



**MANIPAL UNIVERSITY
JAIPUR**



**MANIPAL
UNIVERSITY JAIPUR**

University under Section 2(f) of the UGC Act

PROGRAMME PROJECT REPORT (PPR)

For

**Master of Business Administration (MBA)
(ONLINE DEGREE PROGRAMME)**

CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

MANIPAL UNIVERSITY JAIPUR

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**Centre for Distance and Online Education
Manipal University Jaipur**





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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
DMBA113	Entrepreneurial Practice	3
DMBA114	Business Communication (WAC)	2
DMBA115	Managerial Economics	3
DMBA116	Financial Accounting	3
DMBA117	Data Visualisation (Excel/Tableau)	3
DMBA118	Organizational Behaviour	3
DMBA119	Marketing Management	3
	2nd Semester	
DMBA214	Business Research Methods (R/Python)	3
DMBA215	Operation Management	3
DMBA216	Human Resource Management	3
DMBA217	Management Accounting	3
DMBA218	Financial Management	3
DMBA219	Legal Aspects of Business	3
DMBA220	Business Communication (VAC)	2
	3rd Semester	
DMBA305	Strategic Management	4
DMBA306	Term Paper	4
	4 Subjects in area of specialisation (4 credits each)	24
	4th Semester	
DMBA406	International Business Management	4
	4 Subjects in area of specialisation (4 credits each)	16
DMBA407	Project	6
	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 (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	Production and Operations Management	4
DOMS302	Enterprise Resource Planning	4
DOMS303	Logistics and Supply chain Management	4
DOMS304	Operations Research	4
	4th Semester (Operations Management)	
DOMS401	Services Operations Management	4
DOMS402	Total Quality Management	4
DOMS403	Production, Planning and Control	4
DOMS404	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 (Digital Marketing)		
DMMJ301	Introduction to Digital Media	4
DMMJ302	New Media and Social Media Spectrum	4
DMMJ303	Media Laws and Ethics	4
DMMJ304	IT in Business	4
4th Semester (Digital Marketing)		
DMMJ401	Media Planning and Economics	4
DMMJ402	Entrepreneurship and Digital Marketing	4
DMMJ 403	E-Marketing	4
DMMJ 404	Advertising and Brand Management	4



5.2.2. Detailed syllabus

SEMESTER – I

Course Code: DMBA113	Title of the Course: Entrepreneurial Practice
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Course Description:

Entrepreneurial practice involves the dynamic process of identifying opportunities, innovating solutions, and transforming ideas into viable business ventures. It requires a blend of creativity, strategic planning, and risk-taking, combined with the ability to adapt to market changes. Successful entrepreneurial practice is rooted in a deep understanding of customer needs, market trends, and competitive landscapes. Entrepreneurs must cultivate critical skills such as leadership, financial acumen, and networking to navigate challenges and scale their businesses. Ethical considerations, social responsibility, and sustainability have also become integral to modern entrepreneurial endeavours, ensuring that ventures contribute positively to society while achieving profitability.

Course Objectives:

On completion of this course, learners will be able to understand the concept entrepreneurial practice.

Specifically, the student will learn to:

- Analyze the characteristics, behaviors, and thought processes of successful entrepreneurs, applying these insights to cultivate an entrepreneurial mindset.
- Create effective strategies for identifying, evaluating, and exploiting new business opportunities, both domestically and internationally, while managing associated risks.
- Apply creative problem-solving techniques and innovation frameworks to generate viable business ideas and develop new products or services.
- Evaluate the legal, financial, and ethical considerations involved in starting and managing a venture, including intellectual property, funding sources, and business planning.
- Design growth strategies, including succession planning and exit strategies, ensuring the sustainable development and long-term success of entrepreneurial ventures.

Course Contents:

Units	Syllabus
1	Entrepreneurship and the Entrepreneurial Mind-Set: The Nature of Entrepreneurship, How Entrepreneurs Think, The Intention to Act Entrepreneurially, Entrepreneur Background and Characteristics, Role Models and Support System, Sustainable Entrepreneurship.
2	Corporate Entrepreneurship: Reason for Interest in Corporate Entrepreneurship, Managerial Versus Entrepreneurial Decision Making, Establishing Corporate Entrepreneurship in the Organization.
3	Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities: New Entry, Generation of a New Entry Opportunity, Entry strategy for New Entry Exploitation, Risk Reeducation Strategies for New Entry Exploitation.



4	Creativity and the Business Idea: Ideas from Trends Analysis, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving, Creativity and Entrepreneurship, Entrepreneurship Innovation, Opportunity Recognition, Product Planning and Development Process, E-Commerce and Business Start-up.
5	Identifying and Analyzing Domestic and International Opportunities: Opportunity Recognition and the Opportunity Assessment Plan, Information Sources, Sources of Information for Start-up Entrepreneurs in India, The Nature of International Entrepreneurship, Foreign Market Selection, Entrepreneurial Entry Strategies, Entrepreneurial Partnering, Barriers to International Tread, Implication for the Global Entrepreneur.
6	Protecting the Idea and the Other Legal Issue for the Entrepreneur: Intellectual Property, Need For a Lawyer, How to Select a Lawyer? Legal Issues in Setting up the Organization, Patents, Business Method Patents, Stat-up Without a Patent, Trademarks, Copyrights, Trade Secrets and Noncompetition Agreements, Licensing, Product Safety and liability, Insurance.
7	The Business Plan: Creating and Starting the Venture: Planning as Part of the Business Operation, Business Plan, Writing the Plan, Scope and Value of the Business Plan, How Do Potential Leaders and Investors Evaluate the Plan? Presenting the Plan, Information Needs, Financial Information Needs, Using the Marketing Plan: Industry Analysis, Marketing Research for the New Venture, Difference between a Business Plan and a Marketing Plan, Preparing the Marketing plan, Characteristics of a Marketing Plan, The Marketing Mix, Steps in Preparing the Marketing Plan.
8	The Organizational Plan: Developing the Management Team, Legal Forms of the Business, Tax Attributes of Forms the Business, The Limited Liability Company, Building the Management Team and a Successful Organization Culture, The Role of a Board Director, The Board of Advisor, The Organization and use of Consultants. The Financial Plan: Operating and Capital Budgets, Forecasting Sales, Pro forma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Break-Even Analysis, Pro Forma Sources and Applications of Funds Statement.
9	Sources of Capital: Personal Funds, Family and Friends, Commercial Banks, Role of government agencies, R & D Partnerships, Govt. Grants, Pvt. Placement, Boot Strap Financing. Informal Risk Capital, Venture Capital and Going Public: Financing the business, valuing the company, deal structure, going public and underwriter selection, Registrations.
10	Strategies for Growth and managing implications: Growth strategies, implications, overcoming pressure on existing HR, employee, entrepreneur Accessing resources for growth from external sources: external support, joint ventures, acquisitions, mergers, leveraged buyouts, franchising. Succession planning and strategies for harvesting and ending the venture: exit strategy, succession of business, option for selling the business, bankruptcy law for companies in India, reorganization and keeping the venture going, warning signals of bankruptcy, Business turnaround.

References:

1. R. D. Hisrich, M. J. Manimala, M. P. Peters, D. A. Shepherd, *Entrepreneurship*, McGraw-Hill Education, 2014.
2. P. Charantimath, *Entrepreneurship Development Small Business Enterprises*, Pearson



Course Code: DMBA114	Title of the Course: Business Communication (WAC)
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Course Description:

Effective business communication is essential for organizational success in today's dynamic and interconnected world. This course provides a comprehensive understanding of business communication principles, including written, verbal, and digital formats. It explores the importance of clear and strategic communication in business, covering topics such as fundamental writing skills, structuring reports, persuasive proposals, and digital communication for platforms like social media and websites. Additionally, the course addresses key elements like tone, style, and cultural considerations, ensuring students are equipped to communicate professionally across diverse audiences and mediums.

Course Objectives:

On completion of this course, learners will be able to understand the business communication. Specifically, the student will learn to:

- Analyze the communication process, identifying common barriers and strategies to enhance clarity and effectiveness in business contexts.
- Develop proficiency in creating various business documents, such as emails, memos, and reports, with attention to tone, style, and clarity.
- Learn best practices for writing on digital platforms, including blogs, social media, and websites, while maintaining professionalism and audience engagement.
- Apply persuasive writing techniques to craft compelling business proposals and presentations that effectively convey ideas and drive action.
- Organize and structure impactful presentations, developing skills to convey information clearly and persuasively to different audiences.

Course Contents:

Units	Syllabus
1	Basic Principles of Communication – Introduction, Understanding Communication, The Communication Process, Barriers to Communication, Classification of Communication, The Importance of Communication in the Workplace.
2	Types and Channels of Communication - Introduction, Types of Communication, Classification of Non-verbal Communication, Classification of Communication Channels.
3	Guidelines for Written Business Communication - Introduction, General Principles of Writing, Principles of Business Writing.
4	Internal and External Business Communication: – Introduction, Memo, Circulars and Notices, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters, Communicating through Emails.
5	Internal and External Business Communication – Writing Business Reports – Introduction, Report, Types of Business Reports, Format for Business Reports, Steps in Report Preparation, Writing Persuasive Proposals.



6	Developing Oral Business Communication Skills - Advantages of Oral Communication, Types of Oral Communication, Oral Business Presentations.
7	Digital Communication: Writing for digital platforms: blogs, social media, websites, Email etiquette and professional correspondence , Writing for international audiences.

References:

1. Business Communication: Building Critical Skills by Kitty O. Locker and Stephen Kyo Kaczmarek
2. The Art of Communicating by Thich Nhat Hanh
3. Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath
4. Crucial Conversations: Tools for Talking When Stakes Are High by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

Course Code: DMBA115	Title of the Course: Managerial Economics
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Course Description:

This course offers a comprehensive exploration of economic principles essential for effective managerial decision-making. From a macroeconomic perspective, the course examines critical challenges for managers, including the impact of economic cycles (recession and depression), GDP measurement, and national income accounting. Students will analyze monetary and fiscal policies, their objectives, instruments, and real-life implications, including Union Budget analysis. Key macroeconomic topics such as inflation, money supply, exchange rates, and the balance of payments are also covered, providing a well-rounded understanding of economic forces shaping business environments. This course equips future managers with the analytical tools to navigate complex economic landscapes and make informed strategic decisions.

Course Objectives:

On completion of this course, learners will be able to understand the concept managerial economics

Specifically, the student will learn to:

- 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

Course Contents:

Units	Syllabus
1	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.



2	Demand Analysis: Introduction, Scarcity, Meaning and Law of Demand, Elasticity of Demand, Degree and Determinants of Elasticity of Demand.
3	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.
4	Production Analysis and Cost Analysis: Introduction, Meaning of Production and Production Function, Cost of Production, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.
5	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.
6	Price Determination under Perfect Competition: Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis.
7	Macro Economics and Some of its Measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers. Measuring the output, Nominal GDP vs Real GDP, GDP deflator.
8	Consumption Function and Investment Function: Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator.
9	Policies & Exchange Rates: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy – instruments, real life analysis, Fiscal Policy – union budget, Physical Policy or Direct Controls. Exchange rate, types, and determinants. Balance of payments real-life analysis.
10	Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Philips Curve, Deflation. Challenges for managers from micro and macro environment perspectives, Slow down/recession/ depression and conventional and non -conventional measures.

Reference

1. Alan Glanville ,Economics from a global perspective, Alan Glanville, United Kingdom 1998
2. Amos Witztum, Economics An Analytical Introduction, Oxford University Press, New York 2009
3. Mankiw N.Gregory, Principles of Macro economics, Haryana, Thomson , 2007, 4th Edition
4. Dornbusch Rudiger, Fischer Stanley and Startz Richard, Macro economics, New Delhi, TATA Mc Graw Hill , 2005



Course Code: DMBA116	Title of the Course: Financial Accounting
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Course Description

The course of “Financial Accounting” is going to equip the learners with Accounting skills. They will be introduced to the basics and practice, of accounting. Emphasis is placed on the fundamentals of recording, adjusting, analyzing, and reporting financial information in accordance with Generally Accepted Accounting Principles.

It also imbibes the study of the Depreciation Accounting as well as Non-Financial Reporting.

Learning Objectives:

1. This course will enable the students to combine practice and theoretical knowledge of financial accounting.
2. The students of this course will be active learners and develop awareness of emerging trends in financial accounting,
3. The course will provide decision making skills to the students in the financial analysis context,
4. The students of this course will have the ability to identify and analyze financial accounting problems and opportunities in real life situations.

Course Contents:

Units	Syllabus
1	Financial Accounting – An Introduction Introduction, Meaning of Accounting, Objectives, Uses and Scope of Accounting, Advantages & Limitations of Accounting, System of Accounting, Basic Terminologies.
2	Accounting Concepts and Principles Types of Accounting Concepts - Business Entity concept - Going concern concept - Money measurement concept – Accounting Period Concept – Accounting Cost Concept – Duality Aspect Concept – Realisation Concept - Accrual concept – Matching Concept; Accounting Principles, Accounting Conventions – Convention of Consistency - Convention of Full Disclosure – Convention of Materiality – Convention of Conservatism.
3	Accounting Policies Introduction to Accounting Policies (GAAP & US GAAP), 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.
4	Double Entry Accounting Introduction, Meaning of double entry accounting, Meaning and rules of debit and credit, Journal Entries and Journal Entries with Adjustments.
5	Secondary Books Introduction to Secondary books, Purchases Book, Purchases Return book, Sales Book, Sales Returns Book, Bills Receivable book - Bills Payable book - Cash book, Ledger – Meaning, Types, Forms, Posting to Ledger - Rules and Balancing of Ledger.



6	Trial Balance Introduction, Meaning & Features, Objectives of Preparing a trial balance, Methods of preparing a trial balance, Format of Trial balance, Adjusting Entries, Errors and their rectification, Limitations of Trial Balance.
7	Final Accounts Introduction, Adjustments before preparing final accounts, Preparation of Final Accounts - Trading Account, Profit and Loss Account, and Balance sheet.
8	Depreciation Accounting Meaning & Causes for Depreciation, Need for depreciation, Methods of charging depreciation- Straight line method, Written Down Value Method and Annuity Method, Year to Year digit method, ICAI Guidelines on Depreciation.
9	Window Dressing in Financial Statements Meanings, Benefits and Techniques in window dressing, Ethics in Accounting.
10	Non Financial Reporting <i>Corporate Social Responsibility and Sustainability Disclosures, Latest Non-Financial Reporting Frameworks.</i>

References:

1. R. N. Anthony, D. F. Hawkins, K. A. Merchant, *Accounting: Text and Cases*, (12e), Tata McGraw Hill, 2011.
2. M. Bamber, S. Parry, *Accounting and Finance for Managers: A Decision Making Approach*, (2e), Koganpage, 2018.
3. C. T. Horngren, G. L. Sundern, J. A. Elliott, D. R. Philbrick, *Introduction to Financial Accounting*, (11e), Pearson, 2017.
4. P. M. Collier, *Accounting for Managers*, (5e), John Wiley & Sons, 2015.

Course Code: DMBA117	Title of the Course: Data Visualization (Excel/Tableau)
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Course Description:

In today's data-driven world, the ability to present complex information visually is crucial for effective decision-making and strategic planning. This course focuses on equipping MBA students with the essential skills to create impactful data visualizations using industry-standard tools like Microsoft Excel and Tableau. Starting with foundational concepts, students will learn the importance of data visualization and explore core functionalities within Excel, including chart creation, PivotTables, and advanced formatting techniques. The course then transitions to Tableau, covering data connection, basic and advanced chart creation, and interactive dashboard development. By the end of the course, students will be proficient in transforming raw data into compelling visual stories, enabling them to communicate insights clearly and persuasively in a business context.

Course Objectives:

On completion of this course, learners will be able to understand the concept of data visualization.

Specifically, the student will learn to:

- Understand the Core Principles and Importance of Data Visualization



- Develop Proficiency in Excel for Data Analysis and Visualization
- Master Basic and Advanced Visualization Techniques in Tableau
- Create Interactive Dashboards and Data Stories in Tableau

Course Contents:

Units	Syllabus
1	Introduction to Data Visualization: Overview of Data Visualization, Importance and benefits of data visualization in various fields, Key principles: clarity, simplicity, accuracy, and storytelling. Basic visualization types: bar, line, pie charts, etc.
2	Overview of Excel for Data Visualization: Excel Interface Essentials: Familiarization with the Excel workspace: Ribbon, menus, and toolbars, Introduction to data types (numbers, text, dates) and basic operations in Excel. Data Import and File Management:- Techniques for importing data from different sources (CSV, databases). File organisation and best practices for data management in Excel.
3	Basic Charts in Excel: Creating and Formatting Charts:- Step-by-step guide to creating basic charts: bar, line, and pie charts. Format charts with labels, colours, and legends for readability and understanding Chart Selection.
4	Advanced Data Analysis in Excel: Using PivotTables and Pivot Charts: Building and customising PivotTables for data summarisation. Creating Pivot Charts and applying filters for interactive analysis. Conditional Formatting and Sparklines: Applying conditional formatting to highlight important data trends. Using Sparklines to display data trends within cells.
5	Advanced Visualization Techniques in Excel: Combining Multiple Charts, Advanced Formatting Options, Exploring advanced chart formatting, data labels, and colour gradients. Dynamic Data Visualizations: Adding interactivity to charts with features like slicers and timelines.
6	Introduction to Tableau: Overview of Tableau Interface and Key Features: Familiarization with the Tableau workspace, data pane, and toolbar. Basic navigation: worksheets, dashboards, and stories. Connecting to Data Sources in Tableau.
7	Building Basic Visualizations in Tableau: Creating Basic Charts: Guide to building bar, line, and pie charts in Tableau. Customising visual elements: labels, colours, and tooltips. Filters, Sets, and Groups in Tableau.
8	Advanced Visualization Techniques in Tableau: Calculated Fields and Parameters: Creating calculated fields to derive new data insights. Using parameters to enable dynamic, user-controlled visualisations. Advanced Charts in Tableau.
9	Creating Interactive Dashboards in Tableau: Building Dashboards for Data Exploration, Combining multiple charts into interactive dashboards. Adding interactivity with filters, highlights, and dashboard actions.



