, Benefits of MNCs, Host country control, Indian MNCs

Unit 7: International Technology Transfer: Introduction, Technology-Meaning and Features, Rationale of Technology Transfer, Characteristics of Technology Market, Types of Technology Transfer, Key Issues and Controversies in Technology Transfer, Methods of Technology Transfer

Unit 8: Management Styles and Practices in various Countries: Introduction, Different management styles and Practices, Management styles and practices in India, Management styles and practices in USA, Management styles and practices in Japan, Management styles and practices in China, Management styles and practices in South Korea

Unit 9: Comparative Management: Introduction, Importance of Comparative management, Scope of comparative management, methods of comparative management

Unit 10: Organizational Design and Structure of International Corporations: Introduction, International Organization Structures of International Corporation, Factors affecting Organizational structure of an international firm,

Unit 11: International Business Strategies: Introduction, International Business Strategy, International Business Strategy Formulation- Steps Involved

Unit 12: International Operations Management: Introduction, International Operations Management vs. Domestic Operations Management, International Operations Management- Strategic issues, Standardization of Production facilities, contract manufacturing, Centralized or decentralized procurement, Make-or-Buy decisions, Just-In-Time, Location of Production operations, Internationalization of Research and Development, International Quality Standards

Unit 13: International Marketing Strategy and Financial Strategy: Introduction, Meaning, Activities in International Marketing, International Market Assessment, International Product Strategy, International Branding, International Promotion Strategy, International Pricing Strategy, International Financial Strategy, Investment Decisions, Financing Decisions, International Money Management Decisions, Exposure Management Strategies, Tax Considerations

Unit 14: International Business Management- Ethics and Social Responsibility: Introduction, Ethics- concept, Sources of Ethics, Importance of Ethics in Business, Approaches to Ethical Management, Ethics Management, Ethical Issues in International Management, Social Responsibility, Forces leading to Social Responsibility

Unit 15: International Strategic Alliances: Introduction, Forms of Strategic Alliances, International Mergers and Acquisitions, International Joint Ventures

References:

1. Mayrhofer, Ulrike. Management of Multinational Companies, United Kingdom: Palgrave Macmillan, 2012.
2. Khan, M S. Management of Multinational Corporation. New Delhi: Himalaya Publications, 2011.

3. Joshi, Rakesh Mohan. International Business, New Delhi: Oxford University Press, 2009.
4. Iqbal, Jaquir. Management of Multinational Corporations. New Delhi: Global Vision Publishing House, 2011.
5. Sengupta, Priyaranjan. Management in Multinational Corporations. Pacific Publications, 2009.

Course Code- DIBM304	Course Title- Export-Import Management
<p>Course Objectives:</p> <p>The course 'Export-Import Management' will help you understand the documentation and formalities required for conducting international transactions. It also covers the procedures that take place before and after the shipment of the goods and their handling. The role played by the government is also covered in detail. After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Explain the basics of export management ❖ Select the approach for setting up an appropriate business organization ❖ Assess the nature and scope of export sales contract ❖ Evaluate the key things to bear in mind while entering into an export order ❖ Assess the functions of export promotion agencies ❖ Explain ways to anticipate the various kinds of risks ❖ Describe the various kinds of bills and documents used in trade and commerce ❖ Discuss the process of shipment of goods ❖ Evaluate the quality management system in export import trade ❖ Explain the packing and packaging requirements ❖ Explain the importance of export promotion measures and its significance for Indian exporters ❖ Explain the various major schemes approved by Government for the encouragement of the Indian exports, such as ASIDE, MAI, MDA, NEIA and EPZ ❖ Discuss the emerging significance of service sector in India 	
<p>Unit 1: Managing an International Business Firm: Introduction, International Business- Definition, Scope of International Business, Motives of International Business, Problems in International Business</p> <p>Unit 2: Steps for Export-Import Business: Introduction, Steps for establishment of an Export-Import firm</p> <p>Unit 3: International Contact - Processing of an Export Order: Introduction, Steps, Packing of Export consignment, Arrangements for shipping services, Role of clearing and forwarding agents, Quality control and pre-shipment inspection</p> <p>Unit 4: Processing of an Import Order: Introduction, Remittance against import: Opening of Letter of credit, Procedure & Documentation under Import Policy,</p>	

Unit 5: Licensing for Import: Introduction, Duty exemption scheme, Export promotion capital goods scheme, Imports by 100% EOU, Special Economic Zones (SEZ)

Unit 6: Export Documentation framework: Introduction, Rationale of documents, Kinds and functions of documents

Unit 7: Import Documents: Introduction, Bill of entry, Declaration form for filling a bill of entry, Application for opening an irrevocable letter of credit, Form A1-Application for remittance in foreign currency

Unit 8: Electronic Data Interchange system: Introduction, Objectives and meaning of EDI, Components of an EDI system, EDI and BAR coding, EDI standards, Business use of EDI

Unit 9: Transit Risk Insurance: Introduction, Need for cargo Insurance, Various kinds of perils, Types of losses, types of policies and documents, Claim procedure and documentation

Unit 10: Credit Risk Insurance: Introduction, Functions of export credit guarantee corporation (ECGC), Types of policies

Unit 11: Other risks in Export Import Business: Introduction, Exchange fluctuation risk, Product Liability risk

Unit 12: Customs clearance of Export Cargo: Introduction, Removal of goods under claim of rebate from a factory, Procedure for exports under Central Excise Seal

Unit 13: Custom clearance of Import: Introduction, Customs role, Tariffs, Types of Custom Duties, Modes of Levy of Duty, Valuation of Goods, Illustration

Unit 14: Export Finance: Introduction, Pre-shipment / Packing credit finance, Post-shipment Finance

Unit 15: Negotiations of Exports Documents under credit: Introduction, Various forms of post shipment finance, RBI Guidelines, Export-Import Bank of India, Collection Documents

References:

1. Vasudeva, P.K. International Marketing, New Delhi: Excel Books, 2010.
2. S. Gordon and J. Arnold. Profitable Exporting: A Complete Guide to Marketing Your Products Abroad, New York: John Wiley & Sons Inc. 1988.
3. Legal Aspects of Foreign Trade, New Delhi: United Nations Information Centre.
4. Khurana, P.K. Export Management, Fourth revised edition, New Delhi: Galgotia Publishing Company, 2003.
5. Kapoor, D.C. Export Management, New Delhi: Vikas Publishing House Pvt. Ltd, 2009.

INFORMATION SYSTEM MANAGEMENT SPECIALIZATION

SEMESTER III

Course Code- DISM301	Course Title-Software Engineering
<p>Course Objectives:</p> <p>Software engineering is a discipline that connects the information system and organisation together. With help of this discipline we can create and manage various software in an industry. Since the aim of this SLM is to introduce students to various concepts of software and its process, each unit of this SLM will help the students to be equipped with required knowledge.</p> <p>After studying this course, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Explain the dual nature of software – as a product and as a process ❖ Analyse why software researchers and practitioners are constantly endeavoring to improve software process on a continuous basis ❖ Elucidate some of the important models of “agile development” ❖ Elaborate how requirements are elicited from customers and importance of SRS ❖ Elucidate software project planning and scheduling ❖ Explain project tracking, control and risk management. ❖ Explain software reliability and software reliability metrics ❖ Describe the system architecture and its specifications ❖ Demonstrate software prototyping and software specification during software analysis ❖ Illustrate architectural design and procedural design ❖ List out the automated testing tools ❖ Elaborate the art of testing and debugging 	
<p>Unit 1-The Process and the Product: Introduction, Overview of Software and Software Engineering-Characteristics-The Process, the Product, Product Line Engineering</p> <p>Unit 2-Project Management Concepts, Process and Project Metrics: Introduction, Project Management Process, Project Metrics, Software Quality Metrics</p> <p>Unit 3- Software Project Planning, Scheduling, Tracking and Risk Management Structure: Introduction, Software Project Planning, Software Project Estimation, Software Project Scheduling, Software Project Tracking and Control, Software Risk Management</p> <p>Unit 4 - Software Reliability: Introduction, Software Reliability Metrics, Programming for Reliability, Software Reuse</p> <p>Unit 5- Software Configuration Management: Introduction, Software Configuration Management (SCM), Software Configuration Management (SCM) Process, Version Control, Change Control, Configuration Audit</p> <p>Unit 6-System Engineering: Introduction, Computer System, Computer Systems Engineering, System Analysis, System Architecture, System Specification</p> <p>Unit 7-Analysis Concepts and Principles: Introduction, Requirement Analysis, Communication, Analysis Principles, Software Prototyping, Software Requirement Specification</p> <p>Unit 8 - Design Concepts and Principles: Introduction, Software Design, Design Process, Design Fundamentals, Modular Design, Data Design, Architectural Design, Procedural Design, Design Documentation</p>	

Unit 9- Software Testing Techniques and Technical Metrics: Introduction, Software Testing Fundamentals, White Box Testing, Control Structure Testing, Black Box Testing, Testing Real Time System, Automated Testing Tools

Unit 10- Software Testing Strategies: Introduction, A Strategic Approach to Software Testing, Strategic Issues, Unit Testing, Integration Testing, Validation Testing, System Testing, the Art of Debugging

Unit 11- Software Verification: Introduction, Code Reading, Static Analysis, Symbolic Execution, Proving Correctness, Code Inspection or Reviews

Unit 12-CMM for Software: Introduction, Five Maturity Levels, Key Process Areas, ISO 9000 Series of Standards for Quality Management Systems, Mapping ISO 9001 to the CMM

Unit 13- CMM Based Process Improvement: Introduction, Management Role, Process Focus, Useful Processes, Training, Risk Management, Customer-Supplier Relationship, Peer Reviews

Unit 14- Software Quality Assurance: Introduction, Software Quality Assurance, Quality Concepts, Quality Movement, Reviews, Software Reliability, Background Issues, Software Quality Assurance Activities, SQA Plan

Unit 15-Object Oriented Concepts and Principles: Introduction, Overview of Object Oriented Concepts and Principles, Identifying Objects, Inter-Object Communication, Defining Objects, OOA and Prototyping, Object Oriented Analysis Modelling

References:

1. Aggarwal, K. K (2007), Software Engineering. New age International publishers,
2. Pankaj Jalote. (2010). Software Engineering – A Precise Approach. Daryaganj, New Delhi : Wiley-India
3. Roger S Pressman. (2010). Software Engineering – A Practitioner Approach. McGraw-Hill Higher Education.
4. A. A. Puntambekar. (2007). Software Engineering. Pune: Technical Publications
5. Pressman, Roger S. Software Engineering: A Practitioner's Approach. McGraw-hill Higher Education, 2010
6. Hunter, R. B. Process Improvement in Quality Management Systems by Software Process Improvement, IEEE Computer Society, (2001)
7. Oivo, M., & Seija. Product Focused Software Process Improvement, Springer- Verlag Berlin Heidelberg New York.(2002)

Course Code-DISM302

Course Title- Database Management Systems

Course Objectives:

Database management has evolved to a central component of a modern computing environment. In this SLM, knowledge about database systems has become an essential part of an education in computer science. In this SLM the fundamental concepts of database management like database design, database languages etc. have been discussed.

After studying this course, the student should be able to:

- ❖ Explain the different components of DBMS
- ❖ Elaborate the working of three-schema architecture
- ❖ List and explain storage devices
- ❖ Describe various terminologies of database design
- ❖ Elucidate ER Model concept with an example and describe its components

- ❖ Differentiate between tuple relational calculus and domain relational calculus
- ❖ List the different commands in SQL
- ❖ Elucidate the different types of normal forms
- ❖ Describe the basic concepts of transaction processing system
- ❖ Differentiate between centralised system and Distributed Database Management System (DDBMS)
- ❖ Explain security and backup features in database
- ❖ List the advantages of DDB
- ❖ Elucidate how ODBMS work
- ❖ Analyse the role of database administrator in security

Unit 1-DBMS [Database Management System]: Introduction, Database Environment, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS, Applications of traditional Database

Unit 2 - Database Core Concepts and Applications: Introduction, Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems

Unit 3- Record Storage and Primary File Organization: Introduction, Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks, Placing File Records on Disk, Operation on Files, Files of Unordered Records (Heap Files), Files of Ordered Records, Hashing Techniques

Unit 4-Index Structures of Files: Introduction , Primary index, Clustering Index, Multilevel indexes, B+Tree Index Files, B-tree

Unit 5-Entity-Relationship Model: Introduction, Conceptual Data model for Database Design, ER Model Concept with an example:, Components of an ER Model, Relationships, Roles and Structural Constraints, Constraints on Relationship Types

Unit 6-Relational Algebra: Introduction, Relational Model Constraints, Update Operation on Relations, The Relational Algebra

Unit 7 -Relational Calculus: Introduction, Tuple Relational Calculus, Domain Relational Calculus

Unit 8- SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement

Unit 9- Functional Dependencies and Normalization For Relational Databases: Introduction, Information Design Guide Lines for Relational DB, Levels of Relation Schema, Normal forms Based on Primary Keys, Boyce Codd Normal Form (BCNF), Fourth Normal Form (4NF), Normalization using Join Dependencies

Unit 10-Transaction Processing: Introduction, Transaction Processing Concepts, Transactions in a multiuser system, Desirable Properties of Transactions

Unit 11-Concurrency Control Techniques: Introduction, Types of Locks: Locking Technique for Concurrency Control, the Two Phase Locking Protocol

Unit 12-Recovery Techniques: Introduction, Recovery Process, Deferred Update, Immediate Update

Unit 13-Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server

Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design

Unit 14-Object-Relational Databases: Introduction, Basics of Object Oriented Design (OOD), Characteristics- Advantages-Object oriented development-Objects and Object classes-Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems

Unit 15-Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL

References:

1. Er. Jain, V. K. (2006). Database Management Systems. Dreamtech Press.
2. Elmasri, R., & Shamkant Navathe, B. (2009). Fundamentals of Database Systems. Pearson Education.
3. Gillenson, M. L., Ponniah, P., Kriegal, A., Boris T., Taylor, A. G., Powell, G., & Miller, F. (2008). Introduction to Database Management. Wiley India Edition.
4. Ramez E., & Shamkant N. B. (2009). Fundamentals of Database Systems. Pearson Education.

Course Code- DISM303

Course Title- Computer Networks

Course Objectives:

The course 'Computer Networks' of MBA 3rd Semester (4 credit) helps students to understand the concept, benefits, and implementation of a computer network in an organisation.

After studying this subject, the student should be able to:

- ❖ Discuss about the basics of computer networks
- ❖ List the hardware and software components of a computer network
- ❖ Explain the different types of computer network
- ❖ Describe data communication and transmission
- ❖ Illustrate data compression
- ❖ Discuss the concept of data link control
- ❖ Explain the TCP/IP protocol suite
- ❖ Illustrate the concept of wireless networking
- ❖ Describe Internet, Intranet, an Extranet
- ❖ Discuss optical networking

Unit 1-Introduction to Computer Networks: Introduction, Evolution of Computer Networks, Components of Computer Networks, Types of Computer Networks

Unit 2 -Reference Models: Introduction, OSI Reference Model, TCP/IP Reference Model

Unit 3 - Data Communications: Introduction, Data Communication System, Network Connections, Communication Media, Fourier analysis

Unit 4- Data Transmission and Data Compression: Introduction, Transmission Modes, Data Communication Interfacing, Multiplexing, Types of Data Compression

Unit 5- Link Control and Protocol Concept: Introduction, Error Detection and Error Correction, Function of Data Link Control, Protocols and Standards, High Level Data Link Control

Unit 6 - Communication Satellites: Introduction, Communication Satellites, Geostationary Satellites, Medium-Earth Orbit Satellites, Low-Earth Orbit Satellites, Highly Elliptical Orbit, Satellites Versus Fiber

Unit 7 - Network Standardisation: Introduction, Who is who in the Telecommunication

World, Who is who in the International Standards World, Who is who in the Internet Standards World, The Advantages and Disadvantages of Standards

Unit 8- Network Topologies and Networking Devices: Introduction, Network Topologies, Computer Networking Devices, Differences between networking devices

Unit 9- Integrated Services Digital Network: Introduction, Network Architecture, ISDN Rate Interface, ISDN Reference Points, ISDN Protocol Architecture, Signalling, Application of ISDN

Unit 10- Protocols and Service Providers: Introduction, Internet protocols, Importance of Internet Protocol, Internet Service Providers, Challenges for ISP

Unit 11: Data Link Layer: Introduction, Data Link Layer Design, Types of Errors, Error Detection, Error Correction, Data Link Protocols

Unit 12-MAC Sub-layer: Introduction, Channel Allocation, Multiple access protocols, Ethernet, Wireless LANs, Broadband wireless, Bluetooth

Unit 13- Network and Transport Layer: Introduction, Network Layer Design, Algorithm, Internetworking, Transport Layer Services, Elements of Transport Protocols, Internet Transport Protocols

Unit 14-Network Layer in Internet: Introduction, Internet Protocol, Internet Protocol Address, Internet Control Protocols, Mobile IP

Unit 15- Internet Applications and Network Security: Introduction, World Wide Web, Multimedia, Cryptography, Networking security algorithms, Communication Security, Email and web security

References:

1. K. V. K. Prasad, (2003). Principles of Digital Communication Systems and Computer Networks. 1st ed: Dreamtech Press.
2. Kaduskar. R. G. (2009). Network fundamentals and analysis. India: Wiley.
3. Levine, J. R. & Baroudi, C. (1993). The internet for dummies. San Mateo, Calif.: IDG Books.
4. Lowe, D. (2005). Networking all-in-one desk reference for dummies. Hoboken, N.J.: Wiley.
5. Lin, Y. & Chlamtac, I. (2001). Wireless and mobile network architectures. New York: Wiley.

Course Code-DISM304

Course Title- Business Intelligence tools

Course Objectives:

The course “Business Intelligence and Tools” of MBA 3rd Semester (4 credits) helps students to understand the concept, benefits, and implementation of business intelligence in an organisation.

After studying this subject, the student should be able to:

- ❖ Discuss the concept of BI
- ❖ Explain BI framework 2020
- ❖ Discuss the technologies related to BI
- ❖ Explain data warehousing and its relation with BI
- ❖ Discuss the concept of data mining
- ❖ Elaborate the BI life cycle
- ❖ Explain various vendors involved in BI
- ❖ Elaborate the steps involved in the development of BI solutions
- ❖ Discuss the application of BI in marketing
- ❖ Explain the role of BI in logistics and production
- ❖ Elaborate the role of BI in finance
- ❖ Explain the relationship between Big Data and BI

Unit 1-Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications

Unit 2- Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI

Unit 3-Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools , Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers

Unit 4-Architecting the Data: Introduction, Types of Data, Enterprise Data Model, Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, Granularity of the Data, Data Reporting and Query Tools, Data Partitioning, Metadata, Total Data Quality Management (TDQM).

Unit 5- Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues,

Unit 6-Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need, Similarity Measures, Decision Tree-Illustrations, Neural Network, Neural Network versus Conventional Computers, Kohonen's Self-Organizing Maps, Genetic Algorithms, Applications of Genetic Algorithm

Unit 7 -Introduction to Data Warehousing: Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Warehouse, Data Mart, Aspects of Data Mart, Online Analytical Processing , Characteristics of OLAP, OLAP Tools, OLAP Data Modeling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model, Data Modeling using Star Schema and Snowflake Schema

Unit 8-Different Ways of Data Warehousing: Introduction, Types of Business Models, B2B Business Intelligence Model, Electronic Data Interchange & E-Commerce Models, Advantages of E-Commerce for B2B Businesses, Systems for Improving B2B E-Commerce, B2C Business Intelligence Model, Need of B2C model in Data warehousing, Different types of B2B intelligence Models

Unit 9 - Knowledge Management: Introduction, Characteristics of Knowledge Management, Knowledge assets, Generic Knowledge Management Process, Knowledge Management Technologies, Essentials of Knowledge Management Process

Unit 10- Data Extraction: Introduction, Data Extraction, Role of ETL process, Importance of source identification, Various data extraction techniques, Logical

extraction methods, Physical extraction methods, Change data capture

Unit 11- Business Intelligence Life Cycle: Introduction, Business Intelligence Lifecycle, Enterprise Performance Life Cycle (EPLC) Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy, Objectives and Deliverables, Transformation Roadmap, Building a transformation roadmap, BI Development Stages and Steps, Parallel Development Tracks, BI Framework

Unit 12-Business Intelligence User Model: Introduction, Evolution of Business Intelligence, Business Intelligence Opportunity Analysis Overview, Content Management System, End User Segmentation, Basic Reporting and Querying, Online Analytical Processing, OLAP Techniques, OLAP Applications, Applying the OLAP to Data Warehousing, Benefits of using OLAP, Dashboard, Advanced/Emerging BI Technologies, Future of Business Intelligence

Unit 13- Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success, Cross-Organizational Partnership, Business Sponsors, Dedicated Business Representation, Availability of Skilled Team Members, Business Intelligence Application Development methodology, Planning the BI Projects, Business Analysis and Data Standardization, affect of Dirty Data on Business profitability, Importance of Meta-Data, Silver Bullet Syndrome, Customer Pain Points, Creating Cost Effective Enterprise friendly BI solution

Unit 14- Business Intelligence Strategy and Road Map: Introduction, Planning to implement a Business Intelligence Solution, Understand Limitations of Business Intelligence, Business Intelligence Usage, How to make the best use of Business Intelligence?, The Advantages of BI with Sales, How can BI be used for the rescue?, Organization Culture, Managing Total Cost of Ownership for Business Intelligence, Total Cost of Ownership and Business Intelligence, Managing the TCO of the Business Intelligence, Factors that Affect Total Cost of Ownership

Unit 15- Implementing Business Intelligence: Introduction, Business Intelligence Platform, Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors

References:

1. Mariano Teixeira Neto, John Campbell, Stacia Misner (2011), Business Intelligence in Microsoft SharePoint 2010, Microsoft Press.
2. Thomas H. Davenport, Jeanne G. Harris (2007), Competing on Analytics: The New Science of Winning, Harvard Business School Press.
3. Olivia Rud (2009), Business Intelligence Success Factors: Tools for Aligning Your Business in the Global Economy, Hoboken, NJ: Wiley & Sons.
4. Larissa Terpeluk Moss Simha (2003), Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications, Addison-Wesley Professional.
5. Witten Ian H., Frank Eibe, Hall Mark A. (2011), Data Mining: Practical Machine Learning Tools and Techniques, 3 ed., Elsevier.
6. Kantardzic Mehmed (2003), Data Mining: Concepts, Models, Methods, and Algorithms, John Wiley & Sons.