10	Storytelling with Data in Tableau: Creating Data Stories: Structuring visualizations into a cohesive narrative for data storytelling. Developing sequences of visualizations to guide viewers through insights. Best Practices for Tableau Visualizations: Guidelines for effective visual communication: consistency, simplicity, and focus.
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Reference Books:

1. Knafllic, C. N. (2015). Storytelling with Data: A Data Visualization Guide for Business Professionals. Wiley.
2. Wexler, S., Shaffer, J., & Cotgreave, A. (2017). The Big Book of Dashboards: Visualizing Your Data Using Real-World Business Scenarios. Wiley.
3. Winston, W. L. (2019). Excel 2019 Data Analysis and Business Modeling. Microsoft Press.
4. Sleeper, R. (2018). Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master. O'Reilly Media.
5. Alexander, M., & Walkenbach, J. (2016). Excel Dashboards and Reports for Dummies (3rd ed.). Wiley.
6. Yau, N. (2011). Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics. Wiley.

Course Code: DMBA118	Title of the Course: Organizational Behaviour
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Course Description:

This course delves into the dynamic field of Organizational Behaviour (OB), examining the human aspects of management and the factors that influence individual and group behavior within organizations. Students will explore essential topics, including managerial responsibilities, planning processes, organizational structures, motivation, communication, and leadership styles. The course also addresses contemporary challenges such as stress management, corporate culture, innovation, and managing diversity. By analyzing real-world practices, including Japanese management approaches and global benchmarking techniques, students will gain insights into effective management strategies. This course aims to equip future leaders with the skills needed to foster a positive organizational climate, drive innovation, and navigate complex interpersonal dynamics in a diverse and evolving business environment.

Course Objectives:

On completion of this course, learners will be able to understand the concept organization behaviour.

Specifically, the student will learn to:

- Explain the nature of management, its social responsibilities, and the essential skills required for effective leadership in modern organizations.
- Evaluate different organizational structures, decision-making processes, and strategies, distinguishing between formal and informal organizations.



- Assess the impact of personality, perception, motivation, and stress on individual and group performance, applying theories to real-world scenarios.
- Identify communication barriers and leadership styles, applying techniques to enhance communication, resolve conflicts, and lead teams effectively.
- Explore strategies for managing innovation, entrepreneurial practices, and workplace diversity, using global best practices to drive organizational success.

Course Contents:

Units	Syllabus
1	Introduction to Management- Definition, Nature of management, Importance of management, development of management thought social responsibilities of business managerial skills
2	Planning in Management – steps in the planning process, scope, and limitations, short- and long-range planning, flexibility in planning. Characteristics of a sound plan. Management by objectives (MBO) – policies and strategies, scope and formulation, decision making, techniques and processes.
3	Organizing in Management – organizational structure and design, authority and responsibility relationships, delegation of authority and decentralization, interdepartmental coordination. Mechanistic vs Adoptive structures – formal and informal organization.
4	Management Process -Staffing, meaning and importance, staffing process, Directing, meaning and importance, Controlling, steps in controlling process.
5	Perception, Learning and Personality in Workplace- Perception and learning , personality and individual differences, motivation and job performance, values, attitudes, and beliefs.
6	Communication and Stress Management – types, barriers, making effective communication. Stress management.
7	Group Behaviour -Definition and overview of team, Seventeen characteristics of an effective team, designing a team, team wheel, key issues in team building, Seven steps of intact team building, Cross Functional teams.
8	Group dynamics and Leadership – leadership styles, approaches power and politics, organizational structure – climate and culture, Emerging trends in corporate structure, strategy, and culture.
9	Organisational Change and Development - organizational change and development. Comparative management styles and approaches – Japanese management practices, organisation creativity and innovation.
10	Innovation and Diversity in Management -Management of innovation – entrepreneurial management – benchmarking – best management practices across the world. Management of diversity.

References:



- F. Luthans, B. C. Luthans, K. W. Luthans, *Organizational Behavior*, (13e). Information Age Publishing, 2015.
- J. W. Newstrom, *Organizational Behavior: Human Behaviour at work*, (14e), McGraw Hill, 2014.
- F. Luthans, *Organizational Behavior*, (12e), McGraw Hill, 2011.
- M. R. Carrell, D. F. Jennings, C. Heavrin, *Fundamentals of Organizational Behavior*, (1e) Prentice Hall International Inc, 1997.
- Koontz, Weirich & Aryasri, *PRINCIPLES OF MANAGEMENT*, Tata McGraw-Hill,

Course Code: DMBA119	Title of the Course: Marketing Management
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Course Description:

This comprehensive course provides an in-depth exploration of fundamental marketing principles and their practical applications in today's dynamic business environment. It covers core marketing concepts, the distinctions between selling and marketing, and the essential components of the marketing mix. Key marketing elements such as pricing strategies, promotional techniques, and channel management are analyzed to equip students with strategic decision-making skills. Additionally, the course addresses contemporary topics like e-marketing, CRM, international marketing, and the ethics of marketing practices. Through case studies and interactions with industry leaders, students will develop a robust understanding of modern marketing challenges and opportunities, preparing them for success in diverse markets, including service, retail, and digital sectors.

Course Objectives:

On completion of this course, learners will be able to understand the concept marketing. Specifically, the student will learn to:

- 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.

Course Contents:

Units	Syllabus
1	Introduction to Marketing Management: Introduction, Nature and Scope of Marketing, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Selling vs. Marketing.
2	The Marketing Process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing Marketing Strategies and Plans, Building Customer Value, Satisfaction and Loyalty. Marketing Research Process.



3	Marketing Environment: Introduction, Environmental Scanning, Analysing the Organization's Microenvironment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning.
4	Consumer Buying Behavior: Introduction, Characteristics, Consumer Buying Decision Process, Factors influencing buying behavior, Types of Buying Decisions, Buyer Behaviour Models.
5	Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, Levels and Selecting Market Segments and Targeting, Developing Value Proposition and Positioning Strategy, Positioning Strategy, Differentiation Strategies.
6	Product Management: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Mix Strategies, Packaging and Labelling, New Product, Development, Product Life Cycle (PLC), Diffusion of innovation.
7	Pricing: Introduction, Objectives, Factors Affecting Price Decisions, Methods of pricing, Pricing for strategic gains, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.
8	Distribution Management: Introduction, Need for Marketing Channels, Physical distribution and channel management, Contemporary channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Retail marketing, Introduction to Retailing, Wholesaling.
9	Promotion Management: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, AIDAS model, Sales Process and Marketing Funnel, Branding, Integrated Marketing Communications (IMC).
10	Customer Relationship Management and Other Contemporary Issues: Customer Relationship Management (CRM), Rural Marketing, Services Marketing, E-Marketing or Online Marketing, Nature of International Marketing, e-retailing, New age media, ethics in marketing.

Reference Books:

1. Russell & Taylor, *Operations Management: Creating Value along the Supply Chain*, Wiley 2011
2. Lee J. Krajewski, Larry P. Ritzman, *Operations Management: Processes and Value Chains*, Prentice Hall India, 2018
3. Norman Gaither, Greg Frazier, Study Guide, *Operations Management*, (9e) Thomson South-Western, 2002
4. Slack and Lewis, *Operations Strategy*; (4e) Prentice Hall, 2007

Course Code: DMBA214	Title of the Course: Business Research Methods (R/Python)
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Course Description:

This course offers a comprehensive overview of business research methodologies and practical applications using R programming. Students will learn the fundamentals of research design, data



collection, and data processing techniques. The curriculum covers critical topics such as exploratory data analysis (EDA), visualization, and advanced statistical methods, including regression, ANOVA, and multivariate analysis—all executed in R. Emphasis is placed on converting data-driven insights into actionable business strategies and effectively communicating findings through well-structured research reports. This course equips future business leaders with the analytical tools needed to make informed decisions in a data-driven environment.

Course Objectives:

On completion of this course, learners will be able to:

- Explain the key concepts, types, and processes involved in conducting business research.
- Utilize R programming for data import, cleaning, exploration, and creating visual representations to identify trends and patterns.
- Evaluate various methods of data collection, both primary and secondary, and apply data processing techniques using R.
- Perform univariate, bivariate, regression, and advanced statistical analyses using R and interpret the results for business applications.
- Structure and write comprehensive research reports, integrating tabular data, visualizations, and actionable recommendations.

Course Contents:

Units	Syllabus
1	Introduction to Research: Meaning of research, Types of research, Importance of Business Research Methods, Basic Concepts of Research in Business, The process of research
2	Overview of R for Business Research: Introduction to R Programming, Overview of R Interface, Data Types and Data Structures in R, Basic Operations using R, File Management using R
3	Data Collection: Methods of Data Collection Classification of Data, Secondary Data, Uses, Advantages, Disadvantages, Types and sources, Primary Data Collection, Observation method, Focus Group Discussion, Personal Interview method.
4	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. Data Import and Export in R, Data Cleaning and Preparation Techniques, Handling Missing Data in R Descriptive Statistics.
5	Data Visualization - Creating Plots and Graphs in R Exploratory Data Analysis (EDA) using R - Introduction to EDA, Techniques for Data Exploration, Using R for EDA: Summary Statistics, Visualizations, Identifying Patterns and Trends in Data
6	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, using R – Computation of Mean, Median, Mode, Measures of Dispersion: Range, Variance, Standard Deviation, Summarizing and Describing Data
7	Chi-square& ANOVA 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, analysis using R, Analysis of Variance: Completely randomized design in a one-way ANOVA, Randomized block design in two-way ANOVA, ANOVA in R, Interpreting Results and Making Inferences
8	Regression Analysis: Introduction to Regression Analysis, Simple Linear Regression (Model Building and Interpretation), Multiple Linear Regression (Assumptions, Diagnostics, and Model Fit), Using R for Regression Analysis
9	Advanced Statistical Methods - Introduction to Multivariate Analysis, Factor Analysis, Cluster Analysis, Time Series Analysis (Concepts and Applications), Using R for Advanced Statistical Methods
10	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

Textbooks:

1. Research Methodology Concepts and Cases, Deepak Chawla, Neena Sondhi, Vikas Publishing House.
2. Field, A., Miles, J., & Field, Z. (2012). Discovering Statistics Using R. Sage Publications.
3. Kabacoff, R. I. (2015). R in Action: Data Analysis and Graphics with R. Manning Publications.

Reference Books:

1. Dalgaard, P. (2008). Introductory Statistics with R (2nd ed.). Springer.
2. Grolemund, G., & Wickham, H. (2017). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.
3. Business Research Methods, Cooper, Schindler, JK Sharma, Tata McGraw Hill



Course DMBA215	Code:	Title of the Course: OPERATION MANAGEMENT
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Course Description:

This course provides a comprehensive overview of key concepts, strategies, and tools in operations management. Students will explore how effective operations contribute to organizational success by aligning processes with strategic goals. Topics include operations strategy, supply chain management, demand forecasting, capacity planning, materials management, and quality systems. Through case studies and practical applications, students will develop critical skills to analyze processes, optimize resources, and implement quality and scheduling systems. Emphasis is placed on real-world challenges, such as bottlenecks and layout optimization, preparing students to enhance operational efficiency and competitiveness in dynamic business environments.

Course Objectives:

On completion of this course, learners will be able to:

- Explain core concepts, strategies, and tools in operations management and their role in organizational success.
- Evaluate supply chain performance and apply process analysis techniques to optimize operations and eliminate bottlenecks.
- Apply Total Quality Management (TQM) and Lean Six Sigma principles to enhance process quality and customer satisfaction.
- Create and implement operations schedules and aggregate plans that align with organizational objectives and improve resource utilization.

Course Contents:

Units	Syllabus
1	Introduction to Operations Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices
2	Operations Strategy Introduction to Operations Strategy, Competitive Capabilities and Core Competencies, Elements or Components of Operations Strategy, Operations Strategy as a Competitive Weapon, how operations relate to other functional areas of an organization, relationships that exist between various factors that affect operations of a business organization.
3	Supply Chain Management Introduction, Supply Chain Management, supply chain performance factors Process Analysis: Mapping a process, capacity and bottlenecks, Load balancing, Cycle time, takt, Setup times and batches, Little's Law, Job Shop, Batch, Assembly Line, theory of constraints, Case Studies (Process Analysis Simulation (HBR Case Study); Bottlenecks and Batching in Dragon Fruit Jam Production (HBR Case); Kamaths Ourtimes Ice-creams: Eliminating the Bottlenecks Effect)



4	Demand Forecasting Introduction, The Strategic Importance of Forecasting, Qualitative and Quantitative Methods; Econometrics Models; Moving Average Forecasting; Autoregressive Models; ARIMA Models; Demand Forecasting using Excel and ARIMA.
5	Capacity and Layout Planning Demand forecasting, strategies for managing capacity to meet demand, capacity and facility design, facility location models decision support tools, optimizing layout design to meet customer demand, optimizing layout to improve capacity utilization.
6	Location Strategies Introduction, Location Planning Process, Factors Influencing Location Strategy Decisions, Location Selection Techniques: Factor-Rating Method, Location Break-even Analysis
7	Introduction to Materials Management Material requirements planning, interaction with production planning and control, purchasing processes, materials forecasting, inventory management fundamentals, Just-In Time manufacturing, warehouse management.
8	Quality Management Systems Total Quality Management fundamentals, Cost of Quality concept, process variation, process capability, process control, utilizing Lean Six Sigma for processes to meet customer specifications, Quality Function Deployment
9	Operations Scheduling Introduction, Purpose of Operations Scheduling, Factors considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling in Services
10	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

Reference Books:

- Russell & Taylor, *Operations Management: Creating Value along the Supply Chain*, Wiley 2011
- Lee J. Krajewski, Larry P. Ritzman, *Operations Management: Processes and Value Chains*, Prentice Hall India, 2018
- Norman Gaither, Greg Frazier, Study Guide, *Operations Management*, (9e) Thomson South- Western, 2002
- Slack and Lewis, *Operations Strategy*; (4e) Prentice Hall, 2007
- James R. Evans and William M. Lindsay, *The management and control of quality* (6e), South- Western College, 2004.



Course DMBA216	Code:	Title of the Course: Human Resource Management
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Course Description:

This course provides an in-depth exploration of Human Resource Management (HRM) principles and practices, essential for building effective and sustainable organizations. Students will learn about key HR functions, including talent acquisition, training and development, performance management, compensation, and employee relations. Emphasis is placed on understanding HR's strategic role in aligning human capital with organizational goals. The course also addresses contemporary challenges such as managing diversity, fostering employee engagement, and navigating legal and ethical considerations. Through case studies and real-world applications, students will develop the skills needed to manage people effectively, drive organizational performance, and adapt to the evolving global business landscape.

Course Objectives:

On completion of this course, learners will be able to:

- 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

Course Contents:

Units	Syllabus
1	Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Significance, Objectives. Evolution and Development of Personnel Management and HRM; Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives, Difference between H.R.M., H.R.D, and Personnel Management;
2	HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, ,Its Impact on HR. Key Roles, Functions and Activities of HRM;
3	Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning, Strategic Human Resource Management;
4	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. Role Analysis and Placement,



5	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, Talent Management and Retention strategies. Phases of Training, Need Assessment, Training Methods and Evaluation.
6	Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning
7	Performance Appraisal: process; tools; errors; Potential Appraisal Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360-degree appraisal, Benefits, Performance Measurement, Performance Drivers. Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations, Workers Participation in Management.
8	Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency. Concept of Job Analysis and Design, Process of Job Analysis, Methods of Job Analysis, Job Analysis Information, Concept of Job Design. Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement.
9	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. Industrial Disputes. Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure, Collective Bargaining; Trade Unions.
10	Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities, Employee empowerment, Managing Industrial Relations & Contemporary issues in HRM: Dynamics of Industrial Relations; Human Resource Information System: Introduction, Concept, Components, Types, Application, Implementation, Benefits, Impact, Work-life Balance, Human Resource Accounting and Audit.

References:

1. Gilley, Jerry W., Steven A. England, Ann Maycunich Gilley, *Principles of human resource development*, (2e) Basic Books, 2002
2. D.K Bhattacharyya, *Human resource planning*; Excel Books India, 2009
3. G S Sudha, *Human Resource Management*; RBD Publications, 2011



Course DMBA217	Code:	Title of the Course: Management Accounting
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Course Description:

This course offers a comprehensive understanding of management accounting, focusing on its role in strategic decision-making and organizational performance. Students will explore essential concepts such as cost analysis, budgeting, performance measurement, and variance analysis. Emphasis is placed on using accounting information to support planning, control, and decision-making processes. The course also covers contemporary topics like activity-based costing, balanced scorecards, and cost-volume-profit analysis. Through practical applications and case studies, students will learn how to interpret and apply financial data, optimize resource allocation, and contribute to strategic business decisions. This course equips future managers with the financial acumen needed to drive organizational success in a competitive environment.

Course Objectives:

On completion of this course, learners will be able to:

- Define the key concepts of management accounting
- Explain the purpose and methods of financial statement analysis, such as ratio analysis and the Du Pont Chart.
- Prepare Funds Flow and Cash Flow Statements following the relevant accounting standards.
- Analyze cost data using methods like marginal costing, CVP analysis, and break-even analysis.
- Evaluate different business decisions, such as make-or-buy and market entry options.
- Create a budgetary control system and perform variance analysis for effective decision-making.

Course Contents:

Units	Syllabus
1	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
2	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
3	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
4	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
5	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
6	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
7	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
8	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
9	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
10	Financial Planning and Forecasting: Long Term Financial Planning, Short Term Financial Planning, Financial Forecasting, Steps in Financial Planning.