PROJECT MANAGEMENT SPECIALIZATION

SEMESTER III

Course Code- DPRM301	Course Title- Introduction to Project Management
Course Objectives: Project Management is an application of knowledge, skills, and techniques to accomplish projects effectively. Project management enables organisations to align project goals with their business goals to achieve a better place in the market. According to William Dauphinais, a partner at Price Waterhouse, "Project management is going to be huge in the next decade. The project manager is the linchpin in the horizontal/vertical organisations we're creating."	
<p>Unit-1: Meaning of a Project: Concept of a Project, Characteristics of a Project, Project Cycle and Project Process, Project Resources, Scope of a project, Project Charter, Project Cost</p> <p>Unit-2: Understanding Project Management: Meaning of Project Management- Objectives of Project Management; Advantages of Project Management, Principles of Project Management, Knowledge Areas of Project Management, Project Management Framework: Project Constraints- ‘Triple Constraints’; Management by Objectives (MBO), Project Management Body of Knowledge (PMBOK), Project Integration Management.</p> <p>Unit-3: Project Management Life Cycle: Project Management Life Cycle: Project initiation; Project planning; Project design; Project testing; Project development; Project closure, Project Management Process: Rita`s Process Chart</p> <p>Unit-4: Project Planning: Concept of Project Planning, Steps of Project Planning, Types of Project Plans: Financial Plan; Quality Plan; Contingency Plan; Communication Plan; Procurement Plan, Requirements of Project Planning, Project Planning Tools and concepts- Project organisation; Project structure; Project key personnel; Key resources; Work Breakdown Structure (WBS); Task duration and activity scheduling</p> <p>Unit- 5: Market Analysis and Demand Forecasting in Project Management: Concept of Market Analysis - Collection of Market Information; Factors Affecting Market Information, Demand Forecasting- Qualitative Approach of Demand Forecasting; Quantitative Approach of Demand Forecasting; Process of Demand Forecasting, Product Line Analysis, Product Mix Analysis, New Product Development, Selection of Plant Location, Plant Capacity, Environmental Aspect of a Project, Estimation of Production and Sales</p> <p>Unit-6: Financial Feasibility of a Project: Financial Feasibility of a Project, Estimation of a Cost of a Project, Working out the Cost of Production, Estimation of cash flows- Project cash flows in replacement Project, Project cash flows with consideration of debt and repayment</p>	

Unit-7: Project Selection: Application of Capital Budgeting Techniques: Meaning of Project Selection, Needs of Project Selection, Capital Budgeting Techniques in Project Selection- The ARR method; The PBP method; The NPV method; The IRR Method; The PI Method, Capital Rationing

Unit-8: Multiple Projects and Constraints: Constraints in Multiple Project Environment- Project dependence; Capital rationing; Project indivisibility; Method of ranking of Projects

Unit-9: Social Cost Benefit Analysis: Concept of SCBA- Applications of SCBA; Challenges in SCBA, Rationale of SCBA, Approaches of SCBA-UNIDO Approach; Little-Mirrlees Approach; SCBA Approach Used by Indian Financial Institutions

Unit-10: Infrastructure Project: Financing Infrastructure Projects in India-Sources of Financing Infrastructure Projects; Recent Developments in Infrastructure Financing , Project Configuration , Project Parties, Project Contracts, Corporate Governance Practices in Infrastructure Projects, Financing of a Power Project, Financing of a Telecommunication Project

Unit -11: Project Procurement Management: Concept of procurement management, Procurement planning, solicitation planning, solicitation, source selection, contract administration, contract closeout

Chapter-12: Project Evaluation and Auditing: Concept of Project Evaluation- Purpose of Project Evaluation ; Advantages of Project Evaluation ,Concept of Project Audit- Audit Team; Project Audit Life Cycle; Audit Report; Auditing in Indian Scenario , Differences between Project Evaluation and Project Audit

Chapter-13: Project Monitoring: Planning-Monitoring-Controlling Cycle- Project Monitoring; Designing of Monitoring System; Information Collection and analysis; Reporting and its Types; Earned Value Analysis

Chapter-14: Project Controlling: Project Controlling- Types of Control ; Control System Designing; Types of Control Systems; Tools for Control, Management Control System- Identifying Key Performance Areas; Identifying Strategic Control Points

Chapter-15: Project Termination: Meaning of Project Termination, Factors Considered for Terminating a Project, Project Termination Process, Project Final Report

References:

1. Meredith, J and Mantel S. (2013.). Project Management: A Managerial Approach. 8th Edition. Wiley.
2. Mindtools.com (2013). Management by Objectives (MBO) - Team Management Training From MindTools.com. [online] Retrieved from: http://www.mindtools.com/pages/article/newTMM_94.htm.
3. Portny, S. (2013). Project Management for Dummies. 4th Edition Hoboken, N.J Wiley.
4. Mindtools.com (2013). Mind Tools – Management Training, Leadership Training and Career Training. [online] Retrieved from: <http://www.mindtools.com>.
5. Tutor2u.net (n.d.). Marketing Presentation – New Product Development. [online] Retrieved from <http://www.tutor2u.net/business/presentations/marketing/newproductdevelopment/default.html>.

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7. Accountingformanagement.org (2013). Capital rationing process | Accounting For Management. [online] Retrieved from: <http://www.accountingformanagement.org/capital-rationing-process/>
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9. Brighthub Project Management (2013). Project Closure Phase: Key Activities. [online] Retrieved from: <http://www.brighthubpm.com/monitoring-projects/102293-key-activitiesduring-the-project-closure-phase/>

Course Code- DPRM302	Course Title- Project Planning and Scheduling
<p>Course Objectives: After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Establish project goals ❖ Perform project planning and scheduling ❖ Explain various types of organisational structures ❖ List various phases of project management life cycle ❖ Illustrate project scope management ❖ Apply various strategies to resolve a project conflict ❖ Use various tools of project planning ❖ Develop a project team ❖ Conduct corporate appraisal ❖ Use various tools to identify investment opportunities ❖ Explore project ideas ❖ Conduct market feasibility ❖ Generate ideas and develop product ❖ Evaluate operational and environmental feasibility ❖ Schedule project activities ❖ Conduct project network analysis ❖ Schedule project resources ❖ Manage time, cost, quality, and human resource ❖ Manage project quality and performance ❖ Discuss PMI, PMBOK, ISO, IPMA, and PRINCE2 ❖ Use project management software for managing projects 	
<p>Unit-1: Project Goals and Deliverables: Defining Project Goals, Meaning of Project Deliverables, Organizational Objectives, Project Delays and Its Consequences, Need of Project planning and scheduling</p>	
<p>Unit-2: Project Organization: Defining Project Organization, Project Organization Structures- Traditional organisation structures; Functional organization structures; Pure project management organisation; Matrix Organization structure; Line and staff project organisation, Project Management Offices (PMO)- Supportive PMO; Monitoring PMO; Directive PMO</p>	

Unit-3: Project Management Life Cycle: Meaning of Project Management Life Cycle, Phases of Project Management Life Cycle, Managing Project Management Life Cycle, Project Scope Management

Unit 4: Managing Conflicts through Negotiation: Types of conflicts in a project, Art of negotiation, Principles of Negotiation, Partnering, Chartering and Scope Change

Unit-5: Project Planning: Concept of Project Planning, Steps of Project Planning, Project Planning Tools- Key Project Personnel; Project Management Team; Key Stakeholders; Key Resources; Task Duration, Project Team Development, Project Planning Estimation- Purpose of Estimation; Essentials of Estimation; Estimation Tools; Estimation Approaches

Unit 6: Generation and Screening of Project Ideas: Generation of Ideas, Monitoring the environment, Corporate Appraisal, Tools for Identifying Investment Opportunities, Exploring Project Ideas, Initial Screening, Project Rating Index, Sources of positive NPV

Unit-7: Market Feasibility of Projects: Understanding Market Feasibility- Factors affecting market feasibility; Market research, Idea Generation and Product Development- Generation of new ideas; product development

Unit-8: Operating and Environmental Feasibility: Meaning of Operating Feasibility, Capacity Requirements in a Project, Selecting Plant Location, Technological Requirements, Environmental Feasibility of Projects

Unit-9: Project Scheduling: Concept of Project Scheduling, Project Time Management, Requirements of Project Scheduling, Developing Project Network; Precedence Diagramming Method(PDM); Arrow Diagramming Method(ADM), Estimating Time, Gantt Chart, milestone charts

Unit-10: Project Network Analysis: Understanding Project Network Analysis, CPM Model - Fast Tracking; Crashing; Monte Carlo Analysis , PERT Model - Controlling Schedule; 50/50 Rule; 20/80 Rule; 0/100 Rule

Unit-11: Resource Scheduling: Concept of Resource Scheduling, Process of Resource Scheduling - Resource Loading ; Resource Levelling; Resource Allocation, Goldratt's CCPM

Unit-12: Project Operation and Maintenance : Project Integration Management, Managing Project Scope, Managing Time , Managing Cost , Managing Quality, Managing Human Resource

Unit-12: Project Monitoring : Meaning of Project Monitoring: Requirements of Monitoring a Project; Project Quality Management- Benchmarking; Design of Experiments (DOE); Cost of Quality (COQ); Performing Quality Control, Earned Value Management, Reporting

Unit-14: Project Management Standards and Norms: PMI , PMBOK, ISO, IPMA, PRINCE2

Unit-15: Computer Applications in Project Management: Introduction to Project Management Software, Advantages and Disadvantages of Project Management Software, Project Management Information System, Introduction to Microsoft Project Software

References:

1. Kerzner, H. (2001). Project management workbook to accompany Project management, a systems approach to planning, scheduling and controlling, seventh edition. New York: Wiley.
2. Morris, P., and Pinto, J. (2007). The Wiley guide to project organisation & project management competencies. Hoboken, N.J.: J. Wiley.

Course Code- DPRM303

Course Title- Project Finance and Budgeting

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Explain different types of resources required in a project
- ❖ Explain the concept of project finance
- ❖ Define the sources of project finance
- ❖ Illustrate how project budget is created
- ❖ Discover how different types of projects are financed
- ❖ Discuss project cash flows and their capital structure
- ❖ Measure different types of project risks
- ❖ Apply capital budgeting techniques for project selection
- ❖ Manage the working capital of a project
- ❖ Explain different types of project parties and contracts
- ❖ Discuss the legal aspects of project finance
- ❖ Explain the concept of Public Private Partnership (PPP)
- ❖ Elaborate on the concept of Build, Own, Operate, Transfer (BOOT)
- ❖ Determine the role of advisors in project finance
- ❖ Implement the Just-in-Time (JIT) system
- ❖ Discuss the insurance of projects

Unit-1: Project Resources: Requirement of Resources in a Project, Types of Resources, Estimation of Project Costs, Financial Feasibility of a Project

Unit-2: Project Finance: Meaning of Project Finance, Requirements of Project Finance, Features of Project Finance, Role of Project Sponsors

Unit-3: Sourcing Project Finance: Different Sources of Project Finance- Long term financing ; mid-term financing, short term financing, The global Project Finance Market, Selecting the Right Source of Project Finance

Unit-4: Creating Project Budget: Meaning of Project Budget; Importance of Project Budget; Determining Project Cost Profile- Types of Costs; Bottom-up Estimating, Creating Project Budget

Unit-5: Financing of Different Types of Projects: Financing Construction Projects, Financing Power Projects ,Financing Telecommunication Projects

Unit-6: Project Cash Flows and Capital Structure: Project Cash Flows- Cash Inflows; Cash Outflows, Factors Affecting Project Cash Flows, Optimal Capital Structure

Unit-7: Project Risks : Meaning of Project Risks, Types of Project Risks, Sources of Project Risks, Measuring Project Risks, Qualitative Risk Analysis, Quantitative Risk Analysis, Allocation of Project Risks, Risk Monitoring and Control

Unit-8: Project Selection: Capital Budgeting Techniques : Concept of Capital Budgeting, Time Value of Money, Capital Budgeting Techniques in Project Management ,Importance of Cash Flows in Project Selection, Importance of Cost of Capital in Project Selection, Risks Involved in Project Selection

Unit-9: Working Capital Management: Meaning of Working Capital, Types of Working Capitals, Factors Affecting Working Capital, Measuring Working Capital requirements in Projects, Project Cost Management and Control: Earned Value Technique

Unit-10: Project Parties and Project Contracts : Meaning of Project Parties, Project Contracts- EPC Contracts; O&M Contracts; Contracts with Suppliers, Needs of Project Contracts , Non- disclosure Agreement, Letter of Intent

Unit-11: Legal Aspects of Project Finance: Formation of Project Company- Reasons of Formation of a Project Company; Articles of Incorporation, Special Purpose Vehicle (SPV), Key Project Documents

Unit-12: Public Private Partnership (PPP): Meaning of PPP, Types of PPP, Advantages of PPP, Disadvantages of PPP, Some PPP projects in India

Unit-13: Build, Own, Operate, Transfer (BOOT): Concept of BOOT, Structure of BOOT Projects, Concession Contracts, Problems in BOOT projects

Unit-14: Roles of Advisor in Project Finance: Roles of Legal Advisors, Roles of Engineering Advisor, Roles of Financial and Insurance Advisors

Unit-15: Project Insurance: Meaning of Project Insurance- Requirements of Insurance in Projects; Major issues in project insurance, Project Insurance in Different Phases, Project Insurers, Project Insurance Products

References:

1. Finnerty, J.D. (2007), Project Financing: Asset Based Financing Engineering. New Jersey, Canada: John Wiley & Sons.
2. Capital Budgeting Techniques. Retrieved from:
<http://www.cliffsnotes.com/more-subjects/accounting/accountingprinciples-ii/capital-budgeting/capital-budgeting-techniques>
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Course Code- DPRM304

Course Title- Managing HR in Projects

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Explain the concept of a project
- ❖ Manage human resource for a project
- ❖ Perform the role of a project manager
- ❖ Assign responsibilities to project team members
- ❖ Overcome the challenges in developing a project team
- ❖ Focus on the career prospects of a project manager
- ❖ Resolve conflicts that may arise among project team members
- ❖ Allot project work among project team members
- ❖ Formulate a work breakdown structure
- ❖ Manage the flow of information and communication in a project
- ❖ Explain the concept of leadership
- ❖ Motivate project team members so that they can work toward project goals
- ❖ Measure project performance
- ❖ Strive to manage human resource strategically to achieve a competitive advantage
- ❖ Involve project team members in project management decisions
- ❖ Maintain employee relations
- ❖ Manage workforce diversity
- ❖ Manage projects in an international environment
- ❖ Establish policies for employee welfare

Unit-1: Meaning of a Project: Concept of Project- Objectives and characteristics of a Project; Scope of a Project, Project: A Cyclic Process, Project Resources- Financial Resources; Human Resources

Unit-2: Human Resource in Project Management: Meaning of Human Resource, Understanding Human Resource Management, Need of Human Resources in a Project, Challenges of managing HR in a Project, Project Management Skills

Unit-3: Key Project Personnel: Project Sponsor, Project Manager, Project Team Members, Other Parties to a Project

Unit-4: Development of Project Team: Meaning of Project Team, Need of a Project Team, Developing a Project Team- Steps in Team Development; Challenges in Developing Project Team; Team effectiveness, Skills of Project Team Members

Unit-5: Roles and Functions of a Project Manager: Roles of a Project Manager, Functions of a Project Manager, Skills Requirements of Project Managers , Responsibilities of a Project Manager, Selecting a Project Manager, Career Prospects of a Project Manager

Unit-6: Conflict Resolutions in a Project Team: Meaning of Conflict, Reasons of Conflict- Cultural Differences; Halo Effect; Matrix Team Problem; Intra-Team Conflict, Managing Conflicts, Levels of conflict, Stages in a conflict Process, Resolutions in a Project Team, Motivational theories for preventing conflict

Unit-7: Division and Assignment of Project Work: Estimation of Manpower Requirements, Need for Division and Assignment of Project Work, Work Breakdown Structure, Estimation of Time, Assignment of Project Work

Unit-8: Role of Communication in Project: Communication of Information in a Project, Need for Effective Communication in a Project ,Ensuring Effective Communication in a Project, Managing Flow of Information in a Project ,Human resource Information System (HRIS), Barriers to Effective Communication, Issue Logs

Unit-9: Leadership and Team Work in a Project: Meaning of Leadership, Different Leadership Styles, Roles of a Leader, Importance of Leadership in Project Management

Unit-10: Motivating the Project Team: Understanding Motivation, Motivational Theories, Role of Motivation in a Project Environment, Role of Project Manager in Motivating project Team

Unit-11: Measuring and Managing Performance: Importance of Measuring Team Performance, Benchmarking , Methods of Performance Measurements, Managing employee performance, Dealing with Poor Performers in a Project Team

Unit-12: Strategic Human Resource Management (SHRM) in Project Management: Meaning of SHRM ; Competitive Advantages of SHRM, Formulating SHRM Strategies, SHRM as a part of Project Management , Involving Project: Team Members

Unit-13: Managing Employee Relations: Employee Relations , Trade Unions , Collective Bargaining

Unit-14: Managing Workforce Diversity: Meaning of Workforce Diversity , Minority Groups ,Conflicts Due to Workforce Diversity, Promoting Equal Opportunity , Project Management in an International Environment

Unit-15: Health, Safety, Welfare, and Work-life Balance of Employees: Employees Health, employees safety, Managing Health Hazards , Employee Welfare in Project Management, Work-life Balance of Project Team Members

References:

1. Martin, V. (2006). Managing Projects in Human Resources, Training and Development. London: Kogan Page.
2. Vanzant-Stern, T. (2005). HR Concepts for Project Managers. [Palo Alto, CA]: Fultus Books.

Supply Chain Management Specialization

SEMESTER III

Course Code- DSCM301	Course Title- Supply Chain Management
<p>Course Objectives: The course “Supply Chain Management” of MBA 3rd Semester helps students to learn about the fundamental of Supply Chain Management. After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Conceptualise supply chain designs, which are aligned with business models for manufacturing and service companies ❖ Align supply chain integration strategy with the uncertainty of supply and demand. ❖ Determine when and how a supplier should be integrated into the new product development process. 	

- ❖ Determine the IT infrastructure requirements and IT integration strategy for supply chain management.
- ❖ Determine the decision support system requirements for supply chain management.
- ❖ Evaluate the risks and advantages of international supply chains.

Unit 1- Introduction to Supply Chain Management: Overview of Supply Chain Management, Supply chain management decisions, Key issues in Supply Chain Management, Strategic Fit and Strategic Scope, Achieving strategic fit, Strategic scope.

Unit 2- Role of Transportation in the Supply Chain: Modes of Transportation, Air transportation, Surface transportation, Water transportation, Intermodal transportation, Factors Affecting Transportation Decision Carriers Customers, Design Options for a Transportation Network, Tradeoffs in Transportation Design Transportation and inventory cost trade-off, Transportation cost and customer responsiveness trade-off, Routing and Scheduling in Transportation Heuristic approach, Exact approach Interactive approach Combination approach.

Unit 3- Facility Location Decisions and Network Design in the Supply Chain: Factors Influencing Network Design Decisions, Models for Facility Location and Capacity Allocation, Network optimisation model, Capacitated plant location model, Network Design Decisions in Practice.

Unit 4- Inventory Management and Risk Pooling: Managing Inventory in Supply Chain Management, Inventory costs, Calculation of inventory costs, Inventory management techniques, Demand Forecasting for Optimal Inventory Holding, Risk Pooling.

Unit 5- Purchasing Process: Understanding the Purchasing Process, Relationship Between Purchasing and Other Functional Areas, Types of Purchases and Purchasing Strategies, Vendor Relationship Management, External Environment and Purchasing Strategies.

Unit 6- Supplier Evaluation, Selection and Measurement: Criteria for Supplier Evaluation, Quality, cost, service and delivery, Dickson's selection criteria, Constructs of Supply Chain Quality Management, Framework of SCQM, Measuring Supplier Performance

Unit 7- Value of Information: Importance of Information in Supply Chain, Bullwhip Effect, Reasons for bullwhip effect, Methods for coping with the bullwhip effect, Effective Forecasts, Information and Coordination of Systems, Locating Desired Products, Lead Time Reduction, Information and Supply Chain Trade-offs.

Unit 8 - Supply Chain Integration: Push, Pull, and Push-Pull System, Push-based supply chain, Pull-based supply chain, Push-pull supply chain, The Impact of the Internet on Supply Chain Strategy, Distribution Strategy, Centralised versus decentralised control.

Unit 9 – Strategic Alliances Supply Chains: Framework for Strategic Alliance, Third-Party Logistics (3PL), Retailer-Supplier Partnership (RSPs), Types of retailer-supplier partnership, Requirement for RSP, Distributor Integration (DI).

Unit 10 - Procurement and Outsourcing Strategies: Outsourcing Benefits and Risks, New opportunities in SCM outsourcing, Outsourcing risks, Framework for Buy/Make Decision, E-Procurement, Types of e-procurement, Various formats used in e-procurement, E-Procurement activities, Latest development in electronic procurement, Benefits of e-

procurement.

Unit 11 - International Issues in Supply Chain Management: Risks and Advantages of Global Supply Chain, Risk mitigation strategies for unknown-unknown, Risk mitigation strategies for controllable risks, Risk mitigation strategies for counterfeit products, Advantage of global supply chain, Issues in Global Supply Chain Management.

Unit 12 – Coordinated Product and Supply Chain: Design for Logistics, Supplier Integration into New Product Development, Supplier integration approach, Increasing role and impact of suppliers, Mass Customisation, Key factors for success of mass customisation system, Mass customisation strategies, Supply chain and mass customisation.