Textbook:

Khan MY & Jain PK, Management Accounting: Text, Problems and Cases, Tata Mc Graw Hill, New Delhi

Bhattacharyya Debarshi, Management Accounting, Pearson

Drury Colin, Cost and Management Accounting: An Introduction, Thompson

Reference Book:

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

Rajpurohit, Joshi, Management Accounting, Rajasthan Pathya Prakashan

Maheshwari, S.N., Cost & Management Accounting, Sultan Chand & Sons



Course DMBA218	Code:	Title of the Course: Financial Management
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Course Description:

This course provides a comprehensive exploration of financial management principles, essential for making sound business decisions and maximizing organizational value. Students will learn key concepts such as capital budgeting, financial planning, risk management, and capital structure. Topics include cash flow analysis, valuation methods, cost of capital, and working capital management. The course also examines the role of financial markets, dividend policies, and mergers and acquisitions. Through real-world case studies and practical exercises, students will develop analytical skills to assess financial performance, manage resources effectively, and formulate strategies that align with organizational goals. This course prepares future leaders to navigate complex financial environments with confidence and precision.

Course Objectives:

On completion of this course, learners will be able to:

- 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

Course Contents:

Units	Syllabus
1	Overview of Financial Management: Scope and objectives of Finance; Profit maximization vs. Wealth maximization; Functions of Financial Management, Interface between Finance and Other Business Functions
2	Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Fund Raising- Source of funding: domestic & international.
3	Time Value of Money: Introduction, Rationale, Future Value, Present Value, time value of annuity and perpetuity – loan amortization,
4	Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital.
5	Leverage: Introduction, Operating Leverage, Application of Operating Leverage, Financial Leverage, Combined Leverage
6	Capital Structure and Firm Value: Capital Structure Decision, NI, NOI Approach, and MM Hypothesis
7	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.



8	Working Capital Management: Introduction, Objective of Working Capital Management, Operating Cycle, Determinants of Working Capital, Working Capital Financing, Estimation of Working Capital. Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Cash Budgeting.
9	Inventory Management: Introduction, Role of Inventory in Working Capital, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy
10	Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends.

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

I M. Pandey, Financial Management, Vikas Publishing House.

Khan & Jain, Financial Management, McGraw Hill Education



Course DMBA219	Code:	Title of the Course: Legal Aspect of Business
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Course Description:

This course offers a comprehensive understanding of the legal frameworks that govern business operations in India. It covers foundational concepts of law, including the Indian Contract Act, Sales of Goods Act, Partnership Law, and essential corporate regulations such as the Companies Act 2013. Students will explore key legislations like the Negotiable Instruments Act, Consumer Protection Act, and Competition Act, gaining insights into their applications in real-world business scenarios. The course also addresses contemporary issues, including foreign exchange regulations and intellectual property rights, emphasizing the importance of compliance and ethical practices. By integrating theory with practical case studies, this course equips students with the legal knowledge necessary to navigate complex business environments confidently and responsibly.

Course Objectives:

On completion of this course, learners will be able to:

- Explain the nature, scope, and sources of Indian law, focusing on its relevance to business operations and managerial decision-making.
- Analyze various types of contracts under the Indian Contract Act, including their formation, performance, breach, and legal implications.
- Compare legal aspects of partnerships, LLPs, and companies, understanding their formation, governance, and dissolution processes.
- Assess the rights of consumers under the Consumer Protection Act and analyze anti-competitive practices regulated by the Competition Act.
- Understand the legal frameworks for patents, trademarks, copyrights, and trade secrets, including infringement remedies and protection mechanisms.

Course Contents:

Units	Syllabus
1	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
2	Indian Contract Act 1872: 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, Contracts of Guarantee and indemnity, Contracts of Bailment and Pledge, Contract of Agency.
3	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, Limited Liability Partnership (LLP) Act



	2008: Concept of LLP; difference with partnership and company; registration of LLP; liabilities of partners; transferability of shares
4	Sales of Goods Act 1930: 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.
5	Negotiable Instruments Act 1881: Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonor, crossing of cheques, Paying banker.
6	Consumer Protection Act 2019: Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers, Consumer Protection Act, 2019 vs 1986.
7	The Competition Act 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit, MRTP Act, 1969
8	The Foreign Exchange Management Act 1999: 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
9	The Company's Act 2013: 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
10	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.

Reference Books:

1. A Pathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel, S. Sumathi, *Business Law for Management*; Himalaya Publishing House, 2004
3. N. D. Kapoor, *Mercantile Law*, Sultan Chand & Company, 2002.
4. M.C Kuchhal, P Deepa, *Business Legislation for Management*, (2e), Vikas Publishing House
5. D.C Bose *Business Law*; PHI Learning, 2008.
6. P.C Tulsian, *Business Law*; (2e) Tata McGraw Hill, 2012.



7. P. C. Tulsian, Business Law, (2e) Tata McGraw Hill.

Course DMBA220	Code:	Title of the Course: Business Communication (VAC)
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Course Description:

This course comprises of Vocal Communication between a superior and a subordinate should be two-way and transparent to avoid any communication gap. Today, business communication is no more confined to paperwork or telephone calls. The scope of business communication has widened with the advent of technology. Technology has made possible video conferencing, satellite communication and e-mails. The advanced form of business communication has changed the way meetings, interviews and group discussions are held. Hence, effective business communication is quintessential to any organization.

Course Objectives:

On completion of this course, learners will be able to:

- Describe the key elements in the communication process
- Identify the barriers to communication and suggest ways to overcome these barriers
- Select which channel to use in different situations, as a business communicator
- Distinguish between general and business writing

Course Contents:

Units	Syllabus
1	Verbal Communication: Presentation Skills , Planning and organizing presentations, Use of visual aids and multimedia ,Techniques for delivering effective presentations.
2	The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context
3	Public Speaking: Overcoming public speaking anxiety, Strategies for persuasive speaking , Audience analysis and engagement .
4	Non-Verbal Communication : Understanding body language , Cultural differences in non-verbal cues, Building rapport through non-verbal communication .
5	Team Communication and Collaboration: Team Dynamics and Communication, Roles and responsibilities in teams, Effective team meetings and collaboration tools, Conflict resolution and negotiation.
6	Cross-Cultural Communication: Communicating in a global business environment, Cultural sensitivity and adaptation, Strategies for effective cross-cultural interactions, Crisis Communication.



7	Digital Communication: Introduction, Prerequisites, What should you not do during a virtual meeting? Virtual Meeting Etiquette: Rules to Remember.
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References:

5. Business Communication: Building Critical Skills by Kitty O. Locker and Stephen Kyo Kaczmarek
6. The Art of Communicating by Thich Nhat Hanh
7. Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath
8. Crucial Conversations: Tools for Talking When Stakes Are High by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

Course Code- DMBA 305	STRATEGIC MANAGEMENT
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Course Description: This course on business strategy prepares one to think strategically and remain agile. Today, the new norm is the new cool factor emanating from customer perceptions. And a course on business strategy equips one to stay aligned with changing times. Organizations today are at interesting intersection of bright growth prospects and dynamic challenges of 21st century. In this globalized, yet localized world, companies require strategic thinking and the resultant strategies to attain strategic competitive advantage. A firm attains competitive advantage when competitors are unable to imitate the strategies and thus, value is retained therein. As such, the goal of business strategy remains equally relevant for conglomerates as well as small firms.

A strategy of a business firm is a comprehensive master plan succinctly stating how vision and mission is to be attained. Strategy is universal and significant as the very survival of the firm. Business strategy helps the company to keep pace with highly uncertain dynamic business environments and minimizes the competitive disadvantage.

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



Units	Syllabus
1	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.
2	Strategic Management: Introduction, Strategic Management, Need, scope, key features, and importance of strategic management, Strategic Management Process, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management
3	Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques; PESTEL analysis, Porter's five forces model, SWOT analysis, Organisational Position and Strategic Advantage Profile, Strategic Management Model
4	Strategy Formulation: Introduction, Strategy Formulation, Process in Strategy Formulation, Corporate level strategy: growth strategy, diversification strategy, stability strategy, retrenchment strategy; Portfolio analysis; BCG Matrix, GE-nine cell matrix.
5	Strategy Implementation: Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation
6	Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances
7	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
8	International Strategy and Globalization: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Entry mode strategies, Porter's Diamond of competitive advantage, challenges of globalization.
9	Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications, and Challenges
10	Recent Trends in Strategic Management: Introduction, Strategic Thinking, strategic leadership, contemporary strategic thoughts; blue ocean and red ocean strategies, Digital Strategy, Global strategy, green strategy, and sustainability.



References:

1. R. F. David, *Strategic Management: Concepts and Cases*, (12e), PHI, 2008.
2. J. Pearce, R. Robinson, A. Mital, *Strategic Management: Formulation, Implementation and Control*, (12e), McGraw Hill Education, 2017.
3. L. R. Jauch, R. Gupta, W. F. Glueck, *Business Policy and Strategic Management*, Frank Bros. & Co. Ltd., 2010.
4. T. L. Wheelen, J. D. Hunger, *Concepts in Strategic Management and Business Policy*, (12e), Pearson Education, 2010.

Electives Semester 3

Course Code- DFIN 305	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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Course Description: This course on *Security Analysis and Portfolio Management* provides a comprehensive understanding of investment strategies and financial market dynamics. Students will explore key concepts such as risk-return analysis, asset valuation, equity and bond markets, and portfolio construction. The course covers fundamental and technical analysis, modern portfolio theory, and performance evaluation techniques. Through case studies and real-world applications, learners will develop the skills to assess investment opportunities, build diversified portfolios, and make informed decisions. Ideal for finance enthusiasts and professionals, this course equips participants with the analytical tools and strategic insights to navigate complex investment landscapes effectively.

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



Units	Syllabus
1	Investment: A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management.
2	Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives, Stock Market in India, Markets for Securities.
3	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
4	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis.
5	Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators
6	Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management
7	Behavioural Finance: Meaning of behavioural finance, deals with when, how and why psychology influences investment decisions
8	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds
9	Portfolio Management: Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management
10	Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier
11	Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
12	Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio returns and measurement of individual stock risk
13	Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model
14	International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Reference books:

1. Bodie, Z., Kane, A., & Marcus, A. J. (2021). *Investments* (12th ed.). McGraw-Hill Education.



2. Chandra, P. (2017). *Security analysis and portfolio management* (2nd ed.). McGraw-Hill Education India.
3. Reilly, F. K., & Brown, K. C. (2012). *Investment analysis and portfolio management* (10th ed.). Cengage Learning.
4. Graham, B., & Dodd, D. (2008). *Security analysis* (6th ed.). McGraw-Hill Education.
5. Damodaran, A. (2012). *Investment valuation: Tools and techniques for determining the value of any asset* (3rd ed.). Wiley.

Course Code- DFIN 306	FINANCIAL SERVICES
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Course Description: This course on *Financial Services* provides an in-depth exploration of the dynamic financial sector, focusing on its structure, functions, and key components. Students will examine various financial services, including banking, insurance, mutual funds, leasing, credit rating, and investment advisory. The course highlights the regulatory environment, emerging trends such as fintech, and the role of financial institutions in economic development. Through real-world case studies and practical examples, learners will gain insights into service innovation, risk management, and customer relationship strategies. This course is designed to equip future finance professionals with the knowledge and skills to navigate and excel in the evolving financial services landscape.

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.



Units	Syllabus
1	Financial Services: Concept, Objectives, Growth of financial services in India, Problems, Regulatory Framework
2	Money Market related financial services: Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees Repo rate & reverse repo rates
3	Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations, Factors affecting utilisation of plastic money in India.
4	Public Issue Management: Introduction, Activities Involved in public issue management, SEBI guidelines, Issue Manager- role, Public Issue proposal
5	Underwriting of Securities: Concept, Benefits of Underwriting, SEBI Guidelines
6	Portfolio Management Services: Concept, Function, Strategies
7	Consumer Finance: Concept, Types of Consumer Finance, Demand for Consumer, Finance- Factors
8	Venture Capital: Concept & Rational, Methods of Evaluation, Stages of Venture Capital Financing
9	Credit Rating: Concept, Credit Rating Process, Advantages of Credit Rating, Issues related with Credit Rating
10	Merchant Banks: Concept, Function, Code of Conduct, Regulatory Framework
11	Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
12	Investment Banking: Introducing Investment Banking, Purpose of Investment Banking
13	Leasing: Concept, Features of Leasing, Types of Leasing, Process, Advantages/disadvantages of Leasing Hire Purchase: Concept, Rights of Hirer, Leasing vs Hire Purchase
14	Factoring & Forfeiting: Concept, Mechanism of Factoring, Types of Factoring, Factoring vs Forfeiting

Reference books:



- 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

Course Code- DFIN 307	FINANCIAL STATEMENT ANALYSIS
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Course Description: This course on *Financial Statement Analysis* offers a comprehensive guide to understanding and interpreting financial statements for effective decision-making. Students will learn to analyze balance sheets, income statements, and cash flow statements to assess a company's financial health and performance. Key topics include ratio analysis, trend analysis, and evaluating liquidity, profitability, and solvency. The course also explores advanced concepts such as earnings quality, forecasting, and financial statement manipulation. Through practical case studies and real-world applications, learners will develop the analytical skills needed to evaluate investment opportunities, creditworthiness, and organizational performance, preparing them for careers in finance, accounting, and management.

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



Units	Syllabus
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).
2	The concept of fair presentation, financial statements: Income statement, Statement of comprehensive income, Statement of financial position.
3	Financial Modelling for Project Appraisal, Use of Functions like Net Present Value (NPV), Internal Rate of Return (IRR), etc., Forecasting techniques.
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.
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.
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.
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.
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
9	The 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.
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.
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.
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.
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.
14	Fair Value in Accounting Measurement, Concept, Measurement techniques and standards, Challenges, Accounting treatment.

Reference books:

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- DFIN 308	INTERNATIONAL FINANCIAL MANAGEMENT
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Course Description: This course on *International Financial Management* explores the complexities of managing finance in a global context. Students will examine key concepts such as foreign exchange markets, international capital budgeting, risk management, and cross-border investment strategies. The course delves into topics like exchange rate determination, hedging techniques, multinational capital structures, and the impact of international financial institutions. Through case studies and real-world scenarios, learners will develop the skills to navigate financial challenges in diverse economic environments. Designed for future finance professionals, this course equips participants with the knowledge and tools to make strategic decisions in the dynamic landscape of international finance.

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



Units	Syllabus
1	International Financial Environment: ‘Globalization’, goals of International Financial Management
2	Balance of Payments: concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility
3	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
4	Currency Derivatives: Forward markets and the different concepts, currency futures markets and currency options markets and functions
5	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
6	International Financial Markets: Basic concepts of the international money market. International credit markets (loans in various forms) from the creditors/investors
7	Foreign Trade Finance: concept of foreign trade finance. Concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade
8	Nature and Measurement of Foreign Exchange Exposure: nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods
9	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
10	International Capital Structure: International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets
11	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
12	Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured



13	International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment
14	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

Reference books:

- Multinational Financial Management, Alan C. Shapiro, Wiley India Private Limited
- International Financial Management, P.G. Apte, McGraw Hill Education

Marketing

Course Code: DMKT305	Title of the Course: Sales Distribution and Supply Chain Management
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Course Description

This course offers a comprehensive examination of sales and distribution management, covering both foundational concepts and advanced practices. The course delves into personal selling processes, including preparation, the buying decision process, and sales forecasting and budgeting. Additionally, the course addresses distribution management, including channel design, management, and performance measurement, with a focus on e-commerce and logistics.

Course Objectives

On completion of this course, learners will be able to understand

1. To define key terms and concepts related to sales management and distribution management.
2. To explain the roles and skills of modern sales managers and the importance of effective sales management.
3. To implement sales forecasting techniques and budget development methods to support sales planning.
4. To analyze sales data to evaluate forecast accuracy and the effectiveness of sales strategies and tactics.
5. To develop a comprehensive sales management plan, including strategies for motivating and compensating the sales force and managing sales territories.
6. To integrate sales and distribution management concepts to create a cohesive approach to market penetration and customer engagement.

Course Contents:



Units	Syllabus
1	Introduction to Sales Management: Introduction, Evolution of Sales Management, Nature and Importance of Sales Management, Roles and Skills of Modern Sales Managers, Careers in Sales Management
2	Sales Management Positions, Sales objectives, Strategies and Tactics, Linking Sales and Distribution Management
3	Personal Selling: Preparation and Process: Buying decision process, Approaches to Personal Selling, Buying situations, Sales Planning, Managing the Sales Force
4	Sales Forecasting and Budgeting: Sales planning, developing sales forecast, Forecast accuracy
5	Sales budgets; Management of Sales Territories and Quotas: Defining sales territories, Procedure of designing sales territories, assigning salespersons to territories, Managing territorial coverage
6	Sales quotas; Organizing and Staffing the Sales Force: Sales force training, Concept of sales organization, Size of the sales force, Staffing the sales force, Sales Call Script, Objection handling and Sales Closing Techniques
7	Negotiation, Motivating and Compensating Sales Personal, Selection and Placement of Sales Personnel
8	Sales Budgeting - Approaches and Techniques, Training and Development of Sales Force and Sales Organization
9	Evaluation of Sales Personnel, Sales control and cost analysis, Sales Ethics
10	Introduction to distribution management. Distribution network management, Evolution of Distribution Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising
11	Channel Design and Planning Process, Channel Management, Channel Information System, Designing, Customer-oriented Logistics Management, E-commerce and Distribution Channel Management
12	Logistics and SCM, IT and Logistics & SCM, Performance Measures, Information System and Channel Management, Assessing Performance of Marketing Channels, Managing Channel Member Behaviour
13	Managing Wholesalers and Franchisees, Managing the International Channels of Distribution, Designing and implementing a winning go-to-market strategy- channel stewardship
14	Channel value chain, manage conflicts, Balancing customers' needs with distribution channel's capabilities, Route-to-market Optimization, New product distribution strategy, Leveraging data and technology in sales and distribution management. Recent Trends in Supply Chain Management: Introduction, New Developments in Supply Chain Management,

References:

1. Futrell, M. Charles, *Fundamental of Selling*. McGraw Hill Education (India). (12e), 2014.
2. Ingram, N. Thomas and LaForge, W. Raymond, *Sales Management: Analysis and Decision Making*, (6e), Cengage Learning, 2007.
3. Krishna K. Havaldar and Vasant M. Cavale, *Sales and Distribution Management: Text and Cases*, (2e), Tata Mc Graw Hill, 2011



Course Code- DMKT306	CONSUMER BEHAVIOUR
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Course Description

The course of Consumer Behavior equips students with the basic knowledge about the issues and dimensions of consumer behavior and with the skill and ability to analyse consumer information and develop consumer behavior-oriented marketing strategies. It helps in determining the variables that influence consumer purchase behavior in the marketplace and thus helps in designing marketing strategies and marketing mix of the product offering.