Unit 13 – Information Technology for Supply Chain Management: Information Technology Infrastructure, E-commerce, Impact of e-commerce on SCM, E-commerce and ERP, Relation between e-commerce, ERP and SCM, Integrating Supply Chain with Information Technology, Framework for IT integrated SCM, Impact of integrating IT with SCM.

Unit 14 - Decision Support Systems for Supply Chain Management: Decision Support System (DSS), Components of a DSS, Types of decisions, Processing information, Specific types of DSS, Information Technology (IT) Support System for Effective Supply Chain Decision Making.

References:

1. Chopra, S. (2010). Supply Chain Management, 4th ed. India: Pearson Education.Inc.
2. Shah, J. (2009). Supply Chain Management: Text and Cases. India: Pearson Education.Inc.
3. Farahani, R.Z. (2009). Facility Location Concepts, Models, Algorithms and Case Studies. Physica-Verlag.
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6. Blecker, T., & Kersten, W., & Gertz, C. (2008) Management in Logistics Networks and Nodes. Berlin: Erich Schmidt Verlag.
7. Mohanty, R. P., & Deshmukh, S. G. (2008).Supply Chain Management Theories and Practices. New Delhi: Biztantra.
8. Basu, R., & Wright, N. (2008). Total Supply Chain Management. Elsevier

Course Code- DSCM302

Course Title- Outsourcing

Course Objectives:

The course “Outsourcing” of MBA 3rd Semester helps students to learn about the relationship between Supply Chain Management and outsourcing.

After studying this subject, the student should be able to:

- ❖ Identify the challenges of outsourcing and manage them.
- ❖ Apply outsourcing as a management strategy.
- ❖ Develop a global outsourcing strategy.
- ❖ Identify outsourcing opportunities.
- ❖ Create outsourcing teams.
- ❖ Use checklists while engaging with outsourcing partners.
- ❖ Analyse the costs involved in outsourcing.
- ❖ Manage outsourcing relationships.
- ❖ Evaluate the impact of outsourcing in an organisation. Align supply chain integration strategy with the uncertainty of supply and demand.

Unit 1- Introduction to Outsourcing: An Overview of Outsourcing, History of outsourcing, Relationship between supply chain management and outsourcing, Uncovering the Core, Benefits of Outsourcing, Redefining Management, Challenges of Outsourcing and Ways to Manage them, Outsourcing failures, and Outsourcing barriers.

Unit 2- Outsourcing to Business Process Outsourcing: Business Process Outsourcing, Working from the Customer-In, Functional Process Outsourcing, Breaking down Barriers, Transaction, Technology and E-Sourcing, Scaling and Integrating the Supply Chains, Commercialising the Hidden Value

Unit 3- Offshoring: Factors Global Markets – Global Sourcing, Offshoring's Value Model, Demand Forecasting for Optimal Inventory Holding, Placing the Jobs Issue in Perspective.

Unit 4- Outsourcing Value Model: Principles for Capturing the Value of Global Outsourcing, Employing Sourcing as a Strategy, Improving the Value Model, Zero-based Sourcing, Market-Driven Decision Making, Outsourcing as a Management Discipline.

Unit 5- Developing a Global Strategy: Top-Down Approach, Bottom-Up Approach, Outsourcing Decision Matrix, Evaluating a Company's Activities, Advantages of Integration.

Unit 6- Outsourcing Opportunities: Riding Outsourcing's Waves, Seeing Opportunities in Process Terms, Prioritising the Best, Gauging and Overcoming Risk, Outsourcing at the Customer Interface.

Unit 7- Creating Teams for Outsourcing: The Outsourcing Process, The Outsourcing Teams, The Outsourcing Project Leader.

Unit 8 - Outsourcing is More Like Hiring Than Buying, Capturing and Communicating Requirements, Approaches Other than Request for Proposals (RFP), Creating the Scorecard, Deciding on Providers. Competencies, Capabilities, Relationship dynamics, Checklist Used for Engaging the Outsourcing Partner.

Unit 9 – Outsourcing Economics: Capturing Current Costs, From Budgeted Costs to Full Costs, Forecasting Outsourcing Benefits, Making Intangibles Tangible, Setting Conversion of Intangibles to Tangibles in Practice.

Unit 10 - Pricing, Contracting and Negotiating: Identify Checklists for Negotiation: The Relationship Continuum, The Modular Contract, Terms Section, Scope of Services, Pricing Section, Negotiation Principles, Checklist for an Outsourcing Contract.

Unit 11 - Managing the Impact of Outsourcing on People: The Value of Communication, Employees' Perspective, Achieving Employee Support, Managing the Transition, Managing Public Perception of Outsourcing.

Unit 12 – Managing the New Relationships: Shifting to Outsourcing, Interdependent Management, Interdependent Planning.

Unit 13 – The Future of Outsourcing: Employees as Specialists, Specialised companies and specialised employees, From cost centre to profit centre, Staying competent, Self-employment model, Executives Become Integrators, Lateral leadership, Project and process leadership, Global leadership, Impact of Outsourcing on Enterprises, Outsourcing for innovation Knowledge management, Networked risk

Unit 14 - Outsourcing in Action: Case Studies Bharti Airtel, Mahindra and Mahindra, Tata Nano, Boeing, General Motors (GM), Regional Bell Operating Centre (RBOC), Sun Microsystems, IBM, Dell.

References:

1. Burt, Dobler, & Starling. (2003). World Class Supply Management: The Key to Supply Chain Management, 7 th ed. Tata McGraw-Hill
2. Corbett, M. F. (2004). The Outsourcing Revolution: Why It Makes Sense and How to Do it Right. Dearborn Trade Publishing.
3. Brown, D., & Wilson, S. (2005). The Black Book of Outsourcing. Hoboken, New Jersey: John Wiley & Sons, Inc.
4. Corbett. F M. (2004). The Outsourcing Revolution. Dearborn Trade Publishing.
5. McIvor, R. (2005). The Outsourcing Process: Strategies for Evaluation and Management. Cambridge University Press, U.K.
6. Power, M.J., Desouza K.C., & Bonifazi C. (2006). The Outsourcing Hand Book. Great Britain: Kogan Page Ltd.

Course Code- DSCM303	Course Title- Food Supply Chain Management
Course Objectives:	
<p>The course “Food Supply Chain Management” of MBA 3rd Semester helps students to learn about the concept and elements of Food Supply Chain Management.</p> <p>After studying this subject, the student should be able to:</p> <p style="text-align: center;">❖</p>	
<p>Unit 1- Introduction to the Food Supply Chain: Food Supply Chain Environment, Activities in food supply chain, Levels of the food supply chain, Key Factors of the Food Supply Chain, Food Supply Chain in the Indian Economy.</p>	

Unit 2- Food Consumer and Supply Chain: Food Consumption, Different Types of Buying Decisions, Factors Influencing Consumer Choice, Stages in the Buying Decision Process, Consumer Segments, Limits on Choice, The Future.

Unit 3- Perceived Risks and Product Safety in the Food Supply Chain: Consumer Perceptions of Food Safety, Responsibility of Food Safety in the Food Supply Chain, Managing Risks in Food Supply Chain, Psychological Theories of Perceived Risks, Behavioural Theory of Perceived Risks

Unit 4- Procurement in the Food and Beverage Industry: Overview of Procurement, Contract Farming, Just-In-Time (JIT), Total Quality Management (TQM), Form and Structure of Procurement Relationships.

Unit 5- Indian Livestock System: Characters of Livestock Supply Chains, Geographical Distribution and Business Structures of Livestock Farms, Dairy Supply Chain, White Meat Supply Chain, Red Meat Supply Chain.

Unit 6- Indian Crop Production: Crop Production in India, Agricultural Policy, Potato Supply Chain, Sugar Supply Chain, Post Harvesting Technologies or Management.

Unit 7- Food Manufacturing: Role and Importance of Food Manufacturing, Structure and Composition of Food Manufacturing Industry, Large-Scale Food Manufacturers, Small and Medium-Scale Food Manufacturers.

Unit 8 - Food Retailing, Wholesaling and Catering: Scope and Size of Food Retailing, Wholesaling and Catering, Food retailing, Food wholesaling, Food catering, Changing Structure of the Sectors, Market concentration, Food safety issues, Responsiveness to customers, Potential Future Patterns of Development, Initiatives to improve food supply chain, Critical issues to be researched, Constraints and drivers of growth, Challenges.

Unit 9 – Partnerships and Alliances in Supermarket Supply Networks: Structure of Supermarket Supply Chains, Nature of Collaboration in Supermarket Supply Chains, Theory of Buyer-Supplier Relationships.

Unit 10 - New Product Developments and Information Technology in Food Supply Chain Management: Food Product Development Project Types, Food Product Development Process, Volume of Product Development Activity, Application of Information Technology in Food Supply Chain Management.

Unit 11 - Third Party Logistics in Food Supply Chain: Role of Third Party Logistics Service Providers, Challenges and Emerging Trends in Food Logistics, Warehousing and Transportation Trends in Food Industry, Growth of Logistics Outsourcing in the Food Sector, Benefits of Outsourcing Logistical Activities.

Unit 12 – Temperature Controlled Supply Chains: Overview of Temperature Controlled Supply Chain, Importance of Temperature Controlled Supply Chains, Changes in Temperature Controlled Supply Chains, Issues in Temperature Controlled Supply Chains, Future Developments and Constraints.

Unit 13 – Factors Influencing Supply and Demand for Organic Foods: Understanding Organic Farming, Need for organic farming, Choice of crops and rotation, Composting and green manure, Weed control, Current scenario, Organic Food Market, Market Prediction Models

Unit 14 - Future of Food Supply Chain Management: Increase of Logistics Externalisation, Formation of Fourth Party Networks, Agility in the Food Supply Chain, Sustainable Integration and Coordination in the Food Supply Chain, Green and Reverse Supply Chains, Collaboration and Partnerships between Members of the Food Chain, Role of the Internet in the Food Supply Chain

References:

1. Bournlakis, A.M, & Weightman, W.H. (2004). Food Supply Chain Management. Blackwell Publication.
2. Emmett, S. (1998). Excellence in Warehouse Management. Wiley.
3. Evans, J. A. (2008). Frozen Food Science and Technology. Blackwell Publishing Limited.
4. Gustafsson, K., & Jonson, G., et all. (2006). Retailing Logistics & Fresh Food Packaging. Thomson-Shore, Inc.
- Corbett, M. F. (2004). The Outsourcing Revolution: Why It Makes Sense and How to Do it Right. Dearborn Trade Publishing.
5. Bournlakis, M.A., & Weightman, P.W.H. (2004). Food Supply Chain Management. Blackwell Publisher.
6. Burch, D., & Lawrence, G. (2007). Super Markets and Agri-Food Supply Chains. UK: Edward Elgar Publishing Limited

Course Code- DSCM304	Course Title- Inventory Management
<p>Course Objectives: The course “Inventory Management” of MBA 3rd Semester helps students to learn about the concept and elements of Food Supply Chain Management.</p>	
<p>Unit 1- Inventory Objectives and Policies: An Overview of Inventory Management, Purpose of inventory management, Inventory functions, Inventory systems, Inventory goals, Objectives of Inventory Management, Inventory Categories, Category based on source of demand, Category based on position of inventory, Category based on function of inventory, Types of Inventories.</p> <p>Unit 2- Inventory as both Tangible and Intangible Object: Need of Inventory, Inventory cost, Purpose of Inventory, Electronic Data Interchange.</p> <p>Unit 3- Independent Demand Inventory System: Inventory Information Systems, Manufacturing Environment, Independent Demand Inventory Replenishment Models, Environments and their Effects on Inventory Management, Order Cycles and Lead Times.</p> <p>Unit 4- Inventory Management Tools and Techniques: Forecasting and Determining Inventory Levels, Principles of forecasting, Forecast inventory needs, Determining inventory levels, Inventory Lot Sizing Model – Economic Order Quantity (EOQ),</p>	

Determining Inventory Needed, Standard Deviation, ABC Analysis, Objectives of ABC analysis, Control policies of ABC items, Advantages of ABC analysis, Determining Inventory Costs, Lot Size and Safety Stock, Lot size considerations, Safety stock, Managing safety stock.

Unit 5- Inventory Management Models: Economic Order Quantity (EOQ) Model Derivation, Need for Safety Stock, Optimal Safety Stock Calculation, Safety stock computations for inventory management, set safety stock level, Determine optimal safety stock policies, Production Model for Inventory Derivation, Application of EOQ and Production Models.

Unit 6- Inventory Accounting Principles: Accounting for Inventories, How Inventory is Valued, Inventory on the Balance Sheet, Inventory on the Income Statement, Inventory on the Cash Flow Statement, Obsolete Stock, Disposal of obsolete stock, Ways to manage obsolete stock, Carrying Cost and Purchasing, carrying cost, Relationship of procuring costs to carrying costs, Purchasing.

Unit 7- Inventory Management and Financial Analysis: Financial Control of Inventory, The Basic Manufacturing Equation, Financial Ratios, Profitability ratio, Liquidity ratio, Activity ratio, Leverage ratios, Identifying Suppliers with Potential Cash-Flow Problems, Costed Bill of Materials, Allocation of Factory Overhead and Activity-Based Costing, Product costing allocation methods, Approaches to allocate overhead costs, Activity-based costing for selling and administrative expenses, Activity-based costing in service businesses.

Unit 8 - Physical Location and Control of Inventory: Common Locator Systems, Common Item Placement Theories, Inventory stratification, Family grouping, Special consideration, Location Address and Stock Keeping Units (SKU) Identifiers, Factors for the success of inventory systems, Steps for binding SKUs and location addresses.

Unit 9 – The Warehouse Environment: Warehouse Layout for Optimal Efficiency, Gather data and develop requirements, Develop layout using block diagram, General layout concept, Detailed warehouse layout, Costs of Warehousing, Picking cost, Packing cost, Loading cost, Setting up a Warehouse System.

Unit 10 - Distribution Inventory - Planning and Control: Food Product Development Project Types, Food Product Development Process, Volume of Product Development Activity, Application of Information Technology in Food Supply Chain Management.

Unit 11 Basics of Bar Coding: Elements of a Barcode, Symbologies – Bar Coding Structural Rules, Popular Symbologies Found in the Inventory World, Scanning Basics, Barcode Applications

Unit 12 – Planning and Replenishment Concepts: Replenishment Costs, Inventory Types, Independent demand inventory, Dependent demand inventory.

Unit 13 – Causes and Remedies for Failure of Inventory Systems: Inventory System Failures, Metrics, Inventory Record Accuracy (IRA), Fill rate, Tools to Uncover System

Dysfunctions, Run charts, Flow charts, Logic charts, Variance reports, Cycle Counting, Control group cycle counting method, Location audit cycle counting method, Random selection cycle counting method, Diminishing population cycle counting method, Product categories cycle counting method, ABC analysis cycle counting method

Unit 14 - Protecting Inventory: Legal Duties, Plan, Protect an inventory system, Planning team, Assessment, Factors to assess the probability of occurrence of risks, Impact of risks, Theft, Types of theft threats, Assess threats, Counter threat.

References:

1. Chopra, S. (2010). Supply Chain Management, 4th ed. India: Pearson Education.Inc.
2. Donald, C., & Waters, J. (2003). Inventory Control and Management. England: John Wiley and Sons Ltd.
3. Muller, M. (2003). Essentials of Inventory Management. USA. American Management Association Emmett, S. (1998). Excellence in Warehouse Management. Wiley.
4. Gattorna, J.L. (2003). Handbook of Supply Chain Management, 5th ed. USA: Gower Publishing.
5. Ross, D.V. (2000). Distribution Planning and Control. The Netherlands: Kluwer Academic Publisher.
6. Wisner, J.D., & Tan, K. C, & Leong, G.K. (2008). Principles of Supply Chain Management, 2nd ed. USA: Cengage Learning.

Total Quality Management Specialization

SEMESTER III

Course Code- DTQM301	Course Title- Foundation of Quality Management
<p>Course Objectives: The course “Foundation of Quality Management” of MBA 3rd Semester help students to learn about the fundamental elements of Quality Management. After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Define quality and explain quality management ❖ List the names of major contributors in the field of quality ❖ Define strategic quality management and explain strategic planning process ❖ Illustrate customer focus in quality management ❖ Explain the concept of quality costs and its types ❖ Describe quality management system ❖ Explain quality audit ❖ Apply SIPOC model ❖ Define knowledge management ❖ Differentiate between quality control and quality assurance 	

- ❖ Measure productivity
- ❖ Analyse the importance of customer-supplier relationship
- ❖ Explain quality awards
- ❖ Demonstrate leadership qualities
- ❖ Discuss the importance of employee empowerment and explain its process
- ❖ Describe the role of computers for achieving quality in organisations

Unit 1- Introduction of Quality Management: Introduction, Definition of Quality, Quality Management, Dimensions of Quality, Evolution of Quality Management, Importance of Better Quality.

Unit 2- Quality Gurus and their contributions: Contribution of Quality Gurus, Contributions of W. Edwards Deming, Contribution of Joseph M. Juran, Contribution of Philip B. Crosby, Contribution of Masaki Imai, Contribution of Armand V. Feigenbaum, Contribution of Kaoru Ishikawa, Contribution of Genichi Taguchi, Contribution of Shigeo Shingo, Contribution of Walter A. Shewhart.

Unit 3- Strategic Quality Management: Introduction, Defining Strategic Management, Concept of Strategic Quality Management, Strategic Planning Process, Quality Policy and Quality Objectives, Approaches for Monitoring the Progress towards Strategic Goals, Transforming Quality Dimensions into Quality Metrics.

Unit 4- Customer Focus: Meaning of Customer and Customer Focus, Types of customers, Customer Perception of Quality, Translating Needs into Requirements, Requirements Management, Project and Product requirements, Customer Retention.

Unit 5- Cost of Quality: Quality Costs, Different Types of Quality Costs, Importance of Managing Cost of Quality, Relationship between Quality and Costs

Unit 6- Quality Management Systems: Fundamentals of Quality Management Systems, Evolution of Quality Management Systems, Principles of Quality Management Systems, Requirements of Quality Management Systems, Structure of Quality Management Systems, Implementation of Quality Management Systems, Documentation of Quality Management Systems.

Unit 7- Quality Audits: Defining Audit, History of Auditing, Concept of Quality Audit, Types of Quality Audit, Performing a Quality System Audit.

Unit 8 - Process-oriented Quality Management: Process Concepts, SIPOC, Flowcharting, Common Flowchart Symbols, Types of Flowcharts, Process Data Collection and Presentation.

Unit 9 – Knowledge Management and Quality: Knowledge in Business, Dimensions of Knowledge, Knowledge Culture; Knowledge Management, Shift from the Information Age to the Knowledge Age, Knowledge Sources, Knowledge Acquisition, Knowledge Base;

Knowledge Support System (KSS), Scope of KSS, Knowledge Network, Knowledge Workers; Interaction between Quality and Knowledge Management.

Unit 10 - Quality Control and Quality Assurance: Functions of Quality Control, Significance of Quality Control, Process of Quality Control, Scope of Quality Control, Statistical Quality Control, Quality Assurance.

Unit 11 - Productivity: Concept of Productivity, Requirements of Measuring, Productivity, Factors Affecting Productivity; Productivity and Quality Management; Productivity and Quality in Modern Business Environment; Benefits of Productivity and Quality Management.

Unit 12 – Customer- Supplier Relationship: Significance of Customer-Supplier Relationship; Principles of Effective Customer-Supplier Relationship; Steps Involved in Making Customer- Supplier Relationship; Sourcing, Supplier Selection, Supplier Certification, Supplier Rating, Relationship Development.

Unit 13 – Quality Awards and Certifications: Quality Awards, Deming Prize, Malcolm Baldrige National Quality Award, European Quality Award (EQA), Golden Peacock National Quality Award, Rajiv Gandhi National Quality Award; Quality Certifications, ISO 9000 Standards, Steps in ISO 9000 Registration, Benefits of ISO Series

Unit 14 - Employee Involvement and Team Building: Different Aspects of Quality in an Organisation; Leadership; Employee Involvement; Empowerment Motivation; Recognition and Reward; Team Building

Unit 15 - Role of Information Technology in Quality Management: Computers and Quality Functions; Quality Functions; Computer Aided Quality Control; Internet and Electronic Communications; Quality Information System; Information Quality Issues.

References:

9. Suri G. and Sharma P. C. (2013). Foundations of quality management, Biztantra

Course Code- DTQM302	Course Title-Quality in Service Industries
<p>Course Objectives: The course “Quality in Service Industries” of MBA 3rd Semester helps students understand and apply the concepts of quality management in service industries. After studying this subject, the student should be able to:</p> <ul style="list-style-type: none">❖ Discuss the concept of services❖ Recognise the importance of service marketing❖ Discuss the contribution of the service sector to the economy	

- ❖ Explain the concept of service quality
- ❖ Describe gap models and the role of expectations in service quality
- ❖ Explain service quality and customer satisfaction
- ❖ Discuss the concept of SERVQUAL and its role in measuring service quality
- ❖ Discuss how customers form perceptions regarding service quality
- ❖ Describe the customer contact model of service delivery
- ❖ Explain how operational procedures are associated with service quality and profits
- ❖ Discuss the role of different departments in managing service quality
- ❖ Analyse how sound knowledge of consumer behaviour helps in determining service quality
- ❖ Discuss the concept of customer satisfaction and customer value and their relationship with service quality
- ❖ Describe the relationship between CRM and service quality
- ❖ Describe how service quality helps in gaining a competitive advantage
- ❖ Explain how service quality is related to customer satisfaction, value, and loyalty
- ❖ Explain various perspectives of assessing service quality
- ❖ Describe the concept of service failure
- ❖ Explain a relationship between service quality and service failure
- ❖ Describe how to manage service failures
- ❖ Discuss the approaches of standardisation and adaptation
- ❖ Discuss service quality in a cross-cultural context
- ❖ Explain how quality is managed in different industries such as the IT and ITES industry, healthcare industry, hospitality industry and retail industry.