Course Objectives

On completion of this course, learners will be able to understand

1. To define fundamental concepts and terminology related to consumer behaviour.
2. To describe the key theories and models of consumer behaviour.
3. To explain the influence of psychological and social factors on consumer behaviour.
4. To apply consumer behaviour theories to develop marketing strategies for specific consumer segments.
5. To analyze consumer behaviour data to identify trends and insights.
6. To evaluate the effectiveness of marketing campaigns based on consumer behaviour analysis.
7. To create a comprehensive marketing plan using insights from consumer behaviour research.

Units	Syllabus
1	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, Organisation Buyers and Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Research Process, Consumer Behaviour Research Methods, Consumer Behaviour and its Applications in Marketing, Consumer Research Process.
2	Introduction, Requirements and Basis of Market Segmentation, Market Segmentation and Strategic Targeting: How consumer behavior variables provide framework for strategically planning the STP ,Introduction to product positioning and positioning strategy, Positioning approaches and Positioning errors, Steps in Product Positioning,
3	Consumer Motivation: Introduction, Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation as a psychological force, The dynamics of motivation Types ,Motivation Research, The measurement of motives, Culture and need states



4	Consumer Personality: Introduction, Self-concept, Personality Theories, Brand Personality, emotions, Personality and understanding consumer behavior, Brand personality, Self and Self Image, Virtual Personality or self
5	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, Elements of perception, Consumer Imagery
6	Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Passive Learning, Outcomes and Measures of Consumer Learning , Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity
7	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
8	Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback.
9	What is culture, Cultural Influences on Consumer Behaviour: Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications, Cultural aspects of Emerging Markets
10	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
11	Social Class and Group Influences on Consumer Behaviour: Introduction, nature of Social Class, Social Class Categories, Socialization and related roles of family members, Family decision making and consumption related roles, Social Class, The measurement of social class, Lifestyle profiles and social classesImpact of Social Class on Consumer Behaviour,
12	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)
13	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



14	Consumer Decision-making Process, Schiffman and Kanuks Model of Consumer Decision Making, Belch model, Marketing Ethics and Social Responsibility: Exploitive targeting, Manipulating consumers, Social Responsibility. Consumerism - Consumer rights and Marketers' responsibilities.
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References:

2. Schiffman, Kanauk and R. Kumar, *Consumer Behaviour*, (10e), Pearson, 2010
3. Sheth, N. Jagdish and Mittal, Banwari, *Consumer Behaviour: A Management Perspective*, Thomas, 2003.
4. Blackwell, D. Roger and Miniard, W. Paul, *Consumer Behaviour*, Cengage Learning, 2006.
5. Solomon, R. Michael, *Consumer Behaviour: Buying, Having and Being*, (8e), PHI, 2009.

Course Code- DMKT307	RETAIL MARKETING
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Course Description

This course on *Retail Marketing* provides a comprehensive understanding of the principles and strategies essential for success in the dynamic retail sector. Students will explore key concepts such as consumer behavior, retail market segmentation, and the development of effective marketing mixes. The course covers topics like store layout, merchandising, pricing strategies, branding, and the role of digital marketing in retail. Through case studies and practical examples, learners will gain insights into retail operations, customer relationship management, and competitive positioning. Ideal for future retail professionals, this course equips participants with the skills to create compelling retail experiences and drive business growth.

Course Objectives

On completion of this course, learners will be able to understand

- 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

Units	Syllabus
1	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
2	Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues



3	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
4	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
5	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
6	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
7	Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process
8	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
9	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
10	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
11	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
12	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



13	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
14	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

References:

- Levy, M., Weitz, B. A., & Grewal, D. (2018). *Retailing management* (10th ed.). McGraw-Hill Education.
- Berman, B., & Evans, J. R. (2018). *Retail management: A strategic approach* (13th ed.). Pearson.
- Dunne, P. M., Lusch, R. F., & Carver, J. R. (2014). *Retailing* (8th ed.). Cengage Learning.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2010). *Retail management* (2nd ed.). Oxford University Press.

Course Code: DMBA 308	Title of the Course: Marketing Research
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Course Description

Building on Principles of Research Design, this course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects in their business discipline. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative and qualitative), and in presenting their results. To keep research projects on track, it helps them set realistic time frames, assign resources appropriately and manage quality to decrease research errors.

Course Objectives

On completion of this course, students will be familiarized with the concept of research and research process.

Specifically, the student will learn to:

- understand the concept, significance and purpose of research
- identify a problem/need, translate it into a research problem
- identify and understand the main qualitative and quantitative methods of business research
- understand the various types of sampling techniques
- develop skills of quantitative data analysis and interpretation of its results

Course Contents:



Units	Syllabus
1	Introduction to Research Introduction to research, Meaning of Markert Research & Marketing Research, Role of Marketing Research in Marketing Management, Purpose of Research, Characteristics of Good Research, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information
2	Types of Research and Process of Marketing Research, Ethical Issues in Marketing Research, Nature & contents of Ethical Issues
3	Branches of Marketing Research. Consumer Research - Meaning & Scope, Need, Functions.
4	Product Research - Meaning & Scope, Importance. Advertising Research - What to Test, When to Test.
5	Media Research - Functions of Media Research. Motivational Research - Meaning uses & Limitations. Techniques - Marketing Research in India.
6	Marketing Research Proposal – Meaning, Elements of Research Proposal
7	Formulation of Research Problem: Introduction, Meaning of Research Problem, Guidelines and Criteria for Selecting a Research Problem, formulating a Research Problem, Techniques for Formulating a Research Problem
8	Research Design Introduction, Meaning of Research Design, Marketing Research Design – Its Meaning, Its Importance, Characteristics of Good Research Design, Concepts related to Research Design, Types of Research Design,
9	Scales of Measurement – Meaning of Measurement in Marketing Research, criteria of sound Measurement of Marketing Research, 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
10	Sample Selection Introduction, Meaning of sampling, Importance and Advantages of Sampling, Census vs. Sample, Characteristics of Good Sample, Sampling Techniques, Criteria for Selection of a Sampling Technique, steps of sampling process, Types of sampling plans
11	Data Collection Introduction, Sources of Data, Primary Data Collection Techniques, Secondary Data Collection Techniques, Secondary Data – Advantages and Disadvantages, Qualitative vs. Quantitative Data
12	Questionnaire Design Introduction, Types of Questionnaire, Methods of Sending the Questionnaire, Guidelines for Questionnaire Design, Characteristics of Good Questionnaire
13	Data Processing Introduction, Editing, Coding the Data, Tabulation, Quantitative and Qualitative Analysis, Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis, Descriptive



	Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis
14	Analysis, Interpretation and Presentation of Findings Introduction, Statistical Analysis and Interpretation, Techniques of Interpretation, Meaning of Marketing Research Report, Report Writing Steps, Components and Format of Research Reports, Guidelines for Writing Research Reports, 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

References:

1. Essentials of Marketing Research By S.A.Chunawala – Himalaya Publishing House.
2. Marketing Research By B.S.Goel - Pragati Prakashan, Meerut (UP)
3. Marketing Management by Kotler, Keller, Garmy, Jha, (13th Edition Pearson.)

HRM

Course Code- DHRM305	HUMAN RESOURCE PLANNING
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Course Description

The Human Resource Planning course provides a thorough understanding of how to match workforce requirements with organisational goals. It includes important areas such as predicting workforce needs, managing talent, and planning for the future. Participants will gain the skills to recognise upcoming HR needs, fill staffing shortages, and efficiently oversee human resources to improve organisational effectiveness.

Course Objectives

On completion of this course, learners will be able to understand the concept of Human Resource Planning and analyse the need of Human Resource Planning:

At the end of the course learners will be:

- Gain comprehensive knowledge of the theories and concepts behind Human Resource Planning.
- Understand the evolution of manpower planning across organizational levels.
- Learn to apply and recognize models and methods for workforce forecasting, gap analysis, and strategies to meet HR needs.
- Explain the practical applications of human resource plans and the role of human resource information systems in recruitment.



- Assess an organization's HR planning program while understanding career management, employee turnover rates, and emerging trends in Human Resource Planning.

Units	Syllabus
1	Human Resource Planning: Introduction, Factors Affecting Human Resource Planning, Need and Importance of Human Resource Planning, Steps in Human Resource Planning and Challenges in Human Resource Planning.
2	Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting , Human Resource Supply Estimates. Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models, Gap Analysis, Action Plans – Separation, Retention, Training, Redeployment & Staffing. Career and Succession planning
3	Role of Human Resources in Human Resource Planning: Introduction, Key human resource elements, Requisite Inputs Provided by HR for orientation, Role of Hr in Strategic Human Resource Planning, Functions of HR in Manpower Planning for Organisational Success
4	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
5	Developing a Human Resource Plan: Introduction, developing a Manpower Plan, Qualitative Side of Human Resource Planning, Behavioural 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
6	Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications
7	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 .
8	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
9	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
10	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 It's Approaches, Performance Appraisals and Its Types, Manpower Inventory including Quantitative and Qualitative Aspects, Quantitative Determination of Human Resource Requirements- Work Study .
11	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
12	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.
13	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



14	Recent Trends and Challenges 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 in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs

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
J. Phillip and S. Gully, *Strategic Staffing*, Pearson Education, Upper Saddle River, NJ, 2012.
D.K. Bhattacharya, *Human Resource Planning*, Excel Books, 2009
J. Bramham, *Human Resource Planning*, University Press, 1994
A. Sekhri, *Human Resource Planning And Audit*, Himalaya Publishing House, 2010

Course Code: DHRM306	MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT
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Course Description:

This course delves into management and organizational development, emphasizing theoretical frameworks and practical applications. Key topics include Team Development, change management, organizational culture, and strategic planning. Learners will diagnose organizational challenges, design interventions, and lead change initiatives. The course highlights the critical role of management in fostering innovation, enhancing employee productivity, and aligning organizational systems with long-term strategic goals. Upon completion, participants will possess advanced techniques for implementing organizational development processes.

Learning objectives:

On completion of this course, learners will understand the concept of organizational development and gain knowledge of various interventions designed to enhance an organization's effectiveness, performance, and adaptability.

At the end of the course learners will be:

- Understand the nature of change, the forces for change, resistance to change and approaches to managing organizational change
- Analyse the nature and concept of organizational transformation and transition
- Gain an insight into the organizational development programmes and techniques, emerging OD approaches and techniques and its application in organizations



- Get aware of implications of change tailoring the specific needs of the organization through organizational development techniques

Units	Syllabus
1	Organizational Development: An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD , Participation & Empowerment, Teams & Teamwork, Parallel learning structures
2	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
3	Process of OD Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure, Six-box Organizational Model, the program management concept: phases of OD programs, Third Wave Consulting
4	OD Practitioner: OD Practitioners, Role of OD Professional in Organizations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional
5	Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions
6	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
7	Human Process Interventions: Introduction to OD Interventions (Individual & Group) , Team Development Interventions, Interpersonal Development Interventions, : HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness.
8	Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions
9	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
10	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
11	Issues Faced in OD: Individual Resistance, Organizational Resistance to change, Overcoming Resistance to Change. Approaches to Managing Organizational Change: Lewin's Three-Step Model, Action Research, Change Agents: external and internal change agents, Skills, Knowledge and Style of change agents, Role of change agents in Effective Change, and Introduction, Issues Related to Client Relationships, Power, Politics
12	Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions
13	Organisational Learning: Learning Organisation, Senge's Approach Nonaka & Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning
14	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
- W. L. French, C. H. Bell, Organizational Development, Prentice Hall of India, 1999.
- T. G. Cummings, C. G. Worley, Organisation Development and Change, West, New York, 1985.

Course Code: DHRM 307	Title of the Course: INDUSTRIAL RELATIONS
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Course Objectives



On completion of this course, learners will be able to understand the concept and strategies of international business.

Specifically, the student will learn to:

- To understand the fundamentals of industrial relations
- To gain knowledge on challenges of trade unions, employers' federation
- To apply problem solving skills to workplace harmony
- To analyze the impact of globalisation and national trends in industrial relations.

Course Contents:

Units	Syllabus
1	Introduction to Industrial Relations (IR) Concept, scope and importance of Industrial Relations, Approaches to Industrial Relations.
2	Indian Labor Market Characteristics of the Indian labor market, Labor market trends, challenges, and opportunities.
3	International Labor Organization (ILO) Origin, objectives and functions of ILO, conventions and recommendations, Relevance of ILO in Indian context.
4	Trade Unions Definitions, functions and objectives of trade unions, Historical evolution of trade unions in India, Types and structures of trade unions.
5	Globalization and Trade Unions Impact of globalization on trade union movements, Strategies for trade union survival and growth in a globalized economy.
6	Trade Union Recognition and Impunity Criteria for trade union recognition, Rights, duties, and immunities of trade unions under Indian law.
7	Employers' Federations Roles and functions of employers' federations, Overview of key federations: FICCI, ASSOCHAM, CII, and PHDCCI, Application of concepts through simulations and case studies.
8	Industrial Disputes Meaning and causes of industrial disputes Types of disputes and their impact on industrial relations.
9	Industrial Relations Machinery Mechanisms to resolve industrial disputes: Conciliation, mediation, arbitration, and adjudication, Role of labor courts and industrial tribunals.
10	Collective Bargaining Meaning, process, and types of collective bargaining, Challenges and effectiveness of collective bargaining in India.
11	Workers' Participation in Management (WPM) Objectives and forms of WPM, Effectiveness and challenges of WPM in Indian industries.



12	Grievance Handling and Discipline Management Definition and importance of grievance handling, grievance redressal process, Discipline, misconduct, and role of disciplinary committees.
13	Globalization and Industrial Relations (IR) Development of industrial relations in Asia, Role of Human Resource Development (HRD) in improving industrial relations, Contemporary issues and challenges in IR.
14	The New Indian Labor Laws Overview of the four new labor codes: Code on Wages, 2019, Code on Industrial Relations, 2020, Code on Social Security, 2020, Occupational Safety, Health, and Working Conditions Code, 2020.
15	Emerging Trends and Contemporary Issues in IR Technological advancements and their impact on labor and IR, Gig economy and its influence on industrial relations, Sustainable industrial relations in a dynamic environment.

References:

- P.N. Singh, N. Kumar, Employee Relations Management, (1e), New Delhi: Pearson, 2011.
- P.R.N. Sinha, I. B. Sinha, S. P. Shekhar, Industrial Relations, Trade Unions, and Labour Legislation, (8e), New Delhi: Pearson Education, 2011.
- V. Nayar (2010), Employees First, Customers Second: Turning Conventional Management Upside Down. Harvard Business School Publishing, 2011.
- K. Mamkoottam, Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982.

Course Code: DHRM308	Title of the Course: HR Issues in Corporate Restructuring
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Course Description

This course emphasises the critical role of Human Resources (HR) in the context of corporate restructuring, including mergers and acquisitions. It examines the challenges and opportunities HR professionals face in aligning human capital strategies with corporate restructuring objectives. Students will explore topics such as employee engagement, change management, cultural integration, leadership transitions, legal and ethical considerations, communication strategies, and workforce planning. Real-world case studies, best practices, and research insights will equip students with the skills and knowledge to effectively manage HR issues in complex restructuring scenarios while supporting organizational goals and sustaining employee well-being.

Course Objectives

On completion of this course, learners will be able to,

- Understand Corporate Restructuring
- Analyse the Role of HR in Restructuring.



- Address Cultural and Change Management Challenges.
- Understand Legal and Ethical Considerations.
- Develop Communication and Leadership Strategies.

Course Contents

Units	Syllabus
1	Introduction to Mergers and Acquisitions (M&A) Definitions and concepts, Types of M&A (horizontal, vertical, conglomerate, reverse mergers), Key terminologies and lexicon in M&A (General Terms, Operational Terms, Financial Terms, Legal and structural terms, Strategic terms) Famous case study: Exxon-Mobil Merger
2	Organizational Growth through M&A Role of M&A in achieving corporate growth, Inorganic growth strategies (Horizontal Integration, Vertical Integration, Market Expansion Acquisitions, Product Line Expansion, Roll-Up Strategy, Acquiring New Technologies) Benefits, risks, and challenges. Example: Disney-Pixar Acquisition
3	Historical Perspective of M&A Evolution of M&A globally and in India, Key historical deals and their lessons, Trends over time (industrial age to digital transformation), Case study: Standard Oil's Monopoly and Breakup
4	Strategic Dimensions of M&A Overview of the M&A process (from strategy to integration), Identifying and capitalizing on synergies, Strategic alignment and goal setting, Case study: Google's Acquisition of YouTube
5	Acquisition Perspective – Strategic and Operational Fit Importance of strategic alignment in M&A, Operational compatibility and integration challenges, Tools for assessing fit (SWOT Analysis, Porter's Five Forces Analysis, Growth-Share Matrix, Discounted Cash Flow (DCF) Analysis, Gap Analysis, Process Mapping), Example: Tata Motors-Jaguar Land Rover Acquisition
6	Exploring Reasons for M&A Failure Common reasons for failure: financial, cultural, operational, post-merger integration issues, Lessons learned from failed deals, Case study: Daimler-Chrysler Merger
7	Cultural Challenges in M&A Role of organizational culture in M&A success, Cultural conflicts and misalignment, Managing cross-cultural differences, Example: Lenovo-IBM ThinkPad Acquisition
8	Cultural Due Diligence Importance of cultural assessment during due diligence, Frameworks for evaluating cultural compatibility (Hofstede's Cultural Dimensions Theory, Schneider's Cultural Model, Cultural Due Diligence Framework, Goffee and Jones' Double S Model) Steps for bridging cultural gaps, Case study: Vodafone-Hutchison Merger



9	The Indian M&A Scenario Overview of M&A activity in India, Regulatory frameworks (Competition Act, SEBI regulations), Recent trends and examples in Indian M&A, Case study: Flipkart-Walmart Deal
10	Integration Strategies and Models in M&A Developing effective integration strategies, Integration models: absorption, preservation, symbiosis, holding, Tools and best practices for successful integration, Example: Facebook-Instagram Integration Strategy
11	Stress and Ambiguity in M&A Psychological impact of M&A on employees, coping with stress and ambiguity, Strategies for managing uncertainty, Case study: HP-Compaq Merger
12	Leadership in M&A Role of leadership in successful M&A, building trust and driving alignment, Leadership traits and skills required during transitions, Example: Satya Nadella's Role in Microsoft's Acquisitions
13	Communication in M&A Significance of clear and transparent communication, Strategies for internal and external communication during M&A, Overcoming communication barriers, Case study: Unilever's Acquisition of Dollar Shave Club
14	HR Integration in M&A Role of HR in post-merger integration, Key factors shaping HR strategies in M&A, HR integration process: planning, execution, and follow-up, Example: Air India-Tata Group HR Integration
15	Contemporary Issues and Future Trends in M&A Technological advancements in M&A (AI, big data, blockchain), Sustainability and ESG considerations in M&A, Emerging markets and industries for M&A, Case study: Microsoft-Activision Blizzard Acquisition

References:

1. Schweiger, D. M. (2006). M&A integration: A framework for executives and managers. New York: McGraw-Hill. (Book 1)
2. Galpin, T., & Herndon, M. (2007). The complete guide to mergers and acquisitions: Process tools to support integration at every level (2nd ed.). San Francisco: Jossey-Bass. (Book 2)

ANALYTICS AND DATA SCIENCE ELECTIVES



Course Code - DADS305

PROGRAMMING IN DATA SCIENCE

Course Introduction: This course introduces the foundational programming skills essential for data science. Students will learn to work with key programming languages such as Python or R, focusing on data manipulation, data structures, and libraries for scientific computing. Topics include data input/output operations, functions, and debugging techniques. By the end of the course, learners will be equipped to write clean, efficient code for data analysis and modeling, laying a strong foundation for advanced data science applications.

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.

Course Code- DADS306	EXPLORATORY DATA ANALYSIS
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Course Introduction: This course on *Exploratory Data Analysis* (EDA) focuses on techniques to analyze and summarize data sets, uncovering patterns, trends, and insights. Students will learn to clean, visualize, and interpret data using statistical tools and programming libraries. Key concepts include data preprocessing, outlier detection, and the use of visual and quantitative methods to assess data quality. Through hands-on projects, learners will develop critical skills to make data-driven decisions and prepare data for advanced modeling.

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

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



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



Course Introduction: This course provides an introduction to the fundamentals of machine learning, covering supervised and unsupervised learning techniques. Students will explore key algorithms such as linear regression, decision trees, clustering, and classification models. Topics include model evaluation, overfitting, and bias-variance trade-offs. Practical sessions using tools like Python's Scikit-Learn library will reinforce learning. By the end of the course, learners will understand how to build, train, and assess machine learning models for real-world applications.

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- DADS308	VISUALIZATION
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Course Introduction: This course on *Visualization* focuses on transforming complex data into clear, insightful visual representations. Students will explore principles of visual design, data storytelling, and tools such as Matplotlib, Seaborn, and Tableau. Topics include creating charts, graphs, and interactive dashboards. Through practical projects, learners will develop the skills to communicate data-driven insights effectively, enhancing their ability to convey complex information in a meaningful and visually compelling way.

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.

IT AND FINTECH ELECTIVES.

Course Code- DITF305	DATABASE MANAGEMENT SYSTEMS
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Course Introduction: This course on *Database Management Systems* provides a thorough understanding of database concepts, design, and applications. Students will explore topics such as relational models, SQL, normalization, and transaction management. The course also covers database architectures, security, and emerging trends like NoSQL databases. Through hands-on projects, learners will gain practical experience in designing and managing databases, preparing them to handle real-world data storage and retrieval challenges effectively.

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- DITF306

SOFTWARE ENGINEERING

Course Introduction: This course on *Software Engineering* introduces the principles and methodologies of developing high-quality software systems. Students will learn about the software development lifecycle (SDLC), requirement analysis, design, coding, testing, and maintenance. Topics such as agile methodologies, version control, and software project management are covered. Emphasis is placed on best practices and tools to ensure software reliability and scalability. By the end of the course, learners will be equipped to manage software projects and deliver robust solutions.

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- DITF307	TECHNOLOGY MANAGEMENT
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Course Introduction: This course on *Technology Management* focuses on leveraging technology for strategic advantage in organizations. Students will explore topics such as innovation management, technology life cycles, IT governance, and the impact of emerging technologies on business operations. The course emphasizes aligning technology initiatives with organizational goals and managing technological change. Through case studies and real-world applications, learners will develop the skills to lead technology-driven transformation and make informed managerial decisions.

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- DITF308	BUSINESS INTELLIGENCE AND TOOLS
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Course Introduction: This course on *Business Intelligence (BI) and Tools* provides an overview of data-driven decision-making processes and BI technologies. Students will learn to collect, analyze, and visualize business data using tools such as Power BI, Tableau, and Excel. Key topics include data warehousing, dashboards, and reporting. Emphasis is placed on transforming raw data into actionable insights. Practical projects will help learners develop the technical and analytical skills to drive business strategy through informed decision-making.

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.

OPERATIONS MANAGEMENT ELECTIVES

Course Code- DOMS305	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 Introduction: 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."

Learning Objectives:

- Identify the key characteristics, scope, resources, and phases of a project, and demonstrate an understanding of the project life cycle, project charter, and cost management in project planning.
- Describe the objectives, principles, and knowledge areas of project management, with a focus on the Project Management Body of Knowledge (PMBOK) and the 'Triple Constraints'. Implement project integration and management techniques.
- Plan and organize projects by applying tools such as Work Breakdown Structure (WBS), task duration estimation, and activity scheduling, while creating essential project plans.
- Conduct financial feasibility assessments, including cost estimation, cash flow analysis, and the application of capital budgeting techniques for project selection and evaluation.
- Design project monitoring systems, apply earned value analysis, and implement project control measures. Evaluate project progress and close projects based on established criteria, including termination processes and final reporting.

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

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.

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

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

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

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

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>.
6. Pmbook.ce.cmu.edu (2013). Project Management for Construction: Cost Estimation. [online] Retrieved from: http://pmbook.ce.cmu.edu/05_Cost_Estimation.html
7. Accountingformanagement.org (2013). Capital rationing process | Accounting For Management. [online] Retrieved from: <http://www.accountingformanagement.org/capital-rationing-process/>
8. Onlinemba.unc.edu (2013). Virtual Team Challenges. [online] Retrieved from: <http://onlinemba.unc.edu/research-and-insights/developing-realskills-for-virtual-teams/virtual-team-challenges/>

Course Code- DOMS307	Logistics and Supply chain Management
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Course Introduction: This course on *Logistics and Supply Chain Management (SCM)* provides a comprehensive understanding of the processes involved in managing the flow of goods, services, and information across global supply chains. Students will explore key concepts such as procurement, transportation, inventory management, warehousing, and distribution. The course covers the integration of logistics functions within the broader supply chain, emphasizing the importance of cost efficiency, customer satisfaction, and strategic alignment. Topics like demand forecasting, risk management, and sustainable practices in supply chain operations are also discussed. Through case studies and real-world examples, learners will gain the skills to optimize supply chains and manage logistics operations effectively in a dynamic business environment.

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- DOMS308	Applications of Operations Research
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Course Introduction: This course on *Operational Research* introduces students to the mathematical and analytical techniques used to solve complex decision-making problems in organizations. It covers key topics such as linear programming, optimization, queuing theory, inventory management, and simulation. The course emphasizes the application of quantitative methods to improve efficiency, resource allocation, and overall operational performance in business and industry. Through case studies and practical examples, students will develop the skills to model real-world problems, analyze data, and apply optimization techniques to make informed decisions. This course prepares learners to address challenges in operations and enhance decision-making capabilities in various sectors.

Learning objectives:

- Analyze any real life system with limited constraints and depict it in a model form.
- 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)

INTERNATIONAL BUSINESS MANAGEMENT

Course Code- DIBM 305	INTERNATIONAL FINANCIAL MANAGEMENT
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Course Description: This course on *International Financial Management* explores the complexities of managing finance in a global context. Students will examine key concepts such as foreign exchange markets, international capital budgeting, risk management, and cross-border investment strategies. The course delves into topics like exchange rate determination, hedging techniques, multinational capital structures, and the impact of international financial institutions. Through case studies and real-world scenarios, learners will develop the skills to navigate financial challenges in diverse economic environments. Designed for future finance professionals, this course equips participants with the knowledge and tools to make strategic decisions in the dynamic landscape of international finance.

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



Units	Syllabus
1	International Financial Environment: ‘Globalization’, goals of International Financial Management
2	Balance of Payments: concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility
3	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
4	Currency Derivatives: Forward markets and the different concepts, currency futures markets and currency options markets and functions
5	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
6	International Financial Markets: Basic concepts of the international money market. International credit markets (loans in various forms) from the creditors/investors
7	Foreign Trade Finance: concept of foreign trade finance. Concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade
8	Nature and Measurement of Foreign Exchange Exposure: nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods
9	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
10	International Capital Structure: International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets
11	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
12	Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured



13	International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment
14	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

Reference books:

- Multinational Financial Management, Alan C. Shapiro, Wiley India Private Limited
- International Financial Management, P.G. Apte, McGraw Hill Education

Course Code- DIBM306	Course Title- International Marketing
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Course Introduction: his course on *International Marketing* explores the strategies and practices involved in marketing products and services across international borders. Students will examine key concepts such as global market entry strategies, international consumer behavior, cultural differences, and the impact of economic, political, and legal factors on marketing decisions. The course covers topics including market research, product adaptation, pricing strategies, distribution channels, and international advertising.

Learning Objectives:

After studying this subject, the student should be able to:

- ❖ Explain the importance of international marketing
- ❖ Assess the factors in international marketing environment
- ❖ Discuss the components of international marketing mix
- ❖ Discuss the international exporting process
- ❖ Use the global e marketing for expanding business

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:

- Keegan, W. J. "Global Marketing Management" 4th Edition. Prentice Hall International Edition 1989.
- Terpstra, V. "International Marketing", 4th ed. The Dryden Press, 1987.
- Subhash C Jain, 3rd Edition, International Marketing Management, CBS Publishers and Distributors Pvt. Limited, New Delhi, 2008.
- Joshi R. M. (2012). International Business (7th ed.). New Delhi: Oxford University Press.
- Smith, P. "International Marketing." University of Hull, MBA Notes, 1990.

Course Code: DIBM 307	Title of the Course: International Human Resource Management
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Course Description

To develop a comprehensive understanding of cultural and behavioral variables influencing the management of global organizations, with a focus on international human resource practices, challenges, and strategies.

Course Objectives

On completion of this course, learners will be able to understand the concept and strategies of international business.

Specifically, the student will learn to:

- Understand the foundational concepts and global orientation models in IHRM.
- Analyze how external factors shape international HR practices.
- Evaluate different organizational structures and their suitability for global operations.
- Develop strategies for managing a diverse global workforce effectively.
- Identify legal and ethical considerations in international HR management.

Course Contents:



Units	Syllabus
1	Introduction to IHRM: Concept and scope of IHRM, EPRG orientation, Models of IHRM: PCN, HCN, TCN, Differences between domestic and international HRM
2	Environmental Influences on IHRM: Impact of cultural, economic, and legal environments, Technological and political influences
3	International Organization Structures: Concept and types of international structures, Factors influencing structure design
4	Workforce Diversity Management: Managing cultural and demographic diversity, Benefits and challenges in global teams
5	Organizational Restructuring and Downsizing: Causes and impacts of restructuring, Best practices in managing downsizing
6	Legal and Ethical Aspects of IHRM International labor laws and regulations, Ethical dilemmas in global HR practices
7	International Recruitment and Selection Selection criteria for global roles, Challenges and processes in international recruitment
8	Expatriate Management: Phases of expatriate adjustment, Challenges and solutions for expatriate failure
9	Repatriation and Inpatriation Concepts and challenges of repatriation, Inpatriation processes and benefits
10	International Training Programs Objectives and types of international training, Cross-cultural, pre-departure, and language training.
11	Frameworks for Cross-Cultural Training: Tung's framework, Mendenhall and Oddou's model, Black and Mendenhall's framework
12	Types of Global Assignments: Short-term vs. long-term assignments, Managing international project teams
13	International Compensation Systems: Components and approaches (balance sheet, going rate), Variables influencing compensation
14	International Performance Management: Meaning and process of performance management, Expatriate performance evaluation
15	Issues in International Performance Management: Cultural and contextual challenges, Steps to manage global performance issues

References:

- Peter J. Dowling, Denice E. Welch, Randal S. Schulle,
- International Human Resource Management: Managing people in a multinational context, Bangalore, Thompson South Western.



- Aswathappa K., S. Dash, International Human Resource Management, Mc Graw Hill, New Delhi.
- Cross cultural marketing, Robert Rugimbana & Sonny Nwankwo, Thomson Asia Pte. Ltd, Singapore
- Ivancevich John, M. and Glueck William, R: Foundations of Personnel and Human Resources Management, Revised Edition, m 1983, Business Publications, in
- Gupta C B , “ Human Resource Management”.Sultan Chand & Sons, New Delhi.

Course Code- DIBM308	Course Title- Export-Import Management
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Course Introduction:

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.

Learning Objectives:

After studying this subject, the student should be able to:

- ❖ Explain the basics of export management
- ❖ Evaluate the key things to bear in mind while entering into an export order
- ❖ Assess the functions of export promotion agencies
- ❖ Discuss the process of shipment of goods
- ❖ Explain the various major schemes approved by Government for the encouragement of the Indian exports, such as ASIDE, MAI, MDA, NEIA and EPZ

Unit 1: Managing an International Business Firm: Introduction, International Business- Definition, Scope of International Business, Motives of International Business, Problems in International Business

Unit 2: Steps for Export-Import Business: Introduction, Steps for establishment of an Export- Import firm

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

Unit 4: Processing of an Import Order: Introduction, Remittance against import: Opening of Letter of credit, Procedure & Documentation under Import Policy,

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:

- Vasudeva, P.K. International Marketing, New Delhi: Excel Books, 2010.
- S. Gordon and J. Arnold. Profitable Exporting: A Complete Guide to Marketing Your Products Abroad, New York: John Wiley & Sons Inc. 1988.
- Legal Aspects of Foreign Trade, New Delhi: United Nations Information Centre.
- Khurana, P.K. Export Management, Fourth revised edition, New Delhi: Galgotia Publishing Company, 2003.
- Kapoor, D.C. Export Management, New Delhi: Vikas Publishing House Pvt. Ltd, 2009.

INFORMATION SYSTEM MANAGEMENT



Course Introduction: This course on *Software Engineering* introduces the principles and methodologies of developing high-quality software systems. Students will learn about the software development lifecycle (SDLC), requirement analysis, design, coding, testing, and maintenance. Topics such as agile methodologies, version control, and software project management are covered. Emphasis is placed on best practices and tools to ensure software reliability and scalability. By the end of the course, learners will be equipped to manage software projects and deliver robust solutions.

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 Introduction: This course on *Database Management Systems* provides a thorough understanding of database concepts, design, and applications. Students will explore topics such as relational models, SQL, normalization, and transaction management. The course also covers database architectures, security, and emerging trends like NoSQL databases. Through hands-on projects, learners will gain practical experience in designing and managing databases, preparing them to handle real-world data storage and retrieval challenges effectively.

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- DISM 307	TECHNOLOGY MANAGEMENT
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Course Introduction: This course on *Technology Management* focuses on leveraging technology for strategic advantage in organizations. Students will explore topics such as innovation management, technology life cycles, IT governance, and the impact of emerging technologies on business operations. The course emphasizes aligning technology initiatives with organizational goals and managing technological change. Through case studies and real-world applications, learners will develop the skills to lead technology-driven transformation and make informed managerial decisions.

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- DISM 308	BUSINESS INTELLIGENCE AND TOOLS
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Course Introduction: This course on *Business Intelligence (BI) and Tools* provides an overview of data-driven decision-making processes and BI technologies. Students will learn to collect, analyze, and visualize business data using tools such as Power BI, Tableau, and Excel. Key topics include data warehousing, dashboards, and reporting. Emphasis is placed on transforming raw data into actionable insights. Practical projects will help learners develop the technical and analytical skills to drive business strategy through informed decision-making.

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.

PROJECT MANAGEMENT SPECIALIZATION

Course Code- DPRM 305	Course Title- Introduction to Project Management
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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.