Unit 1- Introduction to Services: Concept and Meaning of Services, Classification of services, Characteristics of services, Concept of Services Marketing, Difference between product and services marketing, Importance of services marketing, Development in services sector; Contribution of Services to Economy, International trade in services, The World Trade Organisation and India; Growing Importance of Services Sector in India, Reasons for the growth of services sector.

Unit 2 - Concept of Service Quality: Concept of Service Quality; Dimensions of Service Quality; Gap Models and Role of Expectations in Service Quality, Prescriptions for closing service gaps, Changing nature of customer expectations-evaluating GAP; Service Quality and Customer Satisfaction.

Unit 3 - Service Quality Management and SERVQUAL: Perception on Service Quality, Service encounter, Service evidence, Image, Price; Service Quality Audit; SERVQUAL; Service Excellence; Service Climate.

Unit 4 - Service Operations and Customer Presence: Customer Contact Model of Service Delivery; Customer Co-Production; Managing Variability by Focusing on Customers; Reducing Variability by Focusing on Facility; Associating Operational Procedures with Service Quality and Profits.

Unit 5 - Service Quality in an Organisation: Role of Different Departments in Managing Service Quality; Integrated Approaches to Manage Service Quality; Service Marketing Mix; Factors Influencing Quality in Service Organisations

Unit 6 - Service Quality and Consumer Behaviour: Factors Influencing Consumer Behaviour, Demographic factors, Cultural factors, Social factors; Understanding Consumer Behaviour to Improve Service Quality; Service Quality, Customer Satisfaction, and Customer Value

Unit 7 - CRM and Service Quality: Concept of CRM, Steps involved in maintaining CRM, Objectives and benefits of CRM, Challenges in maintaining CRM, Concept of e-CRM and service quality, Types of CRM, Operational CRM, Analytical CRM, Sales Intelligence CRM, Collaborative CRM; CRM and Service Quality; Role of CRM in Service Sector, CRM in banking sector, CRM in hospitality sector, CRM in retail sector, CRM in Business Process Outsourcing (BPO) sector

Unit 8 - Service Quality as a Competitive Advantage: Importance of Competitive Advantage; Core Competencies; Service Quality and Competitive Advantage; Service Strategy for Improving Quality; Matching Service Quality with Strategy

Unit 9 - Service Quality Monitoring and Feedback Systems: Conceptualising Service Quality, Assessing Service Quality; Relating Service Quality with Customer Satisfaction, Loyalty, and Value; Customer Feedback, Increasing cost

Unit 10 - Managing Service Failures: Service Failure; Reasons for Service Failure, Service Quality and Service Failure; Service Failure Management, Service recovery, CREST method of resolving service failure

Unit 11 - Cross-Cultural Issues in Service Quality: Convergence or Divergence Debate; Standardisation and Adaptation; Service Quality in Cross-Cultural Context

Unit 12 - Tourism, Hospitality and Leisure Industry: Definition of Tourism, Hospitality and Leisure Industry; Perception of Service Quality in Tourism, Hospitality and Leisure Industry, Objectives of service quality in the tourism, hospitality and leisure industry, Dimensions of service quality in the tourism, hospitality and leisure industry; Total Service Commitment in the Tourism, Hospitality and Leisure Industry

Unit 13 - Quality in IT and ITES Industry: Overview of the IT and ITES Industry, Global IT and ITES industry, Indian IT and ITES industry; Managing Quality in the IT and ITES Industry; 13.4 Software Quality Management, Quality of software, Quality management in software, Software quality attributes and characteristics, Software quality management process, Capability Maturity Model Integration (CMMI), ISO / IEC 20000 – IT service management, Challenges Faced by IT Service Organisations

Unit 14 - Quality in Healthcare Industry: Healthcare Environment: The Evolving Healthcare Paradigm, Integrated healthcare systems; Quality and the Healthcare Industry, Key dimensions of providing quality service in healthcare, Principles for managing quality in healthcare industry, Certification and accreditation in hospitals

Unit 15 - Quality in Retailing: Basics of Retailing, Important retailing related decisions; Retail Sector in India, Retail formats in India, Forms of retail stores in India; Services Provided by Retailers, Product-related services, Convenience-related services, Payment services; Service Quality in Retailing, Role of service quality in retailing, Approaches to service quality in

retailing, Factors affecting

References:

1. Gronroos, C. (2007) Service management and marketing. Chichester, West Sussex, England: J. Wiley & Sons.
2. Mohanty, R. and Lakhe, R. (2006) TQM in the service sector. Mumbai: Jaico Pub. House.
3. Segel, R. (2008). Retail business kit for dummies. Hoboken, N.J: Wiley.
4. Zeithaml, V. and Bitner, M., et al. (2013) Services marketing. New York: McGraw-Hill Irwin.

Course Code-DTQM303

Course Title- Statistical Process Control

Course Objectives:

The course “Statistical Process Control” of MBA 3rd Semester (4 credits) helps students to understand statistical tools and techniques used for controlling business processes.

After studying this subject, the student should be able to:

- ❖ Define Statistical Process Control
- ❖ Explain the concept of process
- ❖ Collect data and present the information for business processes
- ❖ Apply descriptive statistics for data analysis
- ❖ Compute probability and probability distribution
- ❖ Explain the concept of hypothesis testing
- ❖ Identify how variation in a process is determined
- ❖ Calculate the process capability
- ❖ Examine control charts for variables
- ❖ Interpret control charts for attributes
- ❖ Prepare cumulative sum charts
- ❖ Examine the monitoring and controlling of the multivariate process
- ❖ Identify how processes are optimised using designed experiments
- ❖ Use acceptance sampling for data analysis

Unit 1- Introduction to Statistical Process Control: Introduction, Statistical Process Control; Evolution of Statistical Process Control; Causes of Variation; Important Concepts in Statistical Process Control; Implementation of Statistical Process Control

Unit 2 – Understanding the Process: Introduction, Meaning of Process; Examples of Processes; Definition of Process Management; Customer Satisfaction and Process Management; Information regarding the process; Process Mapping and Flowcharting; Process Analysis and Statistical Process Control; Statistical process control

Unit 3- Process Data Collection and Presentation: Types of Data, On the basis of content, On the basis of data collection methods; Data Collection; Bar Charts and Histograms; Charts and Graphs

Unit 4 – Descriptive Statistics: Introduction, Meaning of Descriptive Statistics; Different Tools of Descriptive Statistics; Measures of Central Tendency, Mean, Median, Mode; Measures of Dispersion, Range, Mean deviation, Standard deviation; Measure of

Skewness; Concept of Kurtosis

Unit 5- Probability and Probability Distribution: Introduction, Concept of Probability, Basic terminologies in probability, Approaches to probability, Properties of probability, Probability under the conditions of statistical independence, Probability under the conditions of statistical dependence, Rules of probability, Bayes' theorem; Probability Distribution, Random variables, Binomial distribution, Poisson distribution, Normal distribution

Unit 6- Hypothesis Testing: Introduction, Defining Hypothesis; Characteristics of Hypothesis; Types of Hypothesis; Hypothesis Testing; Null Hypothesis and Alternative Hypothesis; Decision Rule; One-tailed and Two-tailed Tests; Procedure of Hypothesis Testing

Unit 7- Analysis of Variance: Introduction, Exploring ANOVA; One Way ANOVA; Two Way ANOVA; ANCOVA

Unit 8 – Process Variation: Introduction, Process Variation; Meaning of Accuracy and Precision; Funnel Experiment; Red Bead Experiment; Measures of Accuracy; Measures of Precision

Unit 9 – Process Capability: Introduction, Defining Process Capability; Significance of Process Capability; Process Capability Indices, Definition of process capability index, Relationship between process variability and tolerances, Measures of process capability - Process capability indices, Cp Index, Cpk Index, Interpreting capability indices, Summary of the measures of Cpk; Histogram and Probability plots; Process Capability and Process Stability; Basis of Process Capability Study; Importance and Assumptions of Process Capability

Unit 10 – Control Charts for Variables: Introduction, Definition of Control Chart Commonly used control charts for variables, Objectives of the control charts, Relationship between \bar{x} , σ and the values of X ; Control Charts for Variables: Frequency of Sampling, Control limits, Chance of making an error, Preparing a control chart; Some Control Chart

Patterns, Revising the control limits, Use of the control charts for action on the process; Control Limits and Specification Limits

Unit 11- Control Charts for Attributes: Introduction, p-Chart; Comparison of and R Chart with p-Chart, np-Chart; Control Charts for Defects; Basis for control limits on c-chart; Areas of application; u-chart

Unit 12- Cumulative sum charts: Introduction, Cumulative Sum (CUSUM) Charts; Interpretation of Simple CUSUM Charts; Product Screening and Pre-selection; Decision-making Procedure for CUSUM Charts

Unit 13- Multivariate Process Monitoring and Control: Introduction, Multivariate Quality Control Problem; Multivariate Data; Multivariate Normal Distribution; Sample Mean

Vector and Covariance Matrix; Multivariate EWMA Control Chart; Control Charts for Monitoring Variability; Latent Structure Methods

Unit 14- Process Optimisation with Design Experiments: Introduction, Meaning of Experimental Design; Major Terms Used in Experimental Designs, Principles of experimental design, Different types of experimental designs; Importance and Applications of Experimental Designs; Basic Steps in Experimental Design; Example of Experimental Design; Response Surface Methods and Designs, Steepest ascent method, Analysis of second order response surface; Process Robustness Studies; Response Surface Approach to Process Robustness Studies

Unit 15- Acceptance Sampling: Introduction, Meaning of Acceptance Sampling; Advantages of Acceptance Sampling; Operating Characteristic Curve; Types of Sampling Plans, Single sampling, Double sampling, Multiple sampling

References:

1. Montgomery, D. C. (2002), Introduction to Statistical Quality Control. Daryaganj, New Delhi: Wiley India (P.) Ltd.
2. Flood, R. B. (1993), Beyond TQM. West Sussex, England: John Wiley & Sons Ltd.
3. Statistical Process Control. Retrieved from <http://asq.org/learn-aboutquality/statistical-process-control/overview/overview.html>
4. Statistical Process Control: Introduction and Background. Retrieved from <https://www.moresteam.com/toolbox/statistical-process-control-spc.cfm>

Course Code- DTQM304

Course Title- TQM Tools and Techniques

Course Objectives:

The course “TQM Tools and Techniques” of MBA 3rd Semester helps students to understand and apply the concepts, tools and techniques of Total Quality Management.

After studying this subject, the student will be able to:

- ❖ Explain the concept of Total Quality Management (TQM)
- ❖ Differentiate traditional approach to quality and TQM
- ❖ Describe the TQM framework and enlist list benefits of TQM
- ❖ Apply various tools of quality control
- ❖ Explain the concept of quality circles
- ❖ Implement the Kaizen methodology
- ❖ Explain the concept of reliability and the other factors associated with it
- ❖ Compare Six Sigma and TQM
- ❖ Elaborate on the concept of business process reengineering
- ❖ Apply the tools – QFD and FMEA
- ❖ Define the concept of experimental design and factorial design
- ❖ Discuss the Taguchi Method
- ❖ Define benchmarking and describe its process

- ❖ Develop an affinity diagram and list its uses
- ❖ Explain the concept of Poka Yoke and JIT

Unit 1- Introduction to Total Quality Management: Introduction, Definition of Total Quality Management, Principles of TQM, Awareness about TQM Practices, Quality Gurus, Salient features of TQM, Three Cs of TQM, TQM system, Fundamental factors affecting quality; Traditional Approach vs. TQM; TQM Framework; Benefits of TQM; Implementation of TQM

Unit 2- Quality Control Tools: Introduction, Seven Quality Control Tools, Check sheets, Pareto chart, Cause and effect diagram, Scatter diagram, Control charts, Flow charts, Histogram

Unit 3- Quality Circles and 5S Principles: Concept of Quality Circles, Objectives of Quality Circles, Composition of Quality Circles, Functioning of Quality Circles; Japanese 5S Principles; 8D Methodology

Unit 4- Continuous Improvement Process and Kaizen: Introduction, Process Concept; Meaning and Importance of Continuous Improvement Process, Factors to be considered in CIP, Steps in CIP, Costs associated with CIP, Benefits of CIP; Juran Trilogy; Kaizen, Practice of Kaizen, Benefits of Kaizen; PDCA and PDSA; Improvement Strategies

Unit 5- Reliability: Introduction, Definitions of Reliability, Need for a reliable product, Elements of reliability, Modes of failure; Failure Pattern of Complex Products; Methods for Improving Design Reliability; Cost of Reliability; Maintenance and Reliability; Maintainability and Availability; Quality and Reliability; System Reliability

Unit 6- Six Sigma Methodology: Introduction, Defining the Six Sigma Methodology; Basis of Six Sigma; Key Roles in Six Sigma
Total Quality and Six Sigma; Statistical Interpretation of Six Sigma; Six Sigma Implementation Methodologies

Unit 7- Business Process Reengineering (BPR): Introduction, Concept of Business Process Reengineering; Evolution of Business Process Reengineering; The Three Rs in Reengineering; Reengineering Process and BPR Project, Principles of reengineering, Rapid completion of BPR project; BPR and TQM

Unit 8- Quality Function Deployment (QFD): Introduction, Definition of Quality Function Deployment (QFD), Process of QF, Benefits of QFD; The House of Quality (HOQ)

Unit 9- Failure Modes and Effects Analysis (FMEA): Definition, Meaning of FMEA; FMEA Methodology; FMEA Timing; Inputs and Outputs of FMEA; Concept of Risk Priority Number (RPN)

Unit 10- Design of Experiments (DOE): Introduction, Concept of Design of Experiments (DOE); Factorial Designs, Two-level two factorial designs, Two-level multifactorial design; The Taguchi Methods

Unit 11- New Q-7 Tools: Introduction, Affinity Diagram; Interrelationship Digraph Tree

Diagram; Matrix Diagram; Matrix Data Analysis Chart (MDAC); Process Decision Program Chart (PDPC); Arrow diagram

Unit 12- Benchmarking: Introduction, Definition of Benchmarking; Development of Benchmarking; Types of Benchmarking; Process of Benchmarking; Benefits of Benchmarking

Unit 13- Mistake Proofing (Poka Yoke): Introduction, The Concept of Poka Yoke, Characteristics of Poka Yoke, Levels of Poka Yoke, Classification of Poka Yoke, Principles of Poka Yoke; Poka Yoke Devices; Steps of Poka Yoke Implementation

Unit 14- Just-in-Time (JIT) System and KANBAN: Introduction, Concept of Just-in-Time (JIT); Ideal Production System and JIT Production; Quality and JIT; JIT in Services; KANBAN

References:

1. Kulkarni, V. and Bewoor, A. 2009. Quality control. New Delhi: Wiley India.
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International Business Management

SEMESTER IV

Course Code- DIBM401	Course Title- Foreign Trade of India
<p>Course Objectives: The course 'Foreign Trade of India' helps you to not only gain the required knowledge of management of foreign trade but also helps in learning the important aspects, both theoretical and practical as they are applied to international trading.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none">❖ describe the importance of international trade❖ identify the direction of India's foreign trade❖ explain India's merchandise and services trade since 2000❖ explain the composition of India's exports❖ discuss the trends in Indian exports since the year 2000❖ describe the main features of India's foreign trade policy	

- ❖ examine government's participation in foreign trade
- ❖ summarize the export incentives taken by the government to boost exports
- ❖ explain the specialized trade zones sponsored by Indian government
- ❖ discuss India's trade with major markets
- ❖ examine sectoral performance of India's external sector
- ❖ describe the features and benefits of focus markets and focus products schemes
- ❖ interpret WTO provisions, basic principles and implications for business
- ❖ identify India's current engagements in RTAs

Unit 1: Scope of International Trade- Importance of trade, the theories of absolute advantage, Comparative advantage and the Heckscher-Ohlin model, the significant gains and losses of international trade and the current status of world trade.

Unit 2: India's Trade Performance: An Overview since 1950- Foreign trade of India since independence, composition of India's foreign trade, structural changes in imports, pattern of exports, the changing structure of exports and the direction of India's foreign trade.

Unit 3: India's Trade Performance: 2000 Onwards- India's merchandise trade since 2000, the extent of India's trade and services trade, import of services.

Unit 4: India's Imports- Composition of India's imports, the trends of principal imports and imports through major ports of India.

Unit 5: India's Exports- India's exports from 2000 onwards, India's major manufactured exports, India's export composition, the need for export diversification and the exports through major ports.

Unit 6: India's Foreign Trade Policy and Its Evolution- EXIM policy (2002-07), India's foreign trade policy (2009-14), the trade policy measures taken under 2009-14, commodity specific measures for exports.

Unit 7: Institutional Framework for Export Promotion- Institutional set-up of various agencies for export promotion in India, service institutions and the government participation in foreign trade.

Unit 8: Export Incentives and Benefits to Exporters- Market Access Initiative (MAI) scheme, Marketing Development Assistance (MDA) scheme, export promotion activities, measures under foreign trade policy 2009-14 and export incentives.

Unit 9: Special Economic Zones/Export Processing Zones/Free Trade Zones/100 per cent EOUs- Special Economic Zones, amendments made to the SEZ Rules 2006, Free Trade Warehousing Zones (FTWZ) in India and the EOU scheme.

Unit 10: India's Trade with Major Markets- India's trade with major markets of the world including European Union (EU), Latin American and Caribbean Countries, Africa, ASEAN Nations, Middle East

Unit 11: Sectoral Performance of India's External Sector- Sectoral performance of India's external sector and the composition of India's foreign trade since independence.

Unit 12: Focus Markets and Focus Products Schemes- Focus markets and focus product schemes.

Unit 13: India and WTO: Agreements and Trade- WTO, basic principles and implications for business, intellectual property rights, WTO and dispute settlement, statistics of anti-dumping and coverage of Non-Tariff Barriers (NTBs) and Non-Tariff Measures (NTMs).

Unit 14: Foreign Trade Performance in the Context of RTAs- Structure of Regional Trade

Agreements (RTAs), details of RTAs with different countries, major regional groupings and their members and the current engagements of India in RTA's.

References:

1. Anand Garg, Foreign Trade Policy with Handbook of Procedures (Vol. 1) 2012-13, 2012.
2. Dikshit, Pratima, 2002. Dynamics of Indian Export Trade. Delhi: Deep and Deep Publication.
3. Mathur, Vibha, 2006. Foreign Trade of India, 1947-2007—Trends, Policies and Prospects. Delhi: New Century Publication.
4. Ministry of Commerce & Industry, Govt. of India, Foreign Trade Policy. 2009-2014 & Handbook of Procedures, Vol.1, 2009-2014 (Set of 2 Books), 2012. E-References
5. Dr. Pratima Dikshit, Dynamics of Indian Export Trade, New Delhi: Deep and Deep Publications, 2002.
6. Dr. Vibha Mathur Foreign Trade of India 1947 to 2007 - Trends, Policies and Prospects, New Delhi: New Century Publications, 2006.
7. Ministry of Commerce & Industry, Govt. of India, Foreign Trade Policy 2009-2014 & Handbook of Procedures Vol.1 2009-2014 (Set of 2 Books), 2012.
8. Anand Garg, Foreign Trade Policy with Handbook of Procedures (Vol.1) 2012-13, 2012.

Course DIBM402	Code- Course Title- Global Logistics and Distribution Management
<p style="text-align: center;">Course Objectives:</p> <p>At the completion of this course, the students will be able to examine the role of logistics in global supply chain management, various means of transportation and factors that affect global logistics operations of an organisation. Students will develop the capability to identify the risks and types of documentation associated to global logistics. Specifically, the students will learn to:</p> <ul style="list-style-type: none"> ❖ analyse global trade environment ❖ conceptualise the logistics around the world ❖ evaluate the transportation infrastructure of India and the world ❖ describe ocean shipping and chartering ocean carriers ❖ explain significance of air and surface transportation in global logistics ❖ determine the significance of sales and payment terms in global logistics ❖ analyse the future issues of global logistics 	
<p>Unit 1: The Role of Logistics in Global Supply Chain Management: Introduction, The Context of Global Business Environment, Strategic Approaches to Global SCM, The Coordinating Roles of Global Logistics in SCM, Global Supply Chain Collaboration</p> <p>Unit 2: Logistics in Different Parts of the World: Understanding Cultural Differences, Logistical Development in Different Nations, Trade Blocks</p> <p>Unit 3: Ocean Ships and Shipping: Cargo Types, Vessel Types and Characteristics, Shipbuilding</p> <p>Unit 4- Chartering Bulk Ocean Carriers: Patterns of the World's Bulk Shipping, The Supply of Shipping, Types of Charter Arrangements, The Charter Agreement</p> <p>Unit 5: The Ocean Liner Contract System: Ocean Liner Conferences, Relationships among Conference Members, Conferences and Competition, Conference Relationship with Shippers, Conference Relationship with Governments</p>	

Unit 6: International Air Transportation: Development of Aviation, Commercial Jet Airlines, Air Cargo Containers, Rate Making, Air Cargo Documentation and Insurance

Unit 7: Surface Transport: Movements to and fro Ports, Intermodalism, Land transportation in India

Unit 8: Transportation Infrastructure: Seaports, Airports, Canals, Tunnels and Bridges

Unit 9 - Global Trade Environment: Global trade environment: various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, International Contracts, Terms of Trade, International Currency, INCO terms, Logistical packaging, containerization

Unit 10 – Global Logistics Functions and Intermediaries: Introduction, Outbound Logistics Functions, Inbound Logistics Functions, Overall Logistics Activities, Logistics Intermediaries

Unit 11 – Terms of Sale and Payment: Terms of Sale, Terms of Payment

Unit 12: Documentation and Insurance: Documentation, Cargo Insurance, Hull Insurance, Air Cargo Insurance, Land Transport, Settlement of Insurance Claims

Unit 13: Logistics of Export Product Movement: International Transaction Channel Activities, The International Distribution Channel, World Trade Organisations and other governing bodies of logistics and trade, Hazardous Materials Transportation, Friction or Fraud in the Distribution Channel

Unit 14: Global Sourcing: Why Source Globally? Designing a Global Sourcing System, Global Sourcing and Procurement, Monitoring and Improving, Issues in Exporting and Importing

Unit 15: Future Issues in Global Logistics: World-Class Logistics Practices, Multi-Country Trade Alliances, One-Stop Shopping Concept, Amodalism, Environmental Concerns, Space Transport and Exploration, The Internet

References:

1. Bowersox, D.J., & Closs, D.J. (2000). *Logistical Management – The Integrated Supply Chain Process*. New Delhi: Tata McGraw- Hill.
2. Branch, A.E. (2009). *Global Supply Chain Management and International Logistics*, 1st Ed. New York: Routledge.
3. Long, D. (2003). *International Logistics Global Supply Chain Management*. Massachusetts: Kluwer Academic Publishers.
4. Mangan, J., Lalwani, C., & Butcher, T. (2008). *Global Logistics and Supply Chain Management*. London: John Wiley and Sons.
5. Paul, J. (2011). *International Business*. New Delhi: PHI Learning Pvt. Ltd
6. Wood, D. F., & Barone, A. P. (2002) *International Logistics*, 2nd ed. New York: AMACOM.
7. Mangan, J., Lalwani, C., & Butcher, T. (2008). *Global Logistics and Supply Chain Management*. London: John Wiley and Sons.
8. Bowersox, D. J., & Closs, D. J. (2000). *Logistical Management*. Delhi:Tata McGraw-Hill Education.