Learning Objectives:

- Identify and explain the essential characteristics, processes, and phases of a project, including project scope, resources, and cost management, as well as the Project Charter and Project Cycle.
- Understand and apply the objectives, principles, and knowledge areas of project management, including the Project Management Body of Knowledge (PMBOK), triple constraints, and the use of Management by Objectives (MBO) in project integration.
- Create comprehensive project plans, including financial, quality, contingency, communication, and procurement plans, using tools such as Work Breakdown Structure (WBS), task scheduling, and project resource management.



- Assess the financial feasibility of projects, calculate costs, estimate cash flows, and apply various capital budgeting techniques (ARR, PBP, NPV, IRR, and PI) to make informed project selection decisions.

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

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.

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

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

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

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

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:

- Meredith, J and Mantel S. (2013.). Project Management: A Managerial Approach. 8th Edition. Wiley.
- 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.
- Portny, S. (2013). Project Management for Dummies. 4th Edition Hoboken, N.J Wiley.
- Mindtools.com (2013). Mind Tools – Management Training, Leadership Training and Career Training. [online] Retrieved from: <http://www.mindtools.com>.
- Tutor2u.net (n.d.). Marketing Presentation – New Product Development. [online] Retrieved from <http://www.tutor2u.net/business/presentations/marketing/newproductdevelopment/default.html>.
- Pmbook.ce.cmu.edu (2013). Project Management for Construction: Cost Estimation. [online] Retrieved from: http://pmbook.ce.cmu.edu/05_Cost_Estimation.html
- Accountingformanagement.org (2013). Capital rationing process | Accounting For



Management. [online] Retrieved from:

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- Brighthub Project Management (2013). Project Closure Phase: Key Activities. [online] Retrieved from: <http://www.brightbubpm.com/monitoring-projects/102293-key-activitiesduring-the-project-closure-phase/>

Course Code- DPRM306	Course Title- Project Planning and Scheduling
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Course Introduction: This course on *Project Planning and Scheduling* equips students with the essential tools and techniques for effectively planning and managing project timelines. It covers fundamental concepts such as defining project scope, setting objectives, and breaking down tasks using Work Breakdown Structures (WBS). Students will explore scheduling methodologies, including Gantt charts, Critical Path Method (CPM), and Program Evaluation Review Technique (PERT). The course also addresses resource allocation, milestone setting, and risk management in project planning. Through practical exercises and case studies, learners will gain the skills to develop realistic project plans, optimize schedules, and ensure timely project completion while managing constraints and dependencies.

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Establish project goals
- ❖ Perform project planning and scheduling
- ❖ Apply various strategies to resolve a project conflict
- ❖ Discuss PMI, PMBOK, ISO, IPMA, and PRINCE2
- ❖ Use project management software for managing projects

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

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

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:

- Kerzner, H. (2001). Project management workbook to accompany Project management, a systems approach to planning, scheduling and controlling, seventh edition. New York: Wiley.
- Morris, P., and Pinto, J. (2007). The Wiley guide to project organisation & project management competencies. Hoboken, N.J.: J. Wiley.

Course Code- DPRM307	Course Title- Project Finance and Budgeting
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Course Introduction: This course on *Project Finance and Budgeting* provides a comprehensive understanding of the financial principles and practices involved in planning, funding, and managing projects. Students will explore key concepts such as project cost estimation, capital budgeting, risk assessment, and financing structures. The course covers various sources of project financing, including debt, equity, and alternative funding mechanisms, with a focus on infrastructure and large-scale projects. Topics also include budget preparation, financial forecasting, cash flow management, and performance evaluation. Through real-world case studies and practical exercises, learners will develop the skills needed to design sustainable financial plans and make informed financial decisions in a dynamic project environment.

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Explain different types of resources required in a project
- ❖ Measure different types of project risks
- ❖ Apply capital budgeting techniques for project selection
- ❖ Elaborate on the concept of Build, Own, Operate, Transfer (BOOT)
- ❖ Implement the Just-in-Time (JIT) system

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>
3. The Time Value of Money. Retrieved from:
<http://www.zenwealth.com/BusinessFinanceOnline/TVM/TimeValueOfMoney.html>



Course Code- DPRM304

Course Title- Managing Human Resources in Projects

Course Introduction: This course on *Managing HR in Projects* focuses on the critical role of human resource management in project success. Students will explore key concepts such as project team formation, role definition, and resource allocation. Topics include leadership styles, conflict resolution, and team dynamics in a project environment. The course emphasizes performance management, motivation, and communication strategies tailored to temporary and cross-functional teams. Through case studies and interactive exercises, learners will gain practical skills in managing project stakeholders, fostering collaboration, and ensuring that human resources are effectively aligned with project goals and timelines.

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Explain the concept of a project
- ❖ Resolve conflicts that may arise among project team members
- ❖ Manage the flow of information and communication in a project
- ❖ Explain the concept of leadership
- ❖ Involve project team members in project management decisions
- ❖ Manage workforce diversity

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:

- Martin, V. (2006). Managing Projects in Human Resources, Training and Development. London: Kogan Page.
- Vanzant-Stern, T. (2005). HR Concepts for Project Managers. [Palo Alto, CA]: Fultus Books.

Supply Chain Management Specialization

Course Code- DSCM 305	Logistics and Supply chain Management
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Course Introduction: This course on *Logistics and Supply Chain Management (SCM)* provides a comprehensive understanding of the processes involved in managing the flow of goods, services, and information across global supply chains. Students will explore key concepts such as procurement, transportation, inventory management, warehousing, and distribution. The course covers the integration of logistics functions within the broader supply chain, emphasizing the importance of cost efficiency, customer satisfaction, and strategic alignment. Topics like demand forecasting, risk management, and sustainable practices in supply chain operations are also discussed. Through case studies and real-world examples, learners will gain the skills to optimize supply chains and manage logistics operations effectively in a dynamic business environment.



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- DSCM306	Course Title- Outsourcing
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Course Objectives:

The course “Outsourcing” of MBA 3rd Semester helps students to learn about the relationship between Supply Chain Management and outsourcing.

Learning Objective:

After studying this subject, the student should be able to:

- Identify the challenges of outsourcing and manage them.
- Develop a global outsourcing strategy.
- Identify outsourcing opportunities.
- 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.

Course Code- DSCM 307

Course Title- Digital Transformation in Supply Chain Management

Course Objectives:

This course explores the impact of digital technologies on modern supply chain management, highlighting how organizations can harness innovations to enhance efficiency, agility, and resilience. Students will delve into key technologies such as IoT, AI, blockchain, big data analytics, and cloud computing. The course covers digital integration strategies, supply chain digitization frameworks, and case studies of successful transformations. By examining real-world applications and emerging trends, learners will develop the skills to lead digital initiatives and optimize supply chain operations in a dynamic, interconnected global market.

Learning Objectives:

- Explain the core technologies driving digital transformation in supply chain management, including IoT, AI, blockchain, and big data analytics.
- Develop strategic frameworks to integrate digital solutions into existing supply chain operations, enhancing efficiency and decision-making.
- Utilize digital tools and platforms to improve demand forecasting, inventory management, logistics, and supplier collaboration.
- Assess cybersecurity risks and implement sustainable practices within digital supply chain networks to ensure security and environmental responsibility.
- Demonstrate leadership skills in managing digital transformation initiatives, addressing resistance to change, and fostering a culture of continuous innovation.



Unit 1: Introduction to Digital Transformation in Supply Chains

- Concept, drivers, and benefits of digital transformation
- Key challenges and success factors

Unit 2: Digital Supply Chain Framework

- Core components and digital maturity models
- Developing a digital transformation roadmap

Unit 3: Role of Big Data and Analytics

- Data-driven decision-making and predictive analytics
- Case studies on data analytics in supply chains

Unit 4: Internet of Things (IoT) in Supply Chain Management

- IoT architecture and applications
- Real-time monitoring and asset tracking

Unit 5: Artificial Intelligence and Machine Learning

- AI for demand forecasting and inventory optimization
- Automation and cognitive supply chains

Unit 6: Blockchain Technology for Supply Chains

- Blockchain fundamentals and supply chain transparency
- Use cases and implementation challenges

Unit 7: Cloud Computing in Supply Chains

- Cloud-based solutions for collaboration and data storage
- Benefits and security considerations

Unit 8: Digital Twin Technology

- Concept and applications in supply chain simulation
- Enhancing operational efficiency with digital twins

Unit 9: Supply Chain 4.0 and Industry 4.0 Integration

- Evolution of supply chain management in the Industry 4.0 era
- Integrating smart factories and logistics

Unit 10: Cybersecurity in Digital Supply Chains

- Identifying and mitigating supply chain cybersecurity risks
- Best practices for securing digital networks

Unit 11: E-commerce and Digital Logistics

- Digital transformation in logistics and distribution
- Innovations in last-mile delivery and fulfilment

Unit 12: Sustainable and Resilient Supply Chains

- Role of digital technologies in sustainability
- Building resilient supply chains through digital solutions

Unit 13: Change Management for Digital Transformation

- Overcoming resistance to change
- Training and upskilling for digital supply chain management

Unit 14: Case Studies and Future Trends

- Real-world case studies of digital supply chain transformations
- Emerging trends and future outlook

References:



- **Christopher, M., & Ryals, L. (2021).**
Supply Chain Strategy and Financial Metrics: The Supply Chain Management Series. Routledge.
- **Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2019).**
Global Supply Chain and Operations Management: A Decision-Oriented Introduction to the Creation of Value. Springer.
- **McKinsey & Company. (2021).**
Digital Supply Chains: From Transformation to Value Creation. McKinsey Publishing.
- **Sodhi, M. S., & Tang, C. S. (2022).**
Managing Supply Chain Disruptions: Theory and Practice. Springer.

Course Code- DSCM 308	Course Title- Inventory Management
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Course Objectives:

This course on *Inventory Management* provides a comprehensive understanding of how organizations effectively manage their inventory to optimize operations and ensure customer satisfaction. Students will explore key concepts such as inventory classification, demand forecasting, replenishment strategies, and inventory control techniques. The course also covers modern inventory management technologies, cost optimization, and performance metrics. Through case studies and practical applications, learners will develop skills to design and implement efficient inventory systems, balancing supply and demand while minimizing costs.

Learning Objective:

- Explain fundamental inventory concepts, including types of inventory, inventory costs, and the role of inventory in the supply chain.
- Utilize demand forecasting models and inventory replenishment strategies to ensure optimal stock levels and reduce excess inventory.
- Apply inventory control techniques such as Economic Order Quantity (EOQ), ABC analysis, and Just-in-Time (JIT) to manage inventory efficiently.
- Assess inventory performance using key metrics, such as inventory turnover, stock accuracy, and service levels, to improve decision-making.
- Utilize modern technologies, such as inventory management software and automated systems, to streamline operations and enhance inventory visibility.

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.

Unit 2- Inventory as both Tangible and Intangible Object: Need of Inventory, Inventory cost, Purpose of Inventory, Electronic Data Interchange.

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.



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), 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, Symbolologies – Bar Coding Structural Rules, Popular Symbolologies 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:

- Chopra, S. (2010). Supply Chain Management, 4th ed. India: Pearson Education.Inc.
- Donald, C., & Waters, J. (2003). Inventory Control and Management. England: John Wiley and Sons Ltd.
- Muller, M. (2003). Essentials of Inventory Management. USA. American Management Association Emmett, S. (1998). Excellence in Warehouse Management. Wiley.
- Gattorna, J.L. (2003). Handbook of Supply Chain Management, 5th ed. USA: Gower Publishing.
- Ross, D.V. (2000). Distribution Planning and Control. The Netherlands: Kluwer Academic Publisher.
- Wisner, J.D., & Tan, K. C, & Leong, G.K. (2008). Principles of Supply Chain Management, 2nd ed. USA: Cengage Learning.

BANKING, FINANCIAL SERVICES & INSURANCE ELECTIVES

Course Code- DBFI305	Bank Management & financial risk management
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Course Introduction: This course offers an in-depth exploration of banking operations and the critical aspects of financial risk management. Students will gain insights into the structure and functions of modern banks, focusing on strategic management, regulatory frameworks, and key performance indicators. The course covers various types of financial risks—including credit, market, operational, and liquidity risks—and introduces tools and methodologies for assessing and mitigating these risks. Through real-world case studies and practical applications, learners will develop the skills needed to manage banking portfolios effectively, ensure compliance with regulations, and maintain financial stability in a dynamic environment.



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- DBFI 306	Financial Statement Analysis and Business Valuation
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Course Introduction: This course provides a comprehensive framework for analyzing financial statements and conducting business valuations. Students will learn how to interpret balance



sheets, income statements, and cash flow statements to assess a company's financial health. The course also delves into valuation methodologies such as discounted cash flow (DCF), relative valuation, and asset-based approaches. Emphasis will be placed on applying these techniques in real-world scenarios to support investment decisions, mergers, and acquisitions. Through case studies and practical exercises, learners will develop the analytical skills necessary for effective financial evaluation and strategic planning.

Learning objectives:

- Analyze and interpret balance sheets, income statements, and cash flow statements to evaluate an organization's financial performance.
- Utilize ratio analysis and comparative methods to assess liquidity, profitability, and solvency.
- Apply various valuation methods, including DCF, relative valuation, and asset-based approaches, to determine a company's value.
- Identify signs of earnings manipulation and assess the reliability of financial reports.
- Assess industry dynamics and competitive positioning to inform financial analysis and valuation decisions.

Unit 1: Introduction to Financial Statement Analysis

- Purpose, importance, and users of financial statements
- Key components: balance sheet, income statement, and cash flow statement

Unit 2: Accounting Principles and Standards

- Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS)
- Impact of accounting choices on financial analysis

Unit 3: Ratio Analysis and Interpretation

- Liquidity, profitability, solvency, and efficiency ratios
- Comparative analysis and benchmarking

Unit 4: Cash Flow Analysis

- Components and structure of cash flow statements
- Free cash flow (FCF) analysis and forecasting

Unit 5: Earnings Quality and Red Flags

- Identifying earnings manipulation and aggressive accounting practices
- Understanding non-recurring and extraordinary items

Unit 6: Vertical and Horizontal Analysis

- Comparative financial statements analysis
- Trend analysis and common-size financial statements

Unit 7: Industry and Competitor Analysis

- Tools for industry benchmarking
- Competitive positioning and financial performance evaluation

Unit 8: Introduction to Business Valuation

- Concept and purpose of business valuation
- Factors influencing valuation

Unit 9: Discounted Cash Flow (DCF) Valuation

- Principles of DCF analysis
- Calculating present value and future cash flows



Unit 10: Relative Valuation Techniques

- Price-to-earnings (P/E), price-to-book (P/B), and EV/EBITDA multiples
- Selecting comparable companies

Unit 11: Asset-Based Valuation Methods

- Book value and adjusted net asset methods
- Liquidation and replacement cost approaches

Unit 12: Valuation of Intangible Assets

- Identifying and valuing intangibles like goodwill, patents, and brands
- Impact on overall business valuation

Unit 13: Mergers, Acquisitions, and Valuation

- Valuation for M&A transactions
- Synergies and acquisition premiums

Unit 14: Real-World Case Studies and Applications

- Valuation case studies from different industries
- Ethical considerations and regulatory impacts in valuation

Reference Book

- Palepu, K. G., Healy, P. M., & Peek, E. (2020). Business Analysis and Valuation: IFRS Edition (5th ed.). Cengage Learning.
- Penman, S. H. (2013). Financial Statement Analysis and Security Valuation (5th ed.). McGraw-Hill Education.
- Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd ed.). Wiley.
- Fridson, M. S., & Alvarez, F. (2011). Financial Statement Analysis: A Practitioner's Guide (4th ed.). Wiley.

Course Code- DBFI307

PRINCIPLES & PRACTICES OF INSURANCE

Course Introduction:

This course provides a foundational understanding of the principles, concepts, and practices that govern the insurance industry. Students will explore the essential types of insurance—life, health, property, and liability—and learn how risk is assessed, managed, and transferred. The course covers key regulatory frameworks, policy structures, underwriting processes, and claims management. By examining real-world case studies and industry standards, learners will gain practical insights into the role of insurance in financial planning, risk management, and economic stability.

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.

Course Code- DBFI308	Financial Services
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Course Description: This course on *Financial Services* provides an in-depth exploration of the dynamic financial sector, focusing on its structure, functions, and key components. Students will examine various financial services, including banking, insurance, mutual funds, leasing, credit rating, and investment advisory. The course highlights the regulatory environment, emerging trends such as fintech, and the role of financial institutions in economic development. Through real-world case studies and practical examples, learners will gain insights into service innovation, risk management, and customer relationship strategies. This course is designed to equip future finance professionals with the knowledge and skills to navigate and excel in the evolving financial services landscape.

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

Digital Marketing



Course Code: DDIM 301	Title of the Course: Introduction to Digital Marketing
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Course Description

This course introduces learners to the dynamic world of digital marketing, focusing on the core strategies, tools, and techniques used to engage online audiences. It emphasizes the use of data-driven insights to optimize digital campaigns and foster customer engagement. Learners will gain practical skills in areas such as content marketing, social media, SEO, and web analytics, as well as an understanding of ethical practices in the digital space.

Course Objectives

On completion of this course, learners will be able to understand the concept and strategies of international business.

Specifically, the student will learn to:

- Understand the principles and scope of digital marketing.
- Gain proficiency in SEO, social media, PPC, and email marketing techniques.
- Develop and implement content marketing strategies.
- Analyze and measure the performance of digital campaigns using analytical tools.
- Apply ethical and legal considerations in digital marketing practices.

Course Contents:

Units	Syllabus
1	Introduction to Digital Marketing Definition, evolution, and scope. Benefits and challenges of digital marketing. Digital vs. traditional marketing.
2	Digital Marketing Channels Overview of key digital channels: websites, search engines, social media, email, and mobile apps.
3	Content Marketing Importance of content in digital marketing. Content types: blogs, videos, infographics, and podcasts. Creating and curating content.
4	Search Engine Optimization (SEO) SEO fundamentals: on-page, off-page, technical SEO. Tools for keyword research, link building, and performance analysis.
5	Pay-Per-Click (PPC) Advertising Introduction to PPC, campaign setup, bidding strategies, and performance metrics. Overview of Google Ads and other PPC platforms.



6	Social Media Marketing Social media platforms (Facebook, Instagram, LinkedIn, Twitter). Creating and managing campaigns, audience targeting, and social media analytics.
7	Email Marketing Building and managing mailing lists. Email automation and personalization. Writing effective email copy and optimizing for conversions.
8	Affiliate Marketing Introduction to affiliate marketing, setting up affiliate programs, tracking performance, and managing partnerships.
9	Influencer Marketing Role of influencers in digital marketing. Identifying and collaborating with influencers. Measuring the impact of influencer campaigns.
10	Web Analytics Introduction to web analytics tools like Google Analytics. Key metrics: bounce rate, conversion rate, user engagement, and traffic sources.
11	Digital Marketing Strategy and Planning Developing a digital marketing plan. Setting objectives, budgeting, targeting, and campaign execution.
12	Mobile Marketing Importance of mobile marketing. Mobile-friendly content, SMS campaigns, app marketing, and location-based targeting.
13	Ethics and Legal Issues in Digital Marketing Privacy laws (GDPR), ethical considerations, data protection, and best practices for compliance.
14	Emerging Trends and Technologies in Digital Marketing Artificial intelligence (AI), voice search, virtual reality (VR), chatbots, and their impact on digital marketing strategies.

References:

- Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 5th Edition, Kogan Page, 2020.
- Chaffey, Dave, and Fiona Ellis-Chadwick. Digital Marketing: Strategy, Implementation, and Practice, 7th Edition, Pearson, 2019.
- Kotler, Philip, Kartajaya, Hermawan, and Setiawan, Iwan. Marketing 4.0: Moving from Traditional to Digital, Wiley, 2017.
- Charlesworth, Alan. Digital Marketing: A Practical Approach, 3rd Edition, Routledge, 2018.



Course Code: DDIM 302	Title of the Course: Social Media Marketing
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Course Description This Social Media Marketing course offers a comprehensive understanding of various social media platforms and how to effectively leverage them for business growth. Learners will explore the evolution of social media, its significance in marketing, and the ethical considerations that accompany its use. The course provides detailed insights into creating effective social media marketing plans, measuring performance, and understanding platform-specific strategies. Topics include Facebook, Pinterest, X (formerly Twitter), LinkedIn, Quora, YouTube, and Instagram marketing, focusing on content creation, audience targeting, engagement strategies, advertising, and analytics.

Course Objectives :

On completion of this course, learners will be able to understand the concept and strategies of international business. Specifically, the student will learn to:

- To be equipped with the knowledge, skills, and abilities to understand key terms such as social media marketing, influencer marketing, and content marketing.
- To gain knowledge about components of a social media marketing plan
- To be aware of different types of social media platforms and their features
- To create engaging content for various social media platforms such as Instagram reels, YouTube videos, and LinkedIn articles.
- To analyze social media analytics to determine the success of campaigns

Course Contents:

Units	Syllabus
1	Introduction to social media, what is social media? How social media developed, social media marketing & its significance, Necessity of social media marketing, social media, and contemporary trends: content marketing, influencer marketing, blog marketing, and ethical aspects of social media.



2	Social media marketing plan and performance measurement: SMM Plan: Setting Goals, Determining Strategies, Identifying Target Market, Selecting Tools, Selecting Platforms, Implementation: Measuring Effectiveness: Conversion rate, amplification rate, and applause rate: on page and on post level.
3	Facebook Marketing: Facebook for Business, Facebook Insight, Different types of ad formats, setting up a Facebook advertising account, Facebook audience and types, designing Facebook advertising campaigns, Facebook avatars, apps, live, and hashtags.
4	Pinterest Marketing: Pinterest meaning, Types of Pinterest Accounts (Personal, Business), What is a pin, pinners? What is a board? Importance of Pinterest Marketing, how to use Pinterest for business growth, Pinterest Analytics.
5	Pinterest SEO & Marketing Strategy: Pinterest for Creators, Pinterest for Small Businesses, why is Pinterest marketing valuable? Organically grow Pinterest followers, Pinterest Marketing Strategy, Pinterest Marketing Tools, Add hashtags to Pinterest images.
6	X (formerly Twitter) Marketing: X meaning, creating an X account, increasing X followers, meaning of X Marketing? X posts, video, photos, hashtags, linking, retweets, latest trends, create an ad on X?
7	X Analytics: X Analytics and 3rd party tools, Benefits of Analytics, how to view analytics, X Notes, X direct message, X audio and video calls, Personalized X Ads, X Analytics
8	LinkedIn Marketing: LinkedIn Meaning and its Features, Importance of LinkedIn Marketing, creating a LinkedIn Profile, Importance of LinkedIn Profile, Growing the LinkedIn Network, Difference Between LinkedIn and Other Forms of social media.
9	LinkedIn Marketing: Organic and paid, how to do LinkedIn marketing, what is a LinkedIn Premium Account? its benefits for business, benefits of LinkedIn marketing, LinkedIn marketing tools.
10	LinkedIn Marketing Strategy: LinkedIn Campaign Manager, using hashtags, LinkedIn product pages, showcase pages, company pages, and post scheduling, LinkedIn Analytics, Utilise LinkedIn articles and long-form content; start a LinkedIn newsletter. Target the right audience with paid campaigns. Track Your Success on LinkedIn,



	LinkedIn Ads (learning, talent, posting a job, finding a new client, groups, services marketplace)
11	Quora Marketing: What is Quora? How to create a Quora profile, how to use Quora for marketing? Advantages of Quora Marketing, How to Find Your Audience on Quora, How Does Quora Differ from Other Social Media Platforms, What Are the Different Ways to Promote on the Quora Platform? Create a Quora Marketing Strategy, Tips for using Quora, Answer Quora Questions: Best Practices for Quora Marketing
12	YouTube Marketing and Analytics: Introduction, YouTube marketing meaning, creating a YouTube Channel, how to upload a video to YouTube, increasing views and subscribers, YouTube Ads, Types of YouTube Ads, YouTube Shorts, What Is YouTube Premium, What Is YouTube Studio? Uses of Studio, YouTube Seo, Call-to-action, Benefits of YouTube Video Marketing, Live Streaming.
13	YouTube Marketing Tools: YouTube Analytics, How to Attract More Subscribers? Engage With Your Audience, Add Subtitles and Closed Captions to Your Videos, Most Popular Types of YouTube Creators In-Trend
14	Instagram Marketing: What is Instagram, Instagram Marketing? How to do Instagram marketing? Instagram Live, Like, Comment, and Reply on Instagram.
15	Instagram and Insights for Business, what are Instagram insights, Importance of Instagram insights, Advertising on Instagram (Paid), Instagram Reels, Instagram Stories, Use of hashtags (#), Instagram Poll, Professional Dashboard

References:

- Rishi, B., Tuten, T.L., (2020) Social Media Marketing, 3ed., Sage Textbook
- Parker, J., Roberts, M. L., Zahay, D., Barker, D. I., Barker, M. (2022). Social Media Marketing: A Strategic Approach. United States: Cengage Learning.
- Johnson, S. (2020). Social Media Marketing: Secret Strategies for Advertising Your Business and Personal Brand on Instagram, YouTube, Twitter, And Facebook. A Guide to being an Influencer of Millions. Italy: AndreaAstemio



Course Code: DDIM 303	Title of the Course: Search Engine Marketing and SEO
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Course Description This course provides a comprehensive understanding of Search Engine Marketing (SEM) and Search Engine Optimization (SEO). It covers the strategies and techniques businesses use to increase visibility on search engines. Learners will explore keyword research, paid search campaigns, content optimization, and analytics tools to drive traffic and improve online performance. The course also highlights ethical practices and emerging trends in SEM and SEO.

Course Objectives:

On completion of this course, learners will be able to understand the concept and strategies of international business. Specifically, the student will learn to:

- Understand the principles of SEM and SEO.
- Develop proficiency in keyword research, on-page and off-page optimization.
- Create and manage paid search campaigns using tools like Google Ads.
- Analyze and interpret website performance using analytics.
- Apply ethical practices and stay updated with trends in search engine marketing.

Course Contents:

Units	Syllabus
1	Introduction to Search Engine Marketing and SEO Definition, importance, and scope of SEM and SEO. Differences between SEM, SEO, and traditional marketing.
2	Search Engine Basics How search engines work: crawling, indexing, and ranking. Overview of major search engines (Google, Bing).
3	Keyword Research and Analysis Understanding user intent, tools for keyword research (Google Keyword Planner, SEMrush), and selecting target keywords.



4	On-Page SEO Optimizing web pages: title tags, meta descriptions, headers, URL structure, and image optimization.
5	Off-Page SEO Link building strategies, backlinks, social signals, and brand mentions. Importance of domain authority and trust.
6	Technical SEO Site architecture, sitemaps, robots.txt, page speed optimization, mobile-friendliness, and structured data (schema).
7	Local SEO Optimizing for local searches, Google My Business, citations, reviews, and local link building.
8	Introduction to Pay-Per-Click (PPC) Advertising Basics of PPC, types of ads, Google Ads setup, and bidding strategies.
9	Google Ads Campaign Management Creating and managing campaigns, ad groups, keywords, ad copy, and extensions.
10	Campaign Optimization and Performance Metrics Tracking and improving campaigns: CTR, Quality Score, conversion rate, and A/B testing.
11	Analytics and Reporting Introduction to Google Analytics, setting up goals, tracking user behavior, and creating reports.
12	SEM and SEO Tools Overview of tools like SEMrush, Ahrefs, Moz, Google Search Console, and their applications.
13	Ethics and Legal Considerations in SEM and SEO Black-hat vs. white-hat SEO, ethical link building, ad policies, and data privacy regulations.



14	Emerging Trends in SEM and SEO Voice search, artificial intelligence, machine learning in search, visual search, and future predictions.
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References:

1. Clarke, Adam. *SEO 2023: Learn Search Engine Optimization with Smart Internet Marketing Strategies*, Independently Published, 2023.
2. Goodman, Brad. *Search Engine Marketing for Beginners: A Guide to Understanding and Implementing SEM*, Independently Published, 2021.
3. Fishkin, Rand, and Thomas Høgenhaven. *Inbound Marketing and SEO: Insights from the Moz Blog*, Wiley, 2015.
4. Chaffey, Dave. *Digital Marketing: Strategy, Implementation, and Practice*, 7th Edition, Pearson, 2019.

Course Code: DDIM 304	Title of the Course: Ethics in Digital Marketing
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Course Description : This course explores the ethical challenges and considerations in digital marketing, emphasizing the importance of responsible marketing practices. Learners will gain an understanding of key ethical issues, including data privacy, consumer protection, transparency, and regulatory compliance. The course also addresses the implications of emerging technologies on ethical practices in digital marketing.

Course Objectives : On completion of this course, learners will be able to understand the concept and strategies of international business.

Specifically, the student will learn to:

- Understand the ethical principles relevant to digital marketing.
- Analyze the ethical challenges associated with data collection, privacy, and online advertising.
- Apply ethical decision-making frameworks to digital marketing strategies.



- Comply with legal and regulatory standards in digital marketing practices.
- Evaluate the ethical implications of emerging digital marketing technologies.

Course Contents:

Units	Syllabus
1	Introduction to Ethics in Digital Marketing Definition of ethics, importance in digital marketing, and common ethical issues.
2	Digital Advertising and Ethical Considerations Transparency in advertising, ethical issues in targeted ads, and deceptive marketing practices.
3	Data Privacy and Security Importance of data privacy, handling customer data responsibly, and compliance with data protection laws (GDPR, CCPA).
4	Consumer Protection in Digital Marketing Understanding consumer rights, ethical considerations in customer engagement, and resolving disputes.
5	Social Media Ethics Ethical use of social media platforms, managing online communities, and avoiding misinformation.
6	Influencer Marketing and Ethical Challenges Disclosure of sponsorships, transparency, and ethical collaboration with influencers.
7	Content Ethics and Copyright Issues Creating ethical content, avoiding plagiarism, and respecting intellectual property rights.
8	Email Marketing Ethics Permission-based marketing, opt-in/opt-out policies, and ethical email practices.
9	SEO and SEM Ethics



	Ethical SEO practices, avoiding black-hat techniques, and fair competition in search engine marketing.
10	Ethical Issues in AI and Automation Use of AI in digital marketing, ethical concerns in automation, and maintaining human oversight.
11	Corporate Social Responsibility (CSR) in Digital Marketing Integrating CSR into digital strategies, promoting sustainability, and building ethical brands.
12	Ethical Decision-Making Frameworks Models and frameworks for ethical decision-making in digital marketing scenarios.
13	Legal and Regulatory Compliance Overview of digital marketing regulations, advertising standards, and legal considerations across regions.
14	Emerging Ethical Issues and Future Trends Ethical implications of emerging technologies such as blockchain, virtual reality, and voice search in digital marketing.

References:

1. Smith, Barry. *Marketing Ethics: Cases and Readings*, 2nd Edition, Routledge, 2020.
2. Chaffey, Dave. *Digital Marketing: Strategy, Implementation, and Practice*, 7th Edition, Pearson, 2019.
3. Spinello, Richard. *Cyberethics: Morality and Law in Cyberspace*, 6th Edition, Jones & Bartlett Learning, 2019.
4. Kotler, Philip, and Nancy Lee. *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*, Wiley, 2011.

Retail Management

Course Code: DRMM 305	Title of the Course: Sales and Distribution Management
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Course Description

This course offers a comprehensive examination of sales and distribution management, covering both foundational concepts and advanced practices. The course delves into personal selling processes, including preparation, the buying decision process, and sales forecasting and budgeting. Additionally, the course addresses distribution management, including channel design, management, and performance measurement, with a focus on e-commerce and logistics.

Course Objectives

On completion of this course, learners will be able to understand

7. To define key terms and concepts related to sales management and distribution management.
8. To explain the roles and skills of modern sales managers and the importance of effective sales management.
9. To implement sales forecasting techniques and budget development methods to support sales planning.
10. To analyze sales data to evaluate forecast accuracy and the effectiveness of sales strategies and tactics.
11. To develop a comprehensive sales management plan, including strategies for motivating and compensating the sales force and managing sales territories.
12. To integrate sales and distribution management concepts to create a cohesive approach to market penetration and customer engagement.

Course Contents:

Units	Syllabus
1	Introduction to Sales Management: Introduction, Evolution of Sales Management, Nature and Importance of Sales Management, Roles and Skills of Modern Sales Managers, Careers in Sales Management
2	Sales Management Positions, Sales objectives, Strategies and Tactics, Linking Sales and Distribution Management
3	Personal Selling: Preparation and Process: Buying decision process, Approaches to Personal Selling, Buying situations, Sales Planning, Managing the Sales Force
4	Sales Forecasting and Budgeting: Sales planning, developing sales forecast, Forecast accuracy
5	Sales budgets; Management of Sales Territories and Quotas: Defining sales territories, Procedure of designing sales territories, assigning salespersons to territories, Managing territorial coverage
6	Sales quotas; Organizing and Staffing the Sales Force: Sales force training, Concept of sales organization, Size of the sales force, Staffing the sales force, Sales Call Script, Objection handling and Sales Closing Techniques
7	Negotiation, Motivating and Compensating Sales Personal, Selection and Placement of Sales Personnel
8	Sales Budgeting - Approaches and Techniques, Training and Development of Sales Force and Sales Organization



9	Evaluation of Sales Personnel, Sales control and cost analysis, Sales Ethics
10	Introduction to distribution management. Distribution network management, Evolution of Distribution Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising
11	Channel Design and Planning Process, Channel Management, Channel Information System, Designing, Customer-oriented Logistics Management, E-commerce and Distribution Channel Management
12	Logistics and SCM, IT and Logistics & SCM, Performance Measures, Information System and Channel Management, Assessing Performance of Marketing Channels, Managing Channel Member Behaviour
13	Managing Wholesalers and Franchisees, Managing the International Channels of Distribution, Designing and implementing a winning go-to-market strategy- channel stewardship
14	Channel value chain, manage conflicts, Balancing customers' needs with distribution channel's capabilities, Route-to-market Optimization, New product distribution strategy, Leveraging data and technology in sales and distribution management. Recent Trends in Supply Chain Management: Introduction, New Developments in Supply Chain Management,

References:

1. Futrell, M. Charles, *Fundamental of Selling*. McGraw Hill Education (India). (12e), 2014.
2. Ingram, N. Thomas and LaForge, W. Raymond, *Sales Management: Analysis and Decision Making*, (6e), Cengage Learning, 2007.
3. Krishna K. Havaladar and Vasant M. Cavale, *Sales and Distribution Management: Text and Cases*, (2e), Tata Mc Graw Hill, 2011

Course Code- DRMM 306	Retail Customer Relationship Management
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Course Introduction: This course focuses on the strategies and practices essential for building and maintaining strong customer relationships in the retail sector. Students will explore customer-centric approaches to retail management, including loyalty programs, personalized marketing, customer service excellence, and the role of digital technologies in enhancing customer engagement. The course emphasizes the importance of understanding customer behavior, expectations, and satisfaction to drive sales and retention. Through case studies and hands-on applications, learners will develop skills to create lasting customer connections that contribute to long-term retail success.

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

Course Code- DRMM 307	RETAIL MARKETING
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Course Description

This course on *Retail Marketing* provides a comprehensive understanding of the principles and strategies essential for success in the dynamic retail sector. Students will explore key concepts such as consumer behavior, retail market segmentation, and the development of effective marketing mixes. The course covers topics like store layout, merchandising, pricing strategies, branding, and the role of digital marketing in retail. Through case studies and practical examples, learners will gain insights into retail operations, customer relationship management, and competitive positioning. Ideal for future retail professionals, this course equips participants with the skills to create compelling retail experiences and drive business growth.