9. Delener, N. (1999). *Strategic Planning and Multinational Trading Blocs*. USA: Greenwood Publishing Group.
10. Wood, D. F., & Barone, A. P. (2002). *International Logistics*, 2nd ed. New York: AMACOM.
11. Pratelli, A., & Brebbia, C. A. (2007). *Urban Transport XVI*. U.K: WIT press.

Course DIBM403	Code- Course Title- International Business Environment and International Law
<p>Course Objectives: The course ‘International Business Environment and International Law’ helps you to not only gain the required knowledge of international environment of business but also helps in learning the important aspects of civil and international law, both theoretical and practical as it is applied to international business transactions.</p> <p style="text-align: center;">After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ analyse the increasing globalization of economy and business ❖ explain the various aspects of business environment and strategic decisions in international business ❖ analyse the changing nature of international law and its normative systems for economic relations ❖ explain the notion of harmonized sales law ❖ describe the regulation and promotion of foreign trade in India ❖ describe the liability issues related to carriage of goods by air, as per the Warsaw System of Conventions and Montreal Convention 1999 ❖ discuss the concept of Labour Rights and Free Trade Agreements ❖ discuss Import-Export laws and export cartels ❖ describe the key characteristics of international agreements, including GATT, GATS, TRIPs and TRIMs ❖ discuss the subject matter of licensing agreements ❖ identify the various kinds of investment treaties and their interpretation ❖ describe the cultural problems in international negotiation ❖ explain the general concept in peaceful settlement of disputes in international law 	
<p>Unit 1: Introduction to International Business Environment: Introduction, Nature of International Business Environment, Importance of International Business Environment, Scope of International Environment, International Business Corporations, International Business Management orientations</p> <p>Unit 2: Framework for Analysing International Business: Introduction, the Geographical Environment, the Economic Environment, Socio-Cultural Environment, Political Environment, Legal Environment</p> <p>Unit 3: International Economic Environment: Introduction, World Economic and Trading Situation, International Economic Institutions and Agreements, Generalized System of preference (GSP), International commodities agreements</p>	

Unit 4: Economic Laws in India: Introduction, Information Technology Act, Foreign Exchange Management Act, Competition Act, Negotiable Instruments Act, Consumer protection Laws, Securities Exchange Board of India

Unit 5: Foreign Investment: Introduction, Capital and Investment flows, Trade and investment barriers in India, Foreign Direct Investment, Foreign Institutional Investors

Unit 6: International Negotiations: Introduction, Introduction to International negotiations, Process of International Negotiations, Styles of negotiations, Cognitive barriers to negotiations, Breach and remedies

Unit 7: Legal Framework of International Business: Introduction, Nature and complexities, code and common laws, International business contracts, Payment terms, International sales agreements, Rights and duties of agents and distributors

Unit 8: Law of Contract: Introduction, Introduction to law of contract, Essential elements of a valid contract

Unit 9: Corporate Law: Introduction, Overview of corporate law, Promotion and incorporation of a company, Memorandum of association, article of association, Winding up of a company, Corporate Governance

Unit 10: Law of sale of goods: Introduction, Overview of Law of Sale of goods, Factors affecting law of sale of goods, performance of contract of sales

Unit 11: International Trade and Finance: Introduction, Payment terms in Foreign Trade, Documentation in International Trade, Export Import Policy and Procedures, Export Import Finance, Documentation in International Trade, Payment terms in Foreign Trade

Unit 12: Regulatory Framework of WTO: Introduction, Charter and principles of GATT/WTO, GATT/WTO provisions relating to preferential treatment of developing countries, Non-Tariff Barriers, Implication of WTO to important sectors

Unit 13: Regulation and Treaties: Introduction, Licensing, Franchising, Joint ventures, Patents and Trademarks, Technology transfers, Framework relating to E-commerce

Unit 14: Regulatory framework and Taxation: Introduction, E-Commerce, cross border transactions and online financial safeguards, legal safeguards, International taxation, Sharing of Tax revenues

Unit 15: Settlement of International Disputes: Introduction, Legal concepts relating to International relations, Dispute settlement machinery, Modes of settlement of disputes, International Center of settlement of investment disputes, International arbitration

References:

1. Dominick, Salvatore. 2003. *International Economics*. New York: John Wiley and Sons.
2. Krugman, Paul R. and Maurice Obstfeld. 2002. *International Economics: Theory and Policy*. Boston: Addison Wesley.
3. United Nations, *World Investment Report 2007*, UNCTAD Publication.

4. United Nations, *Economic and Social Survey of Asia and the Pacific 2007*, UNCTAD Publication.
5. Hamel, Gary and C.K. Prahalad, *Competing for the Future*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 2002, p. 36.
6. Salvatore Dominick. 2003. *International Economics*. New York: Wiley and Sons.
7. Krugman, Paul R. and Maurice Obstfeld, 2002. *International Economics: Theory and Policy*. Boston: Addison Wesley.
8. United Nations, *World Investment Report 2007*, UNCTAD Publication.
9. United Nations, *Economic and Social Survey of Asia and the Pacific 2007*, UNCTAD Publication.
10. Gary Hamel and C.K. Prahalad, *Competing for the Future*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2002, p. 36.

Course Code- DIBM404	Course Title- Export-Import Finance
<p>Course Objectives:</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Analyse the institutional frameworks for exports ❖ Analyse the pre shipment finance for exports ❖ explain the post shipment finance scheme ❖ describe the role of EXIM Bank in facilitating export credit in India ❖ describe the operations involved for factoring and forfeiting ❖ evaluate the functions of ECGC ❖ explain the payment options for exporters ❖ discuss the framework of Letter of Credit ❖ evaluate the regulatory framework of institutions for import financing ❖ describe the functioning of exchange rate policy in India ❖ describe the techniques involved in managing risk ❖ discuss the various participants involved in global forex market ❖ recognize the role of FEMA and FEDAI in regulating foreign exchange ❖ identify the various taxes that exporters and importers have to pay 	
<p>Unit 1: Framework of Export and Import Finance- Importance of exports, institutional framework for exports, assistance given by commercial banks to export and import, role of RBI and EXIM bank in the promotion of exports and imports in India.</p> <p>Unit 2: Pre Shipment Finance Scheme - Need for export finance, export financing facilities, pre-shipment finance for exports, mechanism of disbursal of pre shipment finance and special cases of pre shipment finance.</p> <p>Unit 3: Post Shipment Finance Scheme- Need for post shipment finance, interest rates on post shipment export credit and the mechanism of disbursal of post shipment finance and interest subvention for priority sectors.</p> <p>Unit 4: EXIM Bank—Finance Schemes- Role of EXIM Bank, acts and regulations of the EXIM Bank and its various trade financing schemes.</p>	

Unit 5: Export and Import: Factoring and Forfeiting- Factoring and forfeiting services and contract.

Unit 6: Export Credit Guarantee Corporation–Policies and Guarantees for Export- Functions of ECGC; need for credit insurance, risks covered under ECGC policies, credit insurance policies of ECGC and guarantees given to banks.

Unit 7: Methods and Instruments of International Payment - key considerations in choosing an international payment mode, payment options for exporters, new mechanisms in international payment settlement and methods of international money transfer.

Unit 8: Letter of Credit and Implications of UCP 600- Process, functions, characteristics, cost and types of Letter of Credit, implications of UCP-600.

Unit 9: Import Financing Schemes- Regulatory framework, exchange control regulations and the methods of import finance.

Unit 10: Exchange Rate Policies and Regulations- Basics of Exchange rate policy, regulations, functioning and determinants of exchange rate.

Unit 11: Foreign Currency Exchange Risk Management and Control- Foreign exchange exposure, risks that arise due to currency fluctuations, Management of exposure and risk

Unit 12: Foreign Exchange and Exchange Rates- Forex market, participants in foreign exchange market, trading characteristics of foreign exchange, factors affecting foreign exchange rates and the financial instruments used in foreign exchange.

Unit 13: FEMA and FEDAI Guidelines- Objectives and characteristics of FEMA, evolution and need of FEMA, role of FEDAI in foreign exchange and FEDAI rules and regulations.

Unit 14: Taxation for Exporters and Importers- Taxes levied on importers and exporters, duty exemption schemes for exporters and duty remission schemes for exporters.

References:

1. D.C. Kapoor (2005). *Export Management*, Vikas Publishing House, New Delhi.
2. Doise, D. (2007). *Uniform Customs and Practice for Documentary Credits (UCP 600)*.
3. Joshi, R.M. (2009). *International Business*, Oxford University Press.
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5. Ram, P. (2010). *Export Documentation & Procedure Manual (A-Z)*, Anupam Publications.
6. Apte, P.G. (2006). *International Financial Management*, 4th Edition, Tata McGraw-Hill Publications, New Delhi.
7. Beedu, R.R. (2012). *Documentary Letter of Credit with Text of UCP 600 e UCP 600 Practice and Procedures*.
8. Warner, S. (2008). *The Letter of Credit*. R. Carter & Brothers.
9. P. Veera Reddy and P. Mamatha (2005). *Exports Made Easy*, Commercial Publications.

Information System Management

Course Code- DISM401	Course Title- Enterprise Resource Planning (ERP)
<p>Course Objectives:</p> <p>The course ‘Enterprise Resource Planning’ of MBA 4th Semester (4 credit) helps students to understand the concept, benefits, and implementation of an ERP system in an organisation.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Discuss the concept of enterprise ❖ Explain the concept of ERP ❖ Discuss the technologies related to ERP ❖ Explain the implementation lifecycle of ERP ❖ Discuss the structure of ERP modules ❖ Elaborate on the manufacturing perspective of ERP ❖ Details upon the purchasing perspective of ERP ❖ Discuss the sales and distribution perspective of ERP ❖ Explain the inventory management perspective of ERP ❖ Elaborate on the CRM perspective of ERP ❖ Explain the HR perspective of ERP ❖ Detail upon the financial perspective of ERP ❖ Discuss the role of vendors, consultants, and employees in ERP implementation ❖ Identify the different vendors of ERP system ❖ Discuss the future directions in ERP 	
<p>Unit 1- Enterprise: An Overview: Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling ;Integrated data model</p> <p>Unit 2- Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation</p> <p>Unit 3- ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security</p> <p>Unit 4- ERP Implementation Life Cycle: ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation</p> <p>Unit 5- ERP Modules Structure: Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality</p>	

Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management; Engineering Change Control ; Configuration Management ;Serialisation / Lot Control ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management - Functions of Quality Management; CAQ and CIQ; Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection

Unit 6- ERP – A Manufacturing Perspective: Role of Enterprise Resource Planning (ERP) in manufacturing, Computer Aided Design/Computer Aided Manufacturing (CAD/CAM), Materials Requirement Planning (MRP)-Master Production Schedule (MPS);Bill of Material (BOM);Inventory Records; Closed Loop MRP; Manufacturing Resource Planning (MRP-II), Manufacturing and Production Planning Module of an ERP System , Distribution Requirements Planning (DRP), Just-in-Time(JIT) & KANBAN - Kanban; Benefits of JIT; Potential Pitfalls of JIT; Kanban, Product Data Management (PDM)- Data Management, Process Management; functions of PDM; Benefits of PDM, Manufacturing Operations- Make-to-Order (MTO) and Make-to-Stock (MTS); Assemble-to-Order (ATO); Engineer-to-Order (ETO); Configure-to- Order (CTO)

Unit 7- ERP: A Purchasing Perspective: Role of ERP in Purchasing, Purchase Module: Features of purchase module; Benefits of purchase module, ERP Purchase System

Unit 8- ERP: Sales and Distribution Perspective: Role of ERP in Sales and Distribution, Sub- Modules of the Sales and Distribution Module:Master data management, Order management, Warehouse management, Shipping and transportation, Billing and sales support, Foreign trade, Integration of Sales and Distribution Module with Other Modules

Unit 9- ERP: An Inventory Management Perspective: Role of ERP in Inventory Management: Features of ERP inventory management system; Benefits of ERP inventory management system; Limitations of ERP inventory management system, Importance of Web ERP in Inventory Management, ERP Inventory Management Module, Sub-Modules of the ERP Inventory Management Module, Installation of ERP Inventory Management System, Failure of ERP Inventory Installation

Unit 10- ERP: An CRM Perspective: Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM: Operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-Modules of CRM: Marketing module; Service module; Sales module

Unit 11- ERP: A HR Perspective: Role of ERP in Human Resource Management: Workflow of ERP human resource management system; Advantages of ERP human resource management system, Human Resource Management Module: Functions of human resource management module; Features of human resource management module; Benefits of human resource management module, Common Sub-Modules of Human Resource Management Module: Personnel management; Organisational management; Payroll management; Time management; Personnel development

Unit 12- ERP: An Finance Perspective: Role of ERP in Finance, Accounting and Finance Processes: Cash management; Capital budgeting, Features of ERP Financial Module, Benefits of ERP Financial Module, Sage Accpac ERP – A Financial ERP Tool

Unit 13- ERP Vendors, Consultants, and Employees: Vendors- Role of the Vendor; Consultants: Types of consultants; Role of a Consultant, Employees; Role of employees; Resistance by employees; Dealing with employee resistance, Role of Top Management, Role of Implementation Partner

Unit 14- Different ERP Vendors - ERP Vendors, SAP-AG: Products and technology R/3 overview; SAP advantage, Baan Company, Oracle Corporation: Products and technology; Oracle Application; Vertical solutions, Microsoft Corporation, Ramco Systems, Systems Software Associates Inc. (SSA), QAD

Unit 15- Future Directions in ERP: New Trends in ERP, ERP to ERP II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor

References:

1. Thomas F. Wallace and Michael H. Kremzar (2001), ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning.
2. Simha R. Magal and Jeffrey Word March (2012), Integrated Business Processes with ERP Systems.
3. Thomas F. Wallace and Michael H. Kremzar (2001), ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning.

Course Code- DISM402	Course Title- E-Commerce
<p>Course Objectives: The course “E-Commerce” of MBA 4th Semester helps students to understand and apply the concepts of e-commerce in various types of businesses. After studying this subject, the student should be able to:</p> <ul style="list-style-type: none">❖ Explain the meaning and importance of e-commerce.❖ Discuss the impact of e-commerce on businesses, customers and society.❖ Discuss the status of e-commerce in India❖ Explain the various e-commerce models and business strategies❖ Describe the technological infrastructure required for e-commerce❖ Discuss the recent trends in Web marketing❖ Explain E-CRM and E-SCM❖ Explain the concept and benefits of e-banking❖ Discuss the recent trends in electronic retailing❖ Explain the concept and benefits of online publishing❖ Discuss the development of e-communities and social networks	

- ❖ Illustrate the importance and attainment of online security
- ❖ Describe the various e-commerce revenue models

Unit 1- Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework

Unit 2 - Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India

Unit 3 - Network Infrastructure: Introduction, Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web

Unit 4 - E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website

Unit 5 - Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E- business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise

Unit 6 - e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Unit 7 - Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners

Unit 8 - Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm

Unit 9 - Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Unit 10 - Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet

Unit 11 - E-Marketing: The scope of E-Marketing, Internet Marketing Techniques

Unit 12 - Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development

Unit 13- Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine

Unit 14 - Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities

Unit 15- Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce

References:

1. E-Commerce: Business, Technology, Society, By Kenneth C. Laudon
2. E-Commerce: Fundamentals and Applications, By Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang
3. Joseph, P. T. (2006). E-commerce. New Delhi: Prentice-Hall of India Pvt. Ltd.
4. Bajaj, K. K. & Nag, D. (1999). E-commerce. New Delhi: Tata Mcgraw- Hill.
5. Manzoor, A. (2010). E-commerce an introduction. Berlin: LAP Lambert Academic Publishing.

Course Code- DISM403	Course Title- Technology Management
<p>Course Objectives:</p> <p>The course “Technology Management” of MBA 4th Semester helps students to understand and apply the concepts of technology management.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Establish the relationship between scientific knowledge and technology ❖ Describe the process of technology management ❖ Explain the process and importance of technology innovation ❖ Describe the paradigms of technology management ❖ Explain the phases of the technology life cycle ❖ Align technology with business strategy ❖ Discuss the role of planning in technology management ❖ Explain technology transfer and acquisition ❖ Describe the effects of technological change and progress ❖ Discuss the process of technology development and exploitation 	
<p>Unit 1: Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology</p> <p>Unit 2: Technology Acquisition: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale</p> <p>Unit 3: Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting</p> <p>Unit 4: Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment</p>	

Unit 5: Technology Adoption, Diffusion, and Absorption : Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption, Technology Package and Technological Dependence, Indian Experience in Technology Absorption Efforts, Issues Involved in the Management of Technology Absorption and Government Initiatives

Unit 6: Selection and Implementation of New Technologies – Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions

Unit 7: Aspects and Issues in Technology Management : Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle, Technology Transformation, Technology Policies and Policy Instruments, Technological Development Options and Strategies, Technology and Socio- Economic Planning, Diffusion and Growth of Technologies- Information technology revolution; Macro effects of technological change

Unit 8: Technology Generation and Development: Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)- Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology

Unit 9: Technology Transfer: Transfer of Technology, Models of Technology Transfer- Traditional technology transfer models; Qualitative technology transfer models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer

Unit 10: Technology Assessment: Technology Choice, Technology Assessment Process, Technology Leadership and Followership, Technology Concepts- Technology acquisition; Meaning of innovation and creativity; Innovation management

Unit 11: Managing Technology Based Innovation: Innovation and Technology- Innovation – Technology relationship; Technological innovation and management, Process of Technology- Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, Measures for Building High-Performing Innovative Technology- Based Organisations.

Unit 12: Product Technology: Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management

Unit 13: Knowledge Based Technologies and Knowledge Management : Knowledge Based Technology and Techniques- Knowledge based technology process; Tools and techniques, Role of Artificial Intelligence Techniques, Knowledge Management Techniques for Technology Management

Unit 14: Human Aspects in Technology Management : Integration of People and Technology, Factors Considered in Technology Management- Organisational factors; Psychological factors, Organisational Structure and Technology

Unit 15- Social Issues in Technology Management: Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem

References:

1. Gehani, R. 1998. Management of technology and operations. New York: J. Wiley.
2. Khalil, T. (2000). Management of technology. 1st ed. Boston: McGraw- Hill.
3. Dorf, R. (1999). The technology management handbook. 1st ed. Boca Raton, FL: CRC Press.

Course Code- DISM404	Course Title- Java and Web Design
<p>Course Objectives:</p> <p>The course “Java and Web Design” of MBA 4th Semester (4 credits) helps students to understand the concept of World Wide Web and its importance in organisations.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ Explain the concept of World Wide Web ❖ Discuss the working of Web browsers ❖ Describe the history of the Java programming language ❖ Design an effective Web site ❖ Create Web pages using HTML ❖ Describe CSS, DHTML, Javascript and XML ❖ Explain the basic concepts in Java ❖ Create a class in Java ❖ Describe strings and input/output operations in Java ❖ Control program flow in Java 	
<p>Unit 1-Introduction to Java and Web Design: Introduction, World Wide Web, Web Browsers, Web Page, Introduction to Java and its Web Applications, Search Engines</p> <p>Unit 2 - Basic Web Page Development: HTML Basics- creating HTML document, Building a Web Page-Text and Image formatting-Adding links, Web Development Tools</p> <p>Unit 3 - Web Page Development with HTML: Introduction, HTML Table Structure-Basic HTML table tags-Formatting the table, Multimedia Files on a Web Page, Using a Form- Creating formatted lists, Using Frames in a Web Page</p> <p>Unit 4 - Using CSS for Web Designing: Introduction, Introduction to CSS-Benefits of CSS- Working with CSS, Web Page Editing with CSS- the text-Using colours with CSS- Positioning elements with CSS, Page Layout with CSS</p> <p>Unit 5 - Web Servers: Introduction, Basics of Web Server, Introduction to Apache Web Server- Installing the apache web server-Virtual host, Monitor the Usability of the Web Server Using Log Files, Securing a Web Server-Server errors-Performance of a web server</p>	

Unit 6 -Using JavaScript: Overview of JavaScript, Using JavaScript in a Web Page, Event Handlers, Benefits and Drawbacks of JavaScript

Unit 7- Script Languages for Web Development: Overview of Script Languages, Comparison Between Script Language and Programming Language, The Perl Programming Language- features and benefits, The PHP Programming Language- Features , benefits and drawbacks of PHP programming language, The Python Programming Language

Unit 8 - The LAMP Stack: Overview of LAMP Stack- Origin- Benefits and drawbacks of LAMP stack, Installing and Using the LAMP Stack, Managing LAMP with PHPMyAdmin

Unit 9 - Search Engines: Overview of a Search Engine, Working of a Search Engine, Getting Higher Ranking for Your Site on a Search Engine

Unit 10 - Web Design Tools: Web Design Tools, HTML Editors, Adobe Photoshop, Adobe Flash, Firebug Browser

Unit 11 - Java Basics: Java- features, Working with Java, Java Classes, Control Statements in Java, Example Prime Number Program

Unit 12 - Classes and Objects: Object-Oriented Programming Language- Basic concepts- Advantages - Disadvantages -Applications of OOP, Object-Oriented Software Development in Java, Methods, Inheritance: Multiple Inheritance and Interfaces, Inner Classes, Sample Programs

Unit 13 - Core Java API: Introduction to API, Installing and Using the Java Development Kit, Handling Exceptions, Threads- Creating a thread, Swing- The Swing packages

Unit 14- Servlets and JSP: Overview of Servlets and JSP, Working of Servlets- Life cycle of a servlet-Comparison of servlets with other script languages, Handling Client Requests and Sending a Response, Usage of JSP

Unit 15 - Java Development Tools: JDK Development Environment, Java Web Technologies, Integrated Development Environment

References:

1. Nino, J., & Hosch, F. A. (2001). An Introduction to Programming and Object Oriented Design Using Java. New York: John Wiley & Sons.
2. Tittel, E. & Noble, J. (2010). HTML, XHTML & CSS for Dummies®, 7th Edition, N.J. : John Wiley & Sons
3. Horton, I. (2011). Ivor Horton's Beginning Java. Indianapolis, Indiana: John Wiley & Sons.