Course Objectives

On completion of this course, learners will be able to understand

- 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

Units	Syllabus
1	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



2	Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues
3	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
4	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
5	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
6	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
7	Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process
8	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
9	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
10	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
11	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
12	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



13	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
14	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

References:

- Levy, M., Weitz, B. A., & Grewal, D. (2018). *Retailing management* (10th ed.). McGraw-Hill Education.
- Berman, B., & Evans, J. R. (2018). *Retail management: A strategic approach* (13th ed.). Pearson.
- Dunne, P. M., Lusch, R. F., & Carver, J. R. (2014). *Retailing* (8th ed.). Cengage Learning.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2010). *Retail management* (2nd ed.). Oxford University Press.

Course Code: DDRM308	Title of the Course: E-retailing
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Course Description

This course provides a comprehensive overview of e-retailing, delving into its significance, evolution, and key aspects that differentiate it from traditional retailing. It covers the latest trends in e-retailing, its market potential, and the different business models that are central to e-commerce today. Learners will learn how to design and operate e-stores, focusing on key elements such as website design, interactivity, and navigability. The course also explores the marketing strategies required for successful e-retailing, including the application of the marketing mix, supply chain management, promotional strategies, and branding on the web. The role of social media and emerging technologies such as AR/VR in shaping consumer behaviour and online experiences is examined, alongside key challenges in areas like security, payments, and legal frameworks. Finally, the course delves into customer relationship management, understanding e-consumers, and the importance of communication in e-tailing.



Course Objectives

On completion of this course, learners will be able to understand the concept and strategies of international business. Specifically, the student will learn to:

- To be equipped with knowledge about key terms and concepts related to e-retailing, such as e-tailing models, e-marketing, and customer relationship management.
- To gain knowledge about the transition from traditional retailing to e-retailing and how digital marketing strategies impact consumer behaviour and business operations.
- To apply the principles of e-retailing to design an effective e-store, focusing on web atmospherics, navigability, and interactivity.
- To compare various e-retailing business models such as B2C, B2B, C2C, and others.
- To Assess the potential challenges and solutions in communicating with e-consumers and managing online customer experiences.

Course Contents:

Units	Syllabus
1	Introduction to E-Retailing: Meaning, features, importance, challenges and evolution of e-retailing, Transition from Traditional Marketing to e-Marketing, Difference between traditional retailing and e-retailing, Integration of e-retailing in an organization
2	Latest Market trends on e-retailing, Future potentialities for e-tailing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Brick & Mortar, Click & Mortar and pure E-tailing, Multi-channel E-tailing.
3	E-tailing models, starting an e-store: E-tailing models, Weighing the options, approaches to building an E-store, requirements of an effective E-store, E-store design: web atmospherics, navigability, interactivity, retail information.
4	Marketing strategies for e-stores: Marketing mix in the age of E-tailing; the roles of cyber intermediaries in E-tailing; E-tailing and supply chain management system; Promotional strategies of E-retail business, Branding on the web, offline marketing, cross selling, referral services, permission marketing.
5	Business Models for E-commerce: The Birth of Portals – E-Business Models – Business-to Consumer (B2C) – Business-to-Business (B2B) – Consumer-to Consumer



	(C2C) – Consumer to-Business (C2B) – Brokerage Model – Value Chain Model – Advertising Model.
6	E-marketing – Traditional Marketing Vs.-Marketing – Impact of E-commerce on markets – Marketing issues in E-Marketing – Online Marketing – E-advertising – Internet Marketing Trends – E-Branding – Marketing Strategies.
7	E-store design - Navigability, interactivity and atmospherics, e-retailing models
8	Social media and E-retailing: Influencing consumer choices through social media, Creating and maintaining online relationships through Social Media Marketing, managing Online customer experience.
9	Innovations in E-Tailing: Role of AR/VR in enhancing online shopping experiences, Voice commerce and smart assistants, Sustainability in E-Tailing: Eco-friendly packaging and green logistics.
10	Payment & security issues: Online payment processing, internet payment gateways, internet security issues.
11	Legal Framework for E-Commerce: E-Commerce Legal Framework – Rights and Obligations in the World of E-commerce – Copyrights – Privacy – Domain name and Registration
12	E-services - Discussion on some popular business sectors for e-tailing (like books, music, education, financial and investment services etc).
13	Understanding E-Consumers: Definition of E-Consumer, Differences between traditional consumers and e-consumers, Characteristics of e-consumers, changing shopping habits in the digital age, Factors influencing e-consumer behaviour.
14	Communicating with E-Consumers, Information Search on the Web: Definition and Importance of Information Search, Role of the internet in simplifying access to information, Key Challenges and Solutions in E-Consumer Communication and Information Search.
15	Customer Relation Management in E-tailing, Building customer loyalty, CRM implementation, Customer service, gift reminder services, contests & promotions, online communities, loyalty programs, personalization

References:



1. Laudon, K.C., & Traver, C.G. (2021). E-commerce: Business, Technology, Society, 16th ed., Pearson.
2. Wright, L.T., & Sutherland, J. (2019). E-Retailing: The Complete Guide to Online Shopping, 2nd ed., Routledge.
3. Berman, B., & Evans, J.R. (2021). Retail Management: A Strategic Approach, 13th ed., Pearson.

Course Code- DMBA 406	INTERNATIONAL BUSINESS MANAGEMENT
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Course Description: This course provides a comprehensive understanding of the complexities and dynamics involved in conducting business in an international context. It covers key concepts and strategies needed to navigate global markets, including the political, economic, and cultural factors influencing international business operations. Students will explore international trade theories, global market entry strategies, international financial management, and the impact of globalization on businesses. The course also examines the role of multinational enterprises (MNEs) and provides insight into managing international teams, adapting to diverse cultural environments, and complying with international regulations.

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	Syllabus
1	Introduction to International Business: Introduction, Elements of International Business, Globalization
2	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



3	International Business Environment: Introduction, Cultural Environment, Economic Environment, Political Environment, Demographic environment, Legal Environment
4	Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives
5	Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements, Global trade institutions: Introduction, World trade organization (WTO),
6	International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management
7	International Marketing: Introduction, scanning international markets, mode of entering into potential markets, Global Marketing Strategies, Branding for International Markets
8	International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards
9	International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management
10	Global Sourcing and Indian Industries structure: Introduction, What is global sourcing? Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses
11	International Strategic Management: Introduction, Strategic Management, Strategic Planning, Strategic Management Process
12	Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs
13	International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management



14	Global Sourcing and Indian Industries structure: Introduction, What is global sourcing? Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses
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Reference Book:

1. International Business Management, CB Gupta, Sultan Chand
2. International Business Management, Cherunilam F, PHI Learning

Electives

Finance

Course Code- DFIN405	Financial Modelling
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Course Description: This course on Financial Modelling provides a thorough exploration of the techniques and tools necessary for creating and analyzing financial models. Students will learn to design models that forecast financial performance, evaluate investments, and support business decisions. The course emphasizes practical skills using real-world case studies, covering areas such as financial statement forecasting, valuation, risk analysis, and scenario planning. By the end of the course, participants will possess the expertise to build robust, dynamic financial models that are integral to strategic planning and investment analysis. **Learning objectives:**

- Design and develop structured financial models for various business applications.
- Utilize advanced Excel functions and modeling tools for data analysis and projection.
- Build valuation models, including discounted cash flow (DCF) and comparable company analysis.
- Conduct scenario and sensitivity analysis to evaluate potential financial outcomes.
- Interpret and present financial models effectively to support strategic decision-making.

Unit	Syllabus
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1	Introduction to Financial Modelling <ul style="list-style-type: none">• Overview, importance, and applications of financial models in business• Basic Excel tools and functions for financial modelling
2	Fundamentals of Financial Statements <ul style="list-style-type: none">• Understanding and analyzing balance sheets, income statements, and cash flow statements• Building a 3-statement model
3	Data Collection and Processing <ul style="list-style-type: none">• Gathering, cleaning, and organizing financial data• Introduction to financial data sources and databases
4	Forecasting Techniques <ul style="list-style-type: none">• Time series analysis and trend projection• Revenue, cost, and expense forecasting methods
5	Building Assumptions and Drivers <ul style="list-style-type: none">• Identifying key business drivers• Creating assumption sheets and linking drivers to model outputs
6	Excel Functions for Financial Modelling <ul style="list-style-type: none">• Advanced Excel functions (INDEX, MATCH, IF, LOOKUPS)• Introduction to macros and VBA for automation
7	Sensitivity and Scenario Analysis <ul style="list-style-type: none">• Techniques for sensitivity analysis Building scenarios and performing stress tests
8	Discounted Cash Flow (DCF) Valuation <ul style="list-style-type: none">• Concepts of time value of money and cash flow forecasting Building a DCF model with NPV, IRR calculations
9	Comparable Company Analysis (CCA) <ul style="list-style-type: none">• Identifying comparables and collecting relevant data Building and interpreting a CCA model
10	Leveraged Buyout (LBO) Modelling <ul style="list-style-type: none">• Key concepts of leveraged buyouts Structuring and building an LBO model
11	Merger & Acquisition (M&A) Modelling <ul style="list-style-type: none">• Understanding M&A transactions and their financial impacts Developing and analyzing an M&A model
12	Risk Analysis and Monte Carlo Simulation <ul style="list-style-type: none">• Introduction to probabilistic models and risk assessment• Conducting Monte Carlo simulations in Excel
13	Model Auditing and Error Checking <ul style="list-style-type: none">• Best practices for model validation and auditing



	<ul style="list-style-type: none">• Debugging and ensuring model accuracy
14	Presenting and Interpreting Financial Models <ul style="list-style-type: none">• Creating clear and compelling financial dashboards Effectively communicating financial insights to stakeholders

Reference books:

1. Pignataro, P. (2013). *Financial modeling and valuation: A practical guide to investment banking and private equity*. Wiley.
2. Fabozzi, F. J. (2006). *Financial modeling and analysis*. Wiley.
3. Rees, M. (2018). *Principles of financial modelling: Model design and best practices using Excel and VBA*. Wiley.
4. Benninga, S. (2014). *Financial modeling* (4th ed.). MIT Press.
5. Fairhurst, D. S. (2022). *Financial modeling in Excel for dummies*. Wiley.

Course Code- DFIN406	Behavioural Finance
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Course Introduction: This course on Behavioral Finance explores the psychological factors influencing financial decision-making and market behavior. Students will examine how cognitive biases, emotional influences, and social dynamics impact investors, traders, and corporate managers. The course blends traditional financial theory with insights from psychology to explain anomalies in market efficiency and investment behavior. Through case studies and real-world examples, participants will understand the limitations of rational models, learn to identify behavioral patterns, and develop strategies to mitigate biases. This course equips learners to apply behavioral insights for more informed and balanced financial decisions.

Learning objectives:

- Apply analytical skills for financial decision making.
- Identify the behavioural bias and psychological characteristics of investors.
- Develop strategies to manage wealth effectively and wisely from mispriced assets.
- Practice discussion of capital markets and how we can apply what we learn in class to the financial world.

Unit I – Introduction to behavioural finance; scope, objectives and application; Intellectual underpinnings, Synthesis and future horizons.

Unit II – Rational Market Hypothesis: Basis, Evolution of RMH, Behaviouralist; The challenges of behaviouralists;

Unit III – The Framework of Rational Finance: Utility theory, Modern Portfolio Theory, CAPM, Efficient Market Hypothesis, Agency theory;



Unit IV – Heuristic and Biases: Functioning of human mind, familiarity and related heuristics, representativeness and related biases

Unit V – Self-Deception: Overconfidence: forms and causes, other types of self-deception;

Unit VI – Prospect Theory: Prospect theory and related concepts;

Unit VII – Challenges to Efficient Market Hypothesis: Basis of EMH, Empirical evidence, Challenges to EMH;

Unit VIII – Emotional Factors: Concepts of emotion, Theories of emotion, Aspects of emotion. Investment and emotions, Social influences and other concepts.

Unit IX – Investment and emotions, Social influences and other concepts; implications of overconfidence, emotional influence, behavioral portfolio theory;

Unit X – Investing Styles and Behavioral Finance; Shadow of the Past. Strategies for overcoming Psychological Biases

Unit XI – Investor Behavior: Describing the individual investor, Heuristic and biases in financial decision making,

Unit XII – Market Outcomes: Seasonality and size-effects, momentum and reversal, Post-earnings announcement drift, Impact of excess volatility, Bubbles, Behavioral Asset Pricing Model

Unit XIII – Value Investing: Concept of value investing, Evidence of value investing, Investment approaches of famous value investor.

Unit XIV – Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing.

Textbook:

Reference Book:

HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.

Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).

Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.

Forbes, William (2009), Behavioural Finance, Wiley.



Course Code- DFIN407	Financial Econometrics
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Course Introduction: This course in Financial Econometrics offers a deep dive into the statistical methods and econometric techniques applied to financial data. Students will explore the fundamentals of time-series analysis, regression models, and hypothesis testing within financial contexts. The course emphasizes real-world applications, enabling participants to analyze market trends, assess risk, and forecast financial variables using econometric software. Through hands-on projects and case studies, learners will develop skills to interpret complex financial data, enhance decision-making, and contribute to evidence-based strategies in finance.

Learning objectives:

- Analyze financial time series data
- Critically review empirical works that use financial time series
- Conduct empirical research on issues of financial markets

Unit I – Introduction: Nature, scope and methodology of econometric

Unit II – Simple Regression with Classical Assumptions; Least Square Estimation . Properties of estimators, Multiple Regression Model and Hypothesis Testing Related to Parameters – Simple and Joint. Functional forms of regression models

Unit III – Classical time series analysis – utility of time series analysis – components of time series data.

Unit IV – Measurement of trend, seasonality and cycles – moving averages and smoothing techniques to time series analysis

Unit V – Classical time Series decomposition models – additive and multiplicative models

Unit VI – forecasting using smoothing techniques and time series decomposition methods – applications in finance.

Unit VII – Tools of modern time series analysis – stochastic and stationary process – tests of stationary – trend vs difference stationery process – Dickey-Fuller and augmented Dickey-Fuller tests.

Unit VIII – spurious regression and co-integration of time series – Engle-Granger test – CRDW test – error correction mechanism

Unit IX – Univariate time series analysis and forecasting – linear time series analysis

Unit X – autocorrelation function and partial auto-correlation function



Unit XI – auto-regressive (AR) models, moving average (MA) models, Box-Jenkins (BJ) ARMA and ARIMA models – identification – estimation and forecasting with ARIMA models – economic applications.

Unit XII – Multivariate time series analysis and forecasting – vector autoregressive (VAR) models – advantages and problems

Unit XIII – estimation and forecasting with VAR – impulse response function – Johansen Co-integration test on VAR – Granger causality test – applications in finance

Unit XIV – Modelling volatility and auto-correlation in time series – motivation and test for non-linearity – historical and implied volatility – auto-regressive conditional heteroskedasticity (ARCH) model – generalised ARCH model – applications in finance.

Reference Book:

- Chris Brooks, 2002, Introductory econometrics for finance , Cambridge University Press
- Christian Gourieroux and Joann Jasiak, 2001, Financial Econometrics: Problems, Models, and Methods, Princeton University Press
- Peijie Wang, 2008, Financial econometrics, Taylor & Francis
- Walter Enders, 2004, Applied Econometric Time Series, John Wiley and Sons

Course Code- DFIN408	Financial Risk Management
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Course introduction: This course in Financial Risk Management provides a comprehensive understanding of identifying, assessing, and mitigating financial risks within organizations. Students will explore key concepts such as market risk, credit risk, operational risk, and liquidity risk. The curriculum emphasizes risk measurement tools, including Value at Risk (VaR), stress testing, and scenario analysis. Through practical case studies and real-world applications, learners will gain skills in developing risk management frameworks, using derivatives for hedging, and complying with regulatory standards. This course prepares participants to implement effective risk strategies and enhance financial stability in dynamic markets.

Learning objectives:

- To explain the concept, need, types and sources of risk.
- To illustrate the risk management and reporting process.



- To evaluate the risk at corporate level.
- To describe the several types of swaps.
- To identify the types of options

Unit I – The concept of Risk- Nature- Need and scope of risk. Source- measurement-identification and evaluation of Risk. Types of risk–Credit, Market, operational risk,

Unit II – Possible Risk events- Risk Indicators.. Risk management approaches and methods.. Risk reporting process–internal and external.

Unit III – Introduction to Derivative Instruments: Types of vanilla derivative contracts: Forwards, futures, options and swaps,

Unit IV – Types of underlying assets and their characteristics, Types of players in derivative markets,

Unit V – Exotics versus vanilla derivatives; Forward & Futures Contracts

Unit VI – Hedging practices, specifications & terminology, practices in futures market,

Unit VII – Pricing of forwards & futures on various types of underlying assets, hedging with futures contracts;

Unit VIII – Option Contracts: Types of options, practices in options markets, option payoffs, upper & lower bounds of option prices;

Unit IX – Option strategies: Option strategies using vanilla option contracts, Spreads and combinations;

Unit X – Option Pricing: Factors affecting option premiums, put-call parity,

Unit XI – Binomial model of option pricing, Black-Scholes model of option pricing, ESOPs, option pricing variants;

Unit XII – Greeks: Introduction to Greeks, Black & Scholes option pricing model (BSOPM): Application of Greeks;

Unit XIII – Swaps: Interest rate swaps, currency swaps;

Unit XIV – Other Derivatives: Credit risk derivatives, energy derivatives, weather derivatives, commodity derivatives



Reference Book:

- Dun and Bradstreet, Financial Risk Management, Tata Mc Graw hill
- John C. Hull Sankarshan Basu, Options, Futures and Other Derivatives, Pearson Education.
- Paul Hopkins, Kogan Page