Project Management

SEMESTER IV

<p>Course Code - DPRM401</p>	<p>Course Title- Quantitative Methods in Project Management</p>
<p style="text-align: center;">Course Objectives:</p> <p>The course ‘Quantitative Methods in Project Management’ of MBA 4th Semester (4 credits) helps students to understand and apply various quantitative techniques in project management.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ determine the value of a project ❖ prepare a project balance sheet ❖ use important statistical concepts in managing projects ❖ use the concept of probability distribution in executing a project ❖ estimate project works by applying statistical methods ❖ make decisions by using quantitative methods ❖ analyse financial statements ❖ apply capital budgeting techniques in managing projects ❖ record expenses in a project ❖ apply various time management techniques in project management ❖ maintain project quality with the help of Six Sigma ❖ manage project contracts with the help of quantitative techniques 	
<p><i>Unit 1: Basics Concepts in Project Management:</i> Introduction, Decision Tree Concepts, Project Selection, Nonnumeric Project Selection Methods, Numeric Project Selection Methods.</p> <p><i>Unit 2: Network Analysis:</i> Introduction, Network Analysis, Minimum-Span Problems, Shortest- Route Problems, Maximal-Flow Problems</p> <p><i>Unit 3: Project Scheduling by PERT/CPM:</i> Introduction, Basic Components of a Network, Program Evaluation and Review Technique (PERT), Critical Path Method (CPM), Relationship between PERT and CPM</p> <p><i>Unit 4: Time-cost Optimization in Network Scheduling:</i> Introduction, Project Cost, Time-Cost Optimization Algorithm, Linear Programming Formulation, Updating</p> <p><i>Unit 5: Resource Analysis in Network Scheduling:</i> Introduction, Resource Allocation and Scheduling, Management Operation System Technique (MOST), Graphical Evaluation & Review Technique (GERT), Precedence Planning, Line of Balance (LOB)</p> <p><i>Unit 6: Business Forecasting – Part 1:</i> Introduction, Importance of Business Forecasting, Component Factors of the Classical Multiplicative Time-series Model, Annual Time Series Smoothing, Least Square Trend-fitting and Forecasting</p> <p><i>Unit 7: Business Forecasting – Part 2:</i> Introduction, Autoregressive Modelling for Trend-fitting and Forecasting, Choosing an Appropriate Forecasting Model, Time-series Forecasting of Seasonal Data</p>	

Unit 8: Project Cost Management and Budgeting: Introduction, Project Cost Estimates, Project Budgeting, Cost Performance Analysis, Cost Forecasting and Control, Managing Cash-flow

Unit 9: MS Project – An Introduction: Introduction, Projects and Project Management, Basics of MS Project, Creating Sample Project in MS Project

Unit 10: Task Entry and Linking in MS Project: Introduction, Task Entry, Linking of Tasks

Unit 11: Resource Management in MS Project: Introduction, Resource Management, Allocation of Resources to Different Tasks

Unit 12: Displaying of Data and Examining Cost Factor in MS Project: Introduction, Displaying of Data, Using the Filters, Examining the Cost Factors

Unit 13: Printing and Reporting in MS Project: Introduction, Printing of Project Data, Creating Reports

Unit 14: Updating a Project in MS Project : Introduction, Updating the Task Data, Tracking Progress of a Project, Updating a Project

Unit 15: Managing Multiple Projects in MS Project: Introduction, Using the Common Resources, Consolidating Projects, Using the Organizer in MS Project.

References:

1. Goodpasture, J. C. 2004. *Quantitative methods in project management*. Boca Raton, Fla.: J. Ross Pub.
2. Goodpasture, J. C. 2002. *Managing projects for value*. Vienna, Va.: Management Concepts.
3. Berman, J. (2007). *Maximizing project value*. New York: Amacom, American Management Association.
4. Budd, C. I. & Budd, C. S. (2010). *A practical guide to earned value project management*. Vienna, VA: Management Concepts.
5. Goodpasture, J. C. (2010). *Project management the agile way*. Ft.Lauderdale, FL: J. Ross Pub.

Course Code-DPRM402

Course Title- Project Risk Management

Course Objectives:

After studying this subject, the student should be able to:

- ❖ define project risk
- ❖ discuss risk and people
- ❖ explain the relationship between risk and probability
- ❖ discuss the project risk analysis
- ❖ explain qualitative risk analysis
- ❖ discuss quantitative risk analysis
- ❖ define project risk management
- ❖ elaborate project scope risks
- ❖ explain project schedule risks
- ❖ discuss project resource risks
- ❖ identify project constraints
- ❖ explain project activity risk
- ❖ explain monitoring and controlling risky projects
- ❖ discuss the development of a risk management system

❖ explain risk analysis software

Unit 1: Understanding Risk in Projects: Introduction, Risk Management- Definition, Risk Management Process, Creating a Risk Management Plan, Risk Management Responsibilities

Unit 2: Identifying Risk in Projects: Introduction, Identifying Project Risk, Methods of Risk Identification, Categories of Risks, RBS, Usage of RBS, Examples of RBS, Uses and Benefits of RBS.

Unit 3: Organising for Risk Management: Introduction, Risk Management in the TQM framework, Good Manufacturing practices, Benchmarking, Process Maturity Model, Analyse Project Constraints, Scope Options and Opportunity Management, Risk Impact, PERIL Database

Unit 4: Key Project Risk Management Processes as per PMBOK: Introduction, Overview Project Risk Management process, Risk Management planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Monitor and Control Risks

Unit 5: Risk Analysis and Assessment: Introduction, Risk Analysis, Steps in Risk Analysis, Risk Assessment, Risk Assessment Cycle, Quantitative Method of Risk Assessment, Qualitative Methods of Risk Assessment, Behavioural Aspect, Difference between Quantitative and Qualitative Risk Assessments, Key ideas for identifying Schedule Risks & Resource Risks.

Unit 6: Risk Handling Strategies: Introduction, Risk Handling Strategies, Objectives of Risk Handling Strategies, Risk Tracking, Risk Acceptance, Risk mitigation, Risk Transfer, Risk Avoidance, Contingency Reserves, Risk Process Implementation, Risk documentation.

Unit 7: Monitoring and Controlling Risk: Introduction, Overview of Risk Monitoring and Controlling, Risk Monitoring, Controlling Risks, Outputs of Risk Monitoring and Control, Document the Risks, Cost Budgeting, Activity Sequencing, Procurement Planning and Source Selection.

Unit 8: Strategic Risk Response Planning: Introduction, Managerial Perspective of Risk, Strategic Risk Response Planning, Project Financial Perspective, Developing a Risk Communication Plan, Balancing Short Term Versus Long Term Plans, Risk Models for Response Planning.

Unit 9: Tools for Managing Risk: Introduction, Risk Management Tools, Quality Control Tools, Probability Control Tools, Flow Charts, Fishbone Diagram, PERT/CPM for Project Scheduling & Management, Project Insurance.

Unit 10: Organisational Design and Project Risk: Introduction, Organisational Design and Purpose, Management of Needs and Requirements, Planning Shortcomings, Estimation Errors, Need for Documentation.

Unit 11: Risk and Resistance to Change: Introduction, Objectives of Change, Imperative for changes, Framework for change, reasons of failure of change, resistance to change, accountability in change.

Unit 12: Building a Risk Management Culture: Introduction : The organisation Culture Issue, Training and Development in Risk, Project Experience, Functional Managers Address Quality, Keane's Risk Process, Performance Incentives, Risk Analysis and Mitigation.

Unit 13: Project Risk Audit: Introduction, Define the Concept of Project Risk Audit, Interviewing Team Members, How to do Risk lessons learned review, Project Audits, Designing Critical Platforms for Success, Developing a Risk Register, Event Chain Methodology, Advantages and Disadvantages of Project Risk Audit

Unit 14: Making Risk Policy: Introduction, Concept of Program Management, Define the concept of Program Management Process, Risk Process, Risk Matrix Terminology, Demystifying Risk – PMBOK, Contract Management, Risk Categorization, Staff Acquisition, Project Reviews and Risks Reassessment

Unit 15: Risk Knowledge Transfer: Introduction, Project Closure, Key Ideas for Project Closure, Executive Risk Knowledge Transfer, Risk Knowledge base and Metadata, Risk Management in India.

References:

1. Mulcahy, R. (2011), PMP exam prep (7th ed.). Minnesota, USA: RMC Publications.
2. Hillson, D., Murray-Webster, R. (2007). Understanding and managing risk attitudes. Burlington, USA: Gower Publishing Company.

Course Code-DPRM403

Course Title- Project Quality Management

Course Objectives:

After studying this subject, the student should be able to:

- ❖ discuss the concept of quality
- ❖ explain the evolution of quality management in projects
- ❖ explain the contribution of various quality gurus
- ❖ explain various project management frameworks and standards
- ❖ explain the concept of quality planning
- ❖ define the objectives and contents of a Project Quality Management Plan (PQMP)
- ❖ illustrate the major characteristics of a mature project planning process
- ❖ explain the concept of project quality assurance
- ❖ explain the concept of quality metrics from the perspective of project quality management
- ❖ use the various quality control tools for project quality control
- ❖ explain the concept of project quality improvement
- ❖ manage different barriers to project quality improvement
- ❖ implement the methods and strategies of project quality improvement
- ❖ apply the theory of statistical process control
- ❖ explain the significance of analysing the project processes
- ❖ analyse the steps involved in process improvement life cycle
- ❖ discuss the various tools that can be used for project process analysis

- ❖ manage the tools for solving project quality problems
- ❖ elaborate on the concept of human involvement in project success
- ❖ discuss the importance of quality culture for project quality management
- ❖ elaborate on the various project maturity and quality excellence models
- ❖ discuss the significance of quality control in construction projects
- ❖ elaborate on the methods for quality control in construction projects

Unit 1: Introduction to Project Finance: Introduction, Definition of Quality, Brief History of Quality and Project Management, Overview of Project Quality Management, Benefits of Project Quality Management.

Unit 2: Capital Budgeting Process: Introduction, Managing Project Quality as per PMI, Planning for Quality, Performing Quality Assurance, Performing Quality Control, Quality Control Vs. Quality assurance.

Unit 3: Organising for Project Management Efficiency: Introduction, Project Management Approach and Philosophy, Organisational Structures, Policy Statement, Project Organisational Structures, Companywide Quality

Unit 4: Project Quality Management in Practice: Introduction, Definition of Quality in Projects, Cost of Quality, Quality Control Tools and Technique.

Unit 5: Quality Framework for Project Management: Introduction, The Malcolm Baldrige National Quality Awards, The Seven Baldrige Criterion, Business Process Management for Quality, Continuous Process Improvement

Unit 6: The process of Organisational Change: Introduction, Steps to Organisational Change, An organisational Change Model, Organisational Framework for Project Management, Developing a Project Management Culture, The Enterprise Project Management Model.

Unit 7: Building Organizational Project Management Capability: Introduction, Good Practice in Building Project Management Capability, Model of Project Management Capability, Project Approaches for Capability Development

Unit 8: Communities of Practice in Project Management: Introduction, Communities of Practice, The Nature of Knowledge, Tangible and Intangible Value, Inside and across boundaries, Communities of practice differ and structure.

Unit 9: Project Management Strategies for Six Sigma Projects: Introduction, Six-Sigma Speciality, DMAIC process, Six Sigma-Cynics Views.

Unit 10: Measuring the Value of Project Management: Introduction, Project Management Value Initiative, Developing Measures for Project Management Value, Project Management Value Measurement Process

Unit 11: Qualities and the Bottom- Line in projects : Introduction, Benefits from Quality Efforts, Value engineering, Stages of Cost Reduction, Cost Targeting, Quality and Cycle Time in Projects, Cycle Time Optimisation.

Unit 12: Critical Success Factors for Quality in Project Management: Introduction, Measuring of Success, Areas of Business Excellence, Principles of Success for the Project Manager

Unit 13: Supply Chain Management in Quality: Introduction, Components of Supply Chain Management, Scope of Activities for Supplier Quality System, Supplier Chain Quality Planning, Control, Improvement.

Unit 14: Inspection , Test and Measurement: Introduction, Definition-Inspection, Test and Measurement, Errors of Measurement, Sampling Risks, Types of Sampling Risks

Unit 15: Quality Standards: Introduction, Quality Standards, The development of the Quality Standards, ISO 9000 Quality System Standards.

References:

1. Besterfield, D. (2011). Total quality management. Pearson.
2. Pries, K. H. & Quigley, J. M. (2013). Total quality management for project management. Boca Raton, FL: CRC Press.
3. Rose, K. (2005). Project quality management. Boca Raton, Fla.: J. Ross Pub.
4. Wysocki, R. K. (2004). Project management process improvement. Boston: Artech House
5. George, S. and Weimerskirch, A. (1994). Total quality management. New York: Wiley.

Course Code-DPRM404

Course Title- Contracts Management in Project

Course Objectives:

The course “Contracts Management in Projects” of MBA 4th Semester (4 credits) helps students to understand the concept of project contracts and their different aspects in organisation. ‘Contracts in projects’ is one of the important concepts of project management, because a project cannot be implemented without the formation of a contract. Apart from projects, we form contracts or see formation of contracts in our daily lives. For instance, purchasing goods for a stated amount is a contract between the buyer and the seller. Thus, a contract can be defined as an agreement between two or more parties. It can be oral or written in nature.

Unit 1: Introduction to Contracting: Introduction, Definitions of Contract, Evolution of Contracting, Make-or-Buy Decisions, Factors Driving Contracting, Law of Contract, Role of Competition

Unit 2: Project Procurement Management: Introduction, Overview of Procurement Management, Basic Steps in Procurement Process, Public Procurement in India, E-Procurement

Unit 3: Overview of Construction Contract: Introduction, Understanding Project Contracts, Types of Construction Contracts, Standard Conditions in Construction Contracts

Unit 4: Contract Management: Introduction, Contract Management Process Cycle, Types of Contracts, Other Types of Contracts.

Unit 5: Procurement Processes as per PMI: Introduction, Plan Procurement Management, Conduct Procurements, Administer Procurements, Close Procurements.

Unit 6: Methods of Procurement for Work and Goods: Introduction, Bidding, Shopping, Direct Contracting, Force Account

Unit 7: Procurement and Supply Cycle for Goods and Services: Introduction, Production Process, Production and Development Process, Bill of Materials, Purchase and Buy Decision, Purchase Request, Request for Quotes, Negotiations, Purchase Order/ Contracts, Terms Related to Procurement in Contracts Management

Unit 8: Types of Contracts for Work and Goods: Introduction, Factors Influencing Types of Contracts, Lump Sum/All Inclusive/Fixed Price Contracts (Works and Goods), Percentage Rate Contracts (Works), Supply and Erect/ Install , Commission, and Test Contracts (combination of supply of Goods and Works contracts), Management Contracts, Public Private Participation Contracts.

Unit 9: Contracting Process for Works and Goods: Introduction, Process for Contracting

Unit 10: Procurement of Consultants for Professional Services: Introduction, Consultants and Need for Consulting Services, Types of Consulting Services, Steps Involved in the Procurement of Consultants, Methods of Selection of Consultants, Prepare the Terms of Reference (TOR), Advertise and Prepare the shortlist, Consulting Organisations versus Individual Consultants, Types of Consultancy Contracts, Request for Proposal (RFP), Negotiations and Award of Contract, Contract Performance.

Unit 11: Contract Management Skills: Introduction, Drafting Contract Terms, Negotiation Skills, Conducting Negotiations, Communication in Negotiation

Unit 12: Contracts Performance Management: Introduction, Control and Flexibility in Contracts, Monitoring and Controlling Technical and Operational Performance of Contracts, Controlling Risks, Incentives and Penalties, Change order Management, Termination of Contract and Condition for Termination

Unit 13: Disputes Resolution and Mediation Procedure in Contracts: Introduction, Disputes and Claims in Contracts, Dispute Resolution Mechanisms in Contracts, Procedures of the Arbitration Tribunal, International Arbitration Protocols

Unit 14: Other Issues in Contracts Management: Introduction, Law of Contracts, Indian Constitution and Government Contracts, Codes, Manuals and Regulations, Gol GFR, Need for Procurement Law, Cost of Contracting, Contracting and Service Economy

Unit 15: Mergers and Acquisition: Introduction, Mergers and Acquisition, History of Mergers and Acquisition, Acquisition Motives, Aligning Mergers and Acquisitions with Corporate Strategy, Constraints to Successful Merger Integration, Acquisition Planning and Strategy, Advantages and Disadvantages of Mergers and Acquisition

References:

1. Nagarajan, K. (2005). Elements of project management (1st ed.). New Delhi: New Age International (P) Ltd., Publishers.
2. Uher, T., & Davenport, P. (2002). Fundamentals of building contract management (1st ed.). Sydney, N.S.W.: UNSW Press.
3. Bennett, F. L. & Bennett, F. (2003). The Management of construction. Burlington: Elsevier.
4. McCarthy, J. F. (2010). Construction project management. Estchester, IL: Pareto Pub.
5. Realtybid.com, (2014). Realtybid. Retrieved 24 April 2014, from <http://www.realtybid.com/subdata/postauction.cfm>
6. Uwaterloo.ca, (2014). Bidding process | Procurement & Contract Services. Retrieved 24 April 2014, from <http://uwaterloo.ca/procurement/suppliers/bidding-process>

7. Wpauctions.com, (2014). How does bidding work? | WP Auctions. Retrieved 24 April 2014, from <http://www.wpauctions.com/faqs/howdoes-bidding-work/>.
8. Carmichael, D. G. (2000). Contracts and international project management. Rotterdam: A.A. Balkema.
9. Lewis, H. (2009). Bids, tenders & proposals. London: Kogan Page.
10. Project-management-knowledge.com, (2014). Project Management Knowledge Contract Closure » Project Management Knowledge. Retrieved 8 August 2014, from <http://project-managementknowledge.com/definitions/c/contract-closure/>

SUPPLY CHAIN MANAGEMENT

SEMESTER IV

Course Code- DSCM401	Course Title- Global Logistics and Supply Chain Management
Course Objectives:	
<p>The course “Global Logistics and Supply Chain Management” of MBA 4th Semester helps students will develop the capability to identify the risks and types of documentation associated to global logistics</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ analyse global trade environment ❖ conceptualise the logistics around the world ❖ evaluate the transportation infrastructure of India and the world ❖ describe ocean shipping and chartering ocean carriers ❖ explain significance of air and surface transportation in global logistics ❖ determine the significance of sales and payment terms in global logistics ❖ analyse the future issues of global logistics 	
<p>Unit 1- Global Trade Environment Structure: International Global Trade Environment, International Contracts and Legal Issues, Global Logistics Operator National and international logistics compared, Logistical Packaging.</p> <p>Unit 2- Logistics and Global Supply Chain Management: Managing Logistics in the Dynamic World Market concentration Production dispersion, Product line diversity, Strategic Approaches to Global Supply Chain Management, Coordinating Roles of Global Logistics in SCM, Market-accommodation flow, Global Supply Chain Collaboration.</p> <p>Unit 3- Logistics in Different Parts of the World: Cultural Differences and Impact on Logistics, Logistical Development in Different Countries, Factors influencing logistics,</p>	

State of logistics in different countries, Trading Blocs

Unit 4- Transportation Infrastructure: Seaports, Airports, Canals, Tunnels and Bridges.

Unit 5- Ocean Ships and Shipping: Types of Cargo, Vessel, their Types and Characteristics, Shipbuilding.

Unit 6- Chartering Bulk Ocean Carriers: World's Bulk Shipping, Supply of Shipping, Charter Agreement for Shipping, The Charter Arrangement.

Unit 7- The Ocean Liner Contract System Structure: Ocean Liner Conferences, Conference Members, Conferences and Competition, Conference Association with Shippers, Conference Association with Governments.

Unit 8 - International Air Transportation: Aviation Development 8.3 Commercial Jet Aircrafts, Air Cargo Containers, Rate Making Factors affecting air freight rates, Cargo Documentation and Insurance.

Unit 9 – Surface Transport: Movements to Port, Intermodal Transport, Advantages of intermodalism, Intermodal containers, Development of intermodal traffic, Intermodal carriers , Surface intermodal facilities, Air–ocean movements, Land Transportation in India, Road transportation in India, Rail transportation in India, Dry ports in India.

Unit 10 - Global Logistics Functions and Intermediaries: Outbound Logistics Functions, Inbound Logistics Functions, Total Logistics Activities, Logistics Intermediaries.

Unit 11 - Terms of Sale and Payment: Terms of Sale, Selling terms, Incoterms, Terms of Payment, Payment Methodology, Wire transfer, Money order, Automated Clearing House (ACH).

Unit 12 – Documentation and Insurance: Documentation, Cargo Insurance, Hull Insurance, Air Shipment Insurance, Land Transport, Settlement of Insurance Claims.

Unit 13 – Managing Logistics of Export Products: International Transaction Channel Activities, International Distribution Channel, Governing Bodies of Logistics and Trade, Hazardous Materials Transportation 13.6 Friction or Fraud in the Distribution Channel.

Unit 14 - Global Sourcing: Why Source Internationally, Designing a Global Sourcing System, Global Sourcing and Procurement, Planning, Specification, Evaluation, Relationship management, Transportation and inventory holding costs, Implementation, Monitoring and Improving, Issues in Importing and Exporting.

Unit 15 - Future Issues in Logistics: World-Class Logistics Practices, One-Stop Shopping Concept and Amodalism, Environmental Issues, Internet and Integrated Supply Chain Management System

References:

1. Gattorna, J. (1998). Strategic Supply Chain Alignment. England: Gower Publishing Limited.

2. Lan, Y., & Unhelkar, B. (2006). Global Integrated Supply Chain Systems. USA: Idea Group Inc (IGI).
3. Kamarulzaman, N.H., & Nawi, N.M. (2009). The Use of Internet Applications in Managing Logistics Activities among Palm Oil Industry Participants. Journal of Economics and Management, 262-277.
4. Robeson, J.F. (1994). The Logistic Handbook. New York: The Free Press.
5. Wood, D. F., & Barone, A. P., & et al. (2002). International Logistics. New York: Amacom. Emmett, S. (1998). Excellence in Warehouse Management. Wiley.

Course Code- DSCM402	Course Title- Category Management in Purchasing
<p>Course Objectives: The course “Category Management in Purchasing” of MBA 4th Semester helps students will develop the capability to create categories for generating value through the supply chain, initiate the category management process, determine future sourcing strategy and trace out latest developments like e-auctions.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ determine the category management process duration ❖ analyse the supplier’s pricing approach ❖ develop a high-level implementation plan ❖ create a detailed implementation plan of the sourcing strategy ❖ explain the importance of supplier relationship management ❖ establish programme governance structure ❖ determine the future implications for purchasing 	
<p>Unit 1- Introduction to Category Management: Category Management, The Need for Category Management, Technological Revolution, Consumer Pressure to Drive Down Costs, Generating Value through the Supply Chain Management, Creating the Categories.</p> <p>Unit 2- Fundamentals of Category Management: Three Foundations, Sourcing strategically, Managing the market, Driving change, Four Pillars, Breakthrough thinking, Customer focus, Cross-functional team that works, Facts and data.</p> <p>Unit 3- Stages of Category Management: Circular Process, Five Stages, Reviewing Process, Full Process, Process Duration.</p> <p>Unit 4- Initiation: Initiating the Process, Initiation Toolkit, Scoping the Category Project, Opportunity Analysis, Securing the Project Sponsor.</p> <p>Unit 5- Forming the Team: Recruiting the Team Members, Team Charter, Stakeholder Mapping, Communication Planning, Gaining the First Insights into the Category, Project Planning</p> <p>Unit 6- Gaining Insight: Introduction to Data Gathering, The Insight Toolkit, Gaining Confidence in Suppliers, Gathering Internal Data, Gathering Supplier Data, Researching</p>	

the Current as well as Potential Markets, Understanding the Supplier's Pricing Approach.

Unit 7- Gaining Further Insight: Identifying the Value Adding Points in the Supply Chain, developing a Cost vs. Price Breakdown, Identifying Possible Technological Change, Analyzing the External Environment, Understanding Market Competitiveness, Determining Potential Sources of Leverage, Supplier's Perspective on the Relationship, Portfolio Analysis with Supplier Preferencing.

Unit 8 - Driving Innovation: Determining the Future Sourcing Strategy, Steps Towards Innovation, Summarising the Analysis, Strategic Option Generation, Strategic Option Evaluation and Selection.

Unit 9 – Building Upon Innovation: Building the Chosen Option, Risk and Contingency Planning, High-Level Implementation Planning, Creating the Strategic Source Plan, Features of source plan, Significance of source plan, Relationship between innovation and source plan, Source Plan Sign-Off.

Unit 10 - Implementing the Sourcing Strategy: Realising the Sourcing Strategy, Logistics, creating a Detailed Implementation Plan, Project Management, Managing Change.

Unit 11 - Tendering and Contracting: Contract Planning, Tendering Process, E-auctions, Supplier Selection, Negotiation, Finalising the Legalities

Unit 12 – Bringing Improvement: Continuous Improvement, Lessons Learnt Review Supplier, Relationship Management, Continuous Innovation, Market Analysis, Realignment.

Unit 13 – Making Category Management Happen: Senior Management Support for Category Management, Establishing Programme Governance, Significance of programme governance, Characteristic features of a good programme governance, Creating the Programme Plan, Strategies in programme plan, Main components included in category management programme plan, Measurement, Tracking and Reporting, Programme Communications.

Unit 14 - The Future of Category Management: The Challenges, Future Implications for Purchasing, Corporate Social Responsibility, Globalisation, Future Role of Category Management.

Unit 15 - Success Stories of Category Management: General Mills - Expanding Beyond the Categories, The Hershey Company – Consumer Insights and Customer Strategy, Category Management at Pantaloon, Miller Brewing – Use of Category Management for a Competitive Advantage

References:

1. Nielsen, A. C., Karolefski, J., & Heller, A. L. (2006). Consumer-Centric Category Management - How to Increase Profits by Managing Categories Based on Consumer Needs. New Jersey: John Wiley & Sons, Inc.
2. O'Brien, J. (2010). Category Management in Purchasing. New Delhi: Kogan Page India.

3. Monczka, R.M., & Handfield, R. B., & Guinipero, L.C., Patterson, J.L., Walters, D. (2010). Purchasing and Supply Chain Management., United Kingdom: South Western Cengage Learning.

Course Code- DSCM403	Course Title- Purchasing and Contracting for Projects
<p style="text-align: center;">Course Objectives:</p> <p>The course “Purchasing and Contracting for Projects” of MBA 4th Semester helps students will develop the capability to create knowledge of purchasing, negotiating and contracting projects.</p>	
<p>Unit 1- Introduction to Purchasing and Contracting: Procurement, Purchasing, Buyer.</p> <p>Unit 2- Purchasing and Project Management: Purchasing and Procurement Context, Purchasing process, Participation of users, Organization option, Risk, Rules and Relationships.</p> <p>Unit 3- Contracting Strategies: Overview of Contracting Strategies, Influencing Factors, Division of Work, Performance of the Work.</p> <p>Unit 4- Contracting I: Three Contract Categories, Client Risk Contracts, Shared Risk Contracts, Contractor Managed Risk Contracts.</p> <p>Unit 5- Contracting II: Fixed Price versus Reimbursable, Other Contract Expressions, Alliances and Joint Ventures</p> <p>Unit 6- Contract Law: Meaning of Words, Contents of a Contract, Formation of a Contract, Terms and Conditions, Issues in Contracting, Discharge of a Contract, Performing a Contract.</p> <p>Unit 7- Communicating the Requirements: Material Requisition, Scope and Work Definition, Specification and Standards, Importance of Words, Questions and Tenderers Conference.</p> <p>Unit 8 - Selecting the Tenderers: Tender List, Choosing the Tenderers, Pre-Qualification.</p> <p>Unit 9 – Enquiry Process, Methods and Document, Enquiry Process, Enquiry Methods, Open tendering, Selective tendering, two stage tendering, Serial tendering, Negotiated tenders or contracts, Enquiry Document.</p> <p>Unit 10 - Payment Strategies: Terms of Payment, Payment Security, Contract Security.</p> <p>Unit 11 - Evaluating the Tenders: Selection and Evaluation Processes, Evaluating Tenders, Issues in Detailed Appraisal, Reaching a Conclusion.</p> <p>Unit 12 – Incentives: Incentive Mechanisms, Bonus Incentive Schemes, Negatives of Cost</p>	

Incentives, Disincentives.

Unit 13 – Influences: Politics, Facilitation Payment, Bribery and Corruption, Controlling the Money Flow.

Unit 14 - Finalising the Deal and Delivering: Negotiation, Finalising the Deal, Expediting and Inspection, Delivery.

Unit 15 - Administering, Monitoring and Closing the Project: Administering the Order or Contract, Commissioning, Setting to Work, Start-Up, Completion and Claims, Smaller Projects, Post Project Appraisal and Learning for the Future, Purchasing Plan and Checklist

References:

1. Marsh, P.D.V. (2000). Contracting for Engineering and Construction Projects. United States: Gower Publishing Limited.
2. Ward, G. (2008). The Project Manager's Guide to Purchasing. United Kingdom: Gower Publishing Limited O'Brien, J. (2010). Category Management in Purchasing. New Delhi: Kogan Page India.
3. Fuller, G. (2002). Purchasing Contracts: A Practical Guide, 2nd ed. London: Spiro Press Limited.
4. Kochanek, S. A. Business and Politics in India, USA: University of California Press.
5. Ward, G. (2008). The Project Manager's Guide to Purchasing: Contracting for Goods and Services. Great Britain: Gower Publishing Limited.
6. Domberger, S. (2002). The Contracting Organization - A Strategic Guide to Outsourcing. New York: Oxford University Press Inc.

Course Code- DSCM404	Course Title- Supply Chain Cost Management
<p>Course Objectives:</p> <p>The course “Supply Chain Cost Management” of MBA 4th Semester helps students will develop the capability to create knowledge of cost analysis at different levels to flow of goods. After studying this subject, the student should be able to:</p> <ul style="list-style-type: none">❖ analyse the challenges in supply chain cost management❖ utilise monitoring and feedback to improve supply transaction performance❖ prepare for cost management strategy-building session❖ develop strategic options for selected cost drivers❖ describe the process of addressing various types of risks❖ explain the benefits of leveraging ideas of cost management❖ calculate the various types of supply chain costs	
<p>Unit 1- Introduction to Supply Chain Cost Management: The Challenge of Supply Chain Costs, Reducing the Cash-to-Cash Cycle Time, Aligning Supply Chains with Customers to Create More Value.</p> <p>Unit 2- Structural Cost Management in Supply Chains: Strategic Cost Management, Strategic cost management framework, Strategic cost management programme, Strategic cost management enablers , Sourcing: Make, Buy or Ally, Supplier Selection, Supplier identification, Supplier evaluation, Negotiation process, Supplier contracting, Supplier</p>	

monitoring, Design of the Buyer/Supplier Relationship, Classifications of buyer/supplier relationship, A contingency model for buyer/supplier relationship, Joint Product Design, Joint Process Design, Inventory Cost Management.

Unit 3- Executional Cost Management in Supply Chains: Supply Transactions: Financial Performance Measurement, Supply Transactions: Non-Financial Performance Measurement, Supply Transaction Performance: Monitoring, Feedback, and Improvement, Assessing the Sustainability of Supply Chains.

Unit 4- Building Cost Management Models Structure: Supply Contracts and Transaction, Cost Interdependencies, Supply Chain Management - Decision Support Systems, Activity Based Costing, Facility Location and Capacity Allocation Models.

Unit 5- The AIM & DRIVE Process of Cost Management: Prior to the Breakthrough, Leveraging volume, Analysing price, Analysing costs, A Brief History, An Overview of the Eight-Step Process, Organising an AIM & DRIVE Exercise

Unit 6- Agreeing on the Need to Manage Costs: Establishing Leadership in the Supply Chain, Cost Management Strategies – Objectives, Cost Management Strategy Preparation-Building Session, Establishing Team Goals.

Unit 7- Identifying Critical Costs in the Supply Chain: Mapping the Process, Critical Costs Identification, Critical Costs to be Managed – Selection.

Unit 8 - Measuring Secondary and Tertiary Costs: Measuring Costs – Methods, Allocation based systems, Management based systems, Evolving Cost Drivers in Formula-Based Costing, Secondary and Tertiary Cost – Writing a Formula.

Unit 9 – Defining the Key Cost Drivers and Developing the Strategic Options: Review the List of Current Cost Drivers, Selection of the Key Cost Drivers, Identification of key cost drivers by observation, Identification of key cost drivers using a model, Weighted values of cost drivers, Potential for Improvement, Developing Strategic Options for Selected Cost Drivers.

Unit 10 - Reducing, Eliminating, or Changing Activities Causing Cost Escalation: The Risk-Return Model, Constraints Identification, Strategy Statement Creation, Evaluating Risk and Benefits from Different Perspectives, Prioritizing Strategies for Implementation.

Unit 11 - Implementing the Action Plan: Creating Clear and Detailed Action Plans, Addressing Risks, Confirming the Feasibility of the Action Plan, Assigning Responsibilities and Setting Timelines, Developing Contingency Plans, Selling the Plan to Stakeholders.

Unit 12 – Verifying the Plan with Cost Monitors: Guidelines, Project Co-Ordinator Responsibilities, Regular Team Meetings, Monitoring Performance and Avoiding Negotiations, Documenting the Benefits and Reviewing the Goals, Modifying the Action Plans, Grading the Team and Sharing the Learning Process.

Unit 13 – Eternally Improving and Leveraging the Process: Expanding the Strategy,

Leveraging Ideas, Using an AIM & DRIVE database to store the worksheets of various teams, Conducting idea-sharing sessions, Using Web 2.0 technology to communicate the successful ideas, Critical Success Factors, Support and participation of the top management, Commitment of the top management of the supplier, Visits to important supplier, Sharing of cost savings, Measuring and Rewarding Success, Measuring success, Rewarding success.

Unit 14 - Driving Out Costs from the Healthcare Supply Chain: Lessons from Mass Streamlining the Healthcare Supply Chain, Keys to Success, Understand the complexity of healthcare, Promote cost transparency, 'Bundle' services only when it improves efficiency and price, Address regulatory barriers, Future Opportunities, Prescription drugs, Over-the-counter, health products, Supplies used for simple medical procedures.

Unit 15 - Impact of Packaging Design on Supply Chain Costs: Basic Calculations, Cost Calculations, Corrugated box cost calculation, Shipping cost calculation, Inventory cost calculation, Insurance cost calculation, Material Cost, Transportation Cost, Warehousing Cost, Reduced Costs through Packaging Redesign

References:

1. Bender, A. E. (2000). An Introduction to Mathematical Modeling. U.S.A: Dover Publications Inc.
2. Denison, E., & Cawthray, R. (2010). The Big Book of Packaging Prototypes. Switzerland: Rotovision SA.
3. Dorf, R. C., & Kusiak, A. (1994). Handbook of Design, Manufacturing and Automation. USA. Kochanek, S. A. Business and Politics in India, USA: University of California Press.
4. Anklesaria, J. (2008). Supply Chain Cost Management, The Aim and Drive Process for Achieving Extraordinary Results. U.S.A: Amacom.
5. Lynch, S. G. (2009). Single Point of Failure: The Ten Essential Laws of Supply Chain Risk Management. New Jersey: John Wiley and Sons.
6. Seuring, S., & Goldbach, M. (2002). Cost Management in Supply Chains. New York.
7. Skipper, J., & Hanna, J. (2009). Minimizing Supply Chain Disruption Risk Through Enhanced Flexibility. International Journal of Physical Distribution & Logistics Management..

Total Quality Management

SEMESTER IV

Course DTQM401	Code-	Course Title- Understanding ISO 9001:2008
Course Objectives:		

The course “Understanding ISO 9001:2008” of MBA 4th Semester is a four credit course that helps you to understand the concept of ISO 9001:2008 and its importance in organisations.

After studying this subject, the student should be able to:

- ❖ discuss the concept of quality and quality management system
- ❖ explain the principles of quality management
- ❖ elaborate on the steps required for ISO 9001:2008 registration
- ❖ explain the benefits of ISO 9001:2008
- ❖ discuss the implementation guide of ISO 9001:2008
- ❖ explain various approaches to achieving and improving quality
- ❖ elaborate on the general and documentation requirements of ISO 9001: 2008
- ❖ determine the requirement of management responsibility
- ❖ discuss the requirement of resource management
- ❖ elaborate on the requirement of product realisation
- ❖ explain the various aspects of production and service provision
- ❖ list the requirements of measuring and monitoring activities
- ❖ discuss the importance of improvement of QMS
- ❖ perform an audit
- ❖ elaborate on system assessment certification and continual improvement

Unit 1- Definition of Quality, Quality Management Systems, Quality management and Quality Management Systems (QMS), Concepts of quality management systems, ISO and ISO 9000

Unit 2 - Introduction to QMS, Quality Management Principles, Customer focus, Leadership, Involvement of people, Process approach, System approach to management, Continual improvement, Factual approach to decision making, Mutually beneficial supplier relationships

Unit 3 - ISO 9001: 2008: Scope, Summary of ISO 9001:2008 QMS requirements, Major clauses, Steps in ISO 9001: 2008 Registration, Certification terminologies, Implementation process, Registration process, Benefits of ISO 9001:2008

Unit 4 - Implementing a Quality Management System, Establishing Requirements and Performing Gap Analysis, Designing the QMS, Implementing the designed system, Background of ISO 9001:2008 Revision Process, User Groups, Implementation Guide to ISO 9001:2008, Generic Guidance, Specific Guidance to User Groups

Unit 5 - Flawed Approaches, Systems Approach - Systems approach in QMS, Differences between systems approach and process-based management, Benefits of systems approach, Implementing the systems approach, Process Approach - Process approach vs. functional approach, Process approach vs. procedural approach, Process management principles, Behavioural Approach- Meaning of behavioural approach, Customer-supplier relationships, Employer-employee relationships.

Unit 6 - General Requirements, Documentation Requirements, General documentation requirements, Documented procedures, Requirement of records, Requirement of quality manual, Control of documents, Control of records, Document control and management software

Unit 7 - Management Commitment, Customer Focus, Quality Policy, Planning, Responsibility, Authority, and Communication, Management Review

Unit 8 - Provision of Resources, Human Resources, Infrastructure, Work Environment

Unit 9 - Product Realisation, Planning of Product Realisation, Customer-Related Processes , Design and Development, Design and development planning, Design and development inputs, Design and development outputs, Design and development review, Design and development verification, Design and development validation, Control of design and development changes, Purchasing

Unit 10 - Control of Production and Service Provision, Validation of Processes for Production and Service Provision, Identification and Traceability, Customer Property, Preservation of Product

Unit 11 – General, Monitoring and Measurement, Customer satisfaction, Internal audit, Monitoring and measurement of processes, Monitoring and measurement of products, Control of Non-conforming product, Analysis of Data

Unit 12 – Improvement, Continual Improvement, Corrective Action, Preventive Action

Unit 13 - Self Assessment, System Certification, Beyond ISO 9001 Certification

References:

1. David Hoyle, The ISO 9000 Quality Systems Handbook, Elsevier
2. Gitlow, H.S. (2000), Quality Management Systems: A Practical Guide. Boca Raton, Florida: CRC Press LLC.
3. Hoyle D. (2009), The ISO 9000 Quality Systems Handbook, Burlington, USA: Elsevier Ltd.
4. ISO 9000 Family of Standards, ISO Publication, ISO (copyrighted by purchasable from ISO)
5. Overview of ISO 9001:2008: ISO 9000 - Quality management. Retrieved from http://www.iso.org/iso/iso_9000.

Course DTQM402	Code-	Course Title-Managing Quality in the Organisation
<p>Course Objectives:</p> <p>The course “Managing Quality in Organisations” of MBA 4th Semester helps students to understand how quality is managed in an organisation.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none">❖ analyse the different ideas of quality❖ apply the concept of quality management❖ relate organising with quality concepts❖ discuss the importance of leadership in quality management		

- ❖ explain the role of employee involvement, employee empowerment, motivation, and employee satisfaction in managing quality
- ❖ explain the importance of teams in managing quality
- ❖ discuss the role of decision making in quality
- ❖ explain the concept of organisational change
- ❖ apply the concept of performance measurement
- ❖ calculate the cost of quality measurement
- ❖ assess the needs of training and development in quality management
- ❖ discuss the need and importance of quality culture
- ❖ explain how to communicate a quality strategy
- ❖ apply ethics in quality management
- ❖ describe the role of CSR in quality

Unit 1 - Integrating the different Ideas of Quality, Organisation and its Stakeholders, Introducing Quality Management in Organisations, Importance of Quality Management in Organisations

Unit 2- Concept of Organising, Nature of organising, Need for organising, Organising for Quality Management, Factors Affecting Organising for Quality Management, Quality-A Staff Function, Role of Top Management in Organising for Quality Management

Unit 3 - Meaning of leadership, Leadership vs. Management, Leadership theories and Effective Leadership, Excellence in Leadership, Ethics in Leadership, TQM Approach and Leadership, Leadership in Organisational Vision, Commitment, and Policy, Role of Leaders in Changing Organisational Culture

Unit 4 - Employee Involvement, Quality circles, Suggestion systems, Employee Empowerment

- Traditional and empowered organisations, Role of management in employee empowerment, Implementing empowerment, Encouraging teams and team building, Concept of Motivation - Factors affecting motivation, Theories of motivation, Employee Satisfaction - Role of quality in providing employee satisfaction, Rewards and Recognition

Unit 5 - Concept of Team, Team culture, Characteristics of a team, Benefits of a team, Roles and responsibilities in a team, Types of Teams and their Selection, Team Development, Team Building, Elements of team building, Functions of a Team, Teamwork, Team Leadership, Barriers to Teams, Leading Quality Teams-Role of team leaders in quality teams

Unit 6 – Concept of Decision Making, Nature of decisions, Types of decisions, Decision making approach, Decision Making Process, Factors Affecting Decision Making, Problem Solving Vs. Decision Making, Decision Making Models, Decision Making Styles, Concept of group decision making, Group decision making techniques, Attributes of Effective Decision Making, Decision Making in Quality Management

Unit 7 - Concept of Organisational Change, Forces of change, Major types of organisational changes, Resistance to Change, Change Management: Definition and

Process, Change Management Models - Nadler's 12 action steps, Kanter, Stein, and Jick's 10 commandments, Kotter's eight step model, Kurt Lewin's three step model, Challenges Faced During Change Management, Role of Change Management in Quality

Unit 8 - Concept of Performance Measurement, Need for performance measurement, Performance Measurement System, Implementing performance measurement system, Cost of Quality Measurement, Process Model for Quality Costing, Performance Measurement Framework

Unit 9 - Concept of Training and Development, Purpose of training, Objectives of training, Development of human resource. Types of Training Programs Needed, Methods of Training, Process of Training, Role of Training & Development in Quality Management, Training: A Systematic Approach to Quality Improvement

Unit 10 - Organisational Culture, Quality Culture, Need and Importance of Quality Culture, Developing a Quality Culture

Unit 11 - Concept of Communication, Importance of communication, Communication process, Types of Communication, Principles of Effective Communication, Communicating Quality Strategy, Communicating the quality message, Communication Barriers, Role of Communication in Total Quality

Unit 12 - Meaning and Significance of Ethics, Concept of business ethics, Decision making and business ethics, Causes and Issues of Unethical Behaviour, Importance of Ethics in Quality Management, Ethics and Indian Corporate Culture

Unit 13 - Concept of Corporate Social Responsibility, Types of CSR, What does CSR involve? Elements of CSR, CSR Initiatives in India, Meaning of Sustainability, Corporate Sustainability, Corporate Sustainability report

Unit 14 - Barriers and Challenges to Quality, Overcoming Barriers to Quality

References:

1. Gitlow, H. S. (2001). Quality management systems. Boca Raton, Fla.: St. Lucie Press.
2. Oakland, J. S. (1989). Total quality management. Oxford: Heinemann Professional Pub.
3. Soim, S. S. (1992). Total quality control essentials. New York: McGrawHill.
4. Spartasystems.com. (2014). Quality management system software - trackwise by sparta systems. [online] Retrieved from: <http://www.spartasystems.com/> [Accessed: 10 Jan 2014].
5. iso.org. (2014). [online] Retrieved from: http://www.iso.org/iso/qmp_2022.pdf [Accessed: 10 Jan 2014].
6. abahe.co.uk. (2014). [online] Retrieved from: <http://www.abahe.co.uk/business.../Quality-Management-Systems.pdf> [Accessed: 10 Jan 2014].

Course Code-DTQM403	Course Title- Quality Standards and Models
<p>Course Objectives:</p> <p>The course “Quality Standards and Models” of MBA 4th Semester (4 credit) helps students to understand the different quality standards and models and their importance in organisations.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ discuss the concept of quality standards and models ❖ explain the main features of the ISO 14001: 2004 (environmental management) standard ❖ discuss the importance of OHSAS 18001: 2007 (occupational health and safety standard) in an organisation ❖ determine the importance of the ISO/TS 16949 standard for automotive suppliers ❖ identify the requirements and tools of the ISO/TS 16949 standard ❖ discuss the main features of the ISO/IEC 20000 (IT service management) standard ❖ elaborate the ISO/IEC 27001 (information security management) standard ❖ determine the different standards applicable to the healthcare sector ❖ explain the concept of CMMI ❖ discuss the CMMI representations and process areas ❖ explain the People CMM and its maturity levels ❖ elaborate the process areas and process threads of the People CMM ❖ discuss the standards of Customer Operations Performance Centre (COPC) ❖ identify the importance of the AS9100C 2009 standard for aerospace 	
<p>Unit 1 - Defining Quality Standards, Importance of Quality Standards, Economic Effects of Quality Standards, National Standards Bodies, Quality Models - McCall’s Quality Model, Boehm’s Quality Model, Dromey’s Quality Model, Other Quality Models, Difference between Quality Standard and Quality Models</p> <p>Unit 2 - Concept of Environmental Management, Key Environmental Issues Faced by the World, Overview of ISO 14001: 2004, Establishing an Environmental Management System, Environmental Management Gap Analysis Tool, Environmental Management Audit Programme</p> <p>Unit 3 - Overview of OHSAS 18001:2007, Contents of OHSAS 18001:2007, Occupational Health and Safety Audit Programme, Importance of OHSAS 18001:2007 for Organisations and Managers</p> <p>Unit 4 - Overview of Quality Management in Automotive Sector, Introduction to ISO/TS 16949, Evolution of ISO/TS 16949, Provisions of ISO/TS 16949, Scope of ISO/TS 16949, Content of ISO/TS 16949, Benefits of ISO/TS 16949, Implementation of ISO/TS 16949</p> <p>Unit 5 - General Requirements of ISO/TS 16949, Core Tools of ISO/TS 16949, Advanced</p>	

Product Quality Planning, Failure Mode and Effects Analysis, Measurement Systems Analysis, Production Part Approval Process, Statistical Process Control

Unit 6 - IT Service Management, Introduction to ISO/IEC 20000, Benefits of ISO/IEC 20000

Unit 7 - Information Security Management, Introduction to ISO/IEC 27001, Benefits of ISO/IEC 27001, Implementation of ISO/IEC 27001

Unit 8 - ISO 9001 for Healthcare, ISO 13485: 2003: Medical Devices Quality Management, ISO 15189: 2012: Medical Laboratories Quality Management, ISO 18308: 2011: Health Informatics - Requirements for an Electronic Health Record Architecture, ISO 27799: 2008: Health informatics - Information Security, Management in Health Using ISO/IEC 27002, Importance of Healthcare Standards for Organisations and Managers

Unit 9 - Concept of CMMI, Evolution of CMMI, CMMI around the world, Structure of CMMI, Model structure for staged representation and continuous representation, Process areas Goals: Generic and specific Common features, Practices: Generic and specific

Unit 10 - Staged Representation – Overview, Continuous Representation – Overview, Advancing through capability levels, Selection of Appropriate Representation, Process Areas of CMMI

Unit 11 - Concept of PCMM, Need for PCMM, Benefits of PCMM, Structure of PCMM, Maturity levels, Process Areas, Goals, Practices, Other components

Unit 12 - Process Areas for Different Maturity Levels - Maturity level 1: Initial, Maturity level 2: Managed, Maturity level 3: Defined, Maturity level 4: Predictable, Maturity level 5: Optimising, Process Area Threads in PCMM, Developing individual capability, Building workgroups and culture, Motivating and managing performance, Shaping the workforce

Unit 13 - About COPC, Standards Provided by COPC, Services Offered by COPC

Unit 14 - Quality Management for Aerospace, Introduction to AS9100C 2009, Upgradation to New Aerospace Standards, Aerospace QMS gap analysis tool, Aerospace QMS Audit Programme, Importance of AS9100C 2009 for Organisations and Managers

References:

1. Guasch, J.L., Racine, J.L., Sanchez, I., Diop, M. (2007). Quality Systems and Standards for a Competitive Edge. Washington, DC: The World Bank.
2. Simultaneously achieving environmental conservation and profits. Retrieved from http://www.ricoh.com/csr/activity/env_harmony/
3. ISO 14000 - Environmental management. Retrieved from <http://www.iso.org/iso/home/standards/managementstandards/iso14000.htm>.

4. ISO 14001 Environmental Management. Retrieved from <http://www.bsigroup.com/en-GB/iso-14001-environmental-management/>.

Course Code- DTQM404	Course Title- Quality Concepts, Tasks and Development Methods
<p>Course Objectives:</p> <p>The course “Quality Concepts, Tasks and Development Methods” of MBA 4th Semester (4 credit) helps students to understand the different concepts, tasks, and development methods of quality and their importance in organisations.</p> <p>After studying this subject, the student should be able to:</p> <ul style="list-style-type: none"> ❖ explain the concept of problem solving ❖ elaborate on the design for quality ❖ discuss the importance of quality in manufacturing ❖ explain the role of inspection and measurement in quality ❖ describe the concepts of waste elimination and lean ❖ explain the concept of value engineering/value analysis ❖ discuss the concept of total productive maintenance ❖ explain the important aspects of Toyota production system ❖ discuss the relationship between quality and marketing ❖ explain project quality management ❖ elaborate on supplier partnerships ❖ discuss risk analysis and mitigation ❖ explain the importance of creativity and innovation in organisations ❖ define business excellence 	
<p>Unit 1 - Problem Solving Concept, Need of Problem Solving, Types of Business Problems related to Quality, Problem Solving in Different Places and Manners, Requirement of Structured Problem-Solving Method, Steps in Problem Solving Methods, Identify/ Recognise the problem, Analyse the current process, Develop the optimal solution, Implement Changes, Study the results, Standardise the solution, Plan for future, Problem Solving and Quality Improvement</p> <p>Unit 2 - Concept of Design, Designing Process, Quality Function Deployment, Specifications and Standards, Design in Service Sector, Failure Mode, Effect, and Criticality Analysis, Design of Products and Managing Business, Designing for Manufacturability, Designing for Safety, Design Review</p> <p>Unit 3 - Quality in Manufacturing Organisations, Quality Planning in Manufacturing Organisations, Process Capability, Process Selection, Process Control, Process Control Techniques, Manufacturing Quality Control, Set-up approval, Process control, Machine-</p>	

dominant processes, Operator-dominant processes, Final inspection, Quality audit, Quality Engineering, Quality Responsibilities on Factory Floor, Safety Measures in a Factory

Unit 4 - Meaning of Inspection, Need for Inspection, Inspection Planning, Inspection Accuracy, Calibration, Concept of Measurement, Measurement System Analysis, Gage R & R, Errors of measurement

Unit 5 - Principles of Lean, Traditional Manufacturing System, Limitations of the Traditional Manufacturing System, Importance of Waste Elimination, Concept of the Lean Production System, Tools of the Lean Production System, Deployment of the Lean Production System, Lean Management in Service Organisations

Unit 6 - Concept of Value Engineering / Value Analysis, Value Analysis and Quality Management, Value of a Product and Profit, Selection of Products for Value Analysis, Composition of Value Analysis Team, Value Analysis Procedure

Unit 7 - Meaning of Total Productive Maintenance, Traditional TPM model, Implementation of TPM, TQM and Predictive Maintenance, Objectives of predictive maintenance in TQM, Optimal maintenance costs, Methods for Condition-Based Maintenance for Monitoring, Choice of equipment for CBM, Vibration monitoring in CBM, Control System for Planned Maintenance, Calibration for Maintenance, Total Quality of Maintenance, Total Preventive Maintenance, TQM and Total Safety Systems, TQM based approach to safety systems, Combining TQM and safety with TPM

Unit 8 - Overview of Toyota Production System, Goals of Toyota Production System, Focus Areas of Toyota Production System, Eliminating waste, Improving quality, Reducing cost, Increasing productivity, Enhancing safety and morale of employees, Tools and Techniques Used in Toyota Production System

Unit 9 - Quality and Marketing, Customer Perception of Quality, Quality as an Aid for Competition, Role of Quality at Point-Of-Selling Products, Role of Quality in After-sales Service, Making plans for after-sales service, Handling customer queries and complaints, Maintenance and repair of product, Proving guarantee of product quality, Product Liability, Quality Improvement through Customer Feedback

Unit 10 - Meaning of Project, Characteristics of Project, Project Management, Quality Processes for Projects, Quality Integrated into Other Fields, Quality Management for Projects at Business and Technical Levels, Quality Management for Programmes and Portfolios, Project Planning and Controlling Techniques, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project cost control systems, Project Evaluation and Post Implementation Analysis

Unit 11 - Principles of Customer-Supplier Relationships, Partnering, Sourcing, Supplier Selection, Supplier Certification, Supplier Rating, Customer-Supplier Relationships Development

Unit 12 - Risk Analysis with Respect to Quality, Elements of Risk, Total Process Risk, Risk Detection and Prevention, Prevention of risk by error proofing, Technical and behavioural solutions, Tools for Risk Mitigation, Pareto analysis, Concentration diagrams, Activity sampling, Failure prevention analysis

Unit 13 - Concept of Creativity, Creative Thinking, Introducing Innovation, Theories of Innovation, Levels of Innovation, Types of Innovation, Difference between Creativity and Innovation, Role of Creativity and Innovation in Managing Quality

Unit 14 - Meaning of Business Excellence, Operational Excellence and Business Excellence, EFQM Excellence Model, Fundamental concepts of excellence, Criteria for Business Excellence, The RADAR, Best Practices for Business Excellence, Benchmarking, Application of benchmarking in an organisation, Overview of the business process, Benchmarking protocol, Benchmarking with competitors, Networking

References:

1. Sreenivasan, N.S., Narayana, V. (2007). Managing Quality: Concepts and Tasks. Daryaganj, New Delhi: New Age International Pvt. Ltd.
2. Speegel, M. (2010). Quality Concepts for the Process Industry. Clifton Park, New York: Delmar, Cengage Learning.
3. Problem Solving Process and Steps. Retrieved from <http://asq.org/learnabout-quality/problem-solving/overview/overview.html>.
4. PDCA Cycle. Retrieved from <http://www.hci.com.au/hcisite3/toolkit/pdcacycl.htm>
5. What is VE? Retrieved from <http://www.invest-in.org/invest/ve/index.php>.
6. Value Engineering and Value Analysis. Retrieved from <http://www.slideshare.net/thombremahesh/value-engineering-and-valueanalysis>.

5.3. Duration of the programme

Programme	Level	Duration	Maximum duration for completion	Credits
MBA	Master's Degree	2 years	(2+ 2) years (As per UGC Notification on Specification of Degree, 2014)	102 Credits

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250 students

5.5. Instructional delivery mechanisms

The Directorate of Online Education of MUJ comprises of faculty members and staff who are well versed in Distance Education and Online delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of Audio and Video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/online lectures/Virtual Class
- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal opportunity for everyone to participate, as well as to ensure maintenance of decorum of the forum.
- Through periodic formative assessments

Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which is a reflection of their understanding of the concept. .

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

Link to National Portals (SWAYAM/NPTEL) will be provided, as also link to University's digital library portal.

All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

5.6. Identification of media—print, audio or video, online, computer aided

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries if any, and seek answers to the same, by chat bot or course mentors.

5.7. Student Support Services

The Student Support services will be facilitated by the Directorate of Online Education, Manipal University Jaipur, Rajasthan which includes the pre-admission student support services like counselling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing e-identity card, LMS portal, Academic calendar and academic delivery. Examinations support staff shall answer queries pertaining to conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Online education by Manipal University, Jaipur is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online Learning mode will be conducted by Directorate of Online Education-Manipal University, Jaipur with support of the various University schools. The programmes/courses may be termed Online mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by Directorate of Online Education-Manipal University, Jaipur shall fill up online application form available on DOE-MUJ website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1. Procedure for Admission

6.1.1 Minimum Eligibility Criteria for admission

- Candidate must have a 10 + 2 + 3 years bachelor degree or equivalent qualification as recognized by Association of Indian Universities (AIU) or other competent body in any discipline from a recognized University/Institution with a minimum of 50% (45% for Reserved category) marks in aggregate, and valid score from any relevant recognised aptitude test (CAT/MAT/CMAT/XAT/GMAT).
- Note: Candidates without aptitude test score need to appear and clear online Aptitude test conducted by Manipal University, Jaipur as per admission Norms to MBA Programme.

Important Instructions:

- All admissions shall be provisional until and unless candidates meet the eligibility criteria.
- Admission will stand cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees.
- Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by Directorate of Online Education-Manipal University, Jaipur.
- Directorate of Online Education-Manipal University, Jaipur has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on website.
- Candidates should carefully read all instructions given in Programme prospectus before start of application form.

6.1.2. Fee Structure and Financial assistance policy

MBA programme fee for foreign nationals is USD 2836/- (Two Thousand, Eight Hundred and Thirty Six only). For non-resident Indians, the fee is USD 2432/- (Two Thousand Four Hundred Thirty Two only).

A scholarship of upto 25% on tuition fees will be provided to Divyang students and students from Public Sector Undertaking / Defence background.

6.2. Curriculum Transactions

6.2.1. Programme Delivery

Manipal University, Jaipur has state-of-the-art mechanism for online mode of Academic delivery to ensure quality education. Faculty members at MUJ offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Online Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Co-ordinators
- Learning and delivery support from Course Mentors

6.2.2. Norms for Delivery of Courses in Online Mode

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 Credits	12 weeks	12 hours	24 hours	20	20	44	120

6.2.3. Learning Management System to support Online mode of Course delivery

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for students to navigate using assistive technologies. It

provides 24 X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens, on both web and mobile platforms.

6.2.4. Course Design

The Course content is designed as per the SWAYAM guidelines using 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

- (a) Quadrant-I i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs
- (b) Quadrant-II i.e. e-Content that contains - Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.
- (c) Quadrant-III i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- (d) Quadrant-IV i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

6.2.5. Academic Calendar

SI No.	Event	Batch	Last Date (Tentative)
1	Commencement of semester	January	1 st January
		July	1 st July
2	Enrol student to Learning Management system	January	Within 2 working days of fee confirmation
		July	
3	Assignment Submission	January	March end and April end
		July	September end and October end
4	Submission of Synopsis (Applicable during Pre final semester)	January	30 th April
		July	30 th October
5	Project Report Submission (Applicable during Final semester)	January	30 th April
		July	30 th October
6	Webinars / Interactive Live Lectures and Discussion Forum for query resolution	January	Mar to May
		July	September to November
7	Admit Card Generation	January	3 rd week of May
		July	3 rd week of Nov
8		January	2 nd week of June (TEE June)

	Term End Examination	July	2 nd Week of December (TEE December)
9	Result Declaration of End Term Examination	January	Last week of August
		July	Last week of February

6.3. Evaluation

The students' learning in a course would be evaluated based on Internal assignments, students' response sheets, and semester end examinations. University adopts rigorous process in development of question papers, question banks, assignments and their moderation, conduct of examinations, evaluation of answer scripts by qualified teachers, and result declaration. The Directorate shall frame the question papers so as to ensure that no part of the syllabus is left out of study by a learner.

The evaluation shall include two types of assessments-continuous or formative assessment in the form of assignments, and summative assessment in the form of end semester examination or term end examination which will be held with technology supported remote proctored examination tool.

However, we shall be considering the guidelines issued by the Regulatory bodies from time-to-time about conduct of examinations.

The examinations shall be conducted to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via Student assignments preparation, quizzes. The internal assessment shall

comprise of maximum of 30 marks for each course. The end semester examination shall be of three hours duration for each course at the end of each semester.

6.3.1. Question Paper Pattern

Time: 3 Hours

Max. Marks: 70

Part A - (Multiple Choice Questions) - 10 x 2 Marks = 20 Marks

Part B - (Short Answers) - Answer any 4 (out of 6) 4 x 5 Marks = 20 Marks

Part C – (Long Answers) – Any 3 (out of 4) x 10 Marks = 30 Marks

6.3.2. Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for awarding internal marks for theory courses. Student must submit two assignments each carrying 30 marks and average of both will be considered as internal assessment marks.

6.3.3. Passing Minimum

The students are considered as passed in a course if they score 40% marks in the Continuous Evaluation (IA) and Term-End Examinations (TEE) individually. If a student fails in any one component (failure to get 40% marks either in IA or TEE), then he/she will be required to re-appear for that component only (IA or TEE as the case may be).

6.3.4. Marks and Grades

Based on the total marks obtained for each course in Internal Assessment and Term End examinations, student will be awarded grade for that course. The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Range of Marks	Grade Points	Letter Grade	Description
≥90 to ≤100	10	A+	Outstanding
≥80 to <90	9	A	Excellent
≥75 to <80	8	B+	Distinction
≥70 to <75	7	B	Very Good

≥60 to <70	6	C+	Good
≥50 to <60	5	C	Average
≥40 to <50	4	D+	Below Average
<40	0	F	Re-appear
ABSENT	0	AAA	ABSENT

For a semester:

$$\text{Grade Point Average [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

Grade Point Average =

$$\frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

C_i = Credits earned for the course i in any semester

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited

For the entire programme:

$$\text{Cumulative Grade Point Average [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$$

7. Requirement of the Laboratory Support and Library Resources

7.1. Laboratory Support

No lab based courses are offered in this program.

7.2. Library Resources

Directorate of Online Education, Manipal University, Jaipur, Rajasthan has excellent Library facility with adequate number of copies of books in relevant titles for MBA programme. The Central Library of Manipal University, Jaipur is also having good source of reference books. The books available at both the libraries are only for reference purpose and lending services. In addition, reference books as prescribed will be procured. The Digital library access will also be made available to students who are enrolled into online mode of education. In addition, the

university membership on Swayam/ NPTEL/ Knimbus will also be made available to students. Complete e-Learning resources to course would be made available on Learning Management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/webinars by industry experts would also be conducted for the students.

8. Cost Estimate of the Programme and the Provisions

The cost estimate of the Programme and provisions for the fund to meet out the expenditure to be incurred in connection with MBA Programme as follows:

Sl. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single Time Investment)	82,00,000 INR
2	Programme Delivery (Per Year)	9,00,000 INR
3	Programme Maintenance (Per Year)	42,00,000 INR

9. Quality assurance mechanism and expected programme outcomes

The quality of the programme depends on scientific construction of the curriculum, strong-enough syllabus, sincere efforts leading to skilful execution of the course of the study. The ultimate achievement of MBA programme of study may reflect the gaining of knowledge and skill in management area. Gaining of knowledge and skills in IT may help the students to get new job opportunities, upgrading their position not only in employment, but also in the society.

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analysed for further improvement of the quality of the programme.

Manipal University, Jaipur has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, Directorate of Online Education to conduct periodic review and assessments and assist the Directorate to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure effectiveness of methods adopted for learning. As we proceed further, CIQA will involve in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance Committee (CIQAC) chaired by the Vice Chancellor consisting of internal and external experts oversees the functioning of Centre for Internal Quality Assurance and approve the reports generated by Centre for Internal Quality Assurance on the effectiveness of quality assurance systems and processes.

In addition to CIQA, as per the guidelines of National Assessment and Accreditation Council (NAAC), Manipal University, Jaipur has constituted Internal Quality Assurance Cell (IQAC), in which academicians, industry representatives and other stakeholders are nominated as members. The IQAC is a part of the institution's system and work towards realisation of the goals of quality enhancement and sustenance, as quality enhancement is a continuous process. The prime task of the IQAC is to develop a system for conscious, consistent, and catalytic improvement in the overall performance of institutions. The work of the IQAC is the first step towards internalization and institutionalization of quality enhancement initiatives. IQAC's elementary motive is to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurance for conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. University has setup an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self-assessments regularly and use the results to improve its systems, processes etc. and finally quality of programmes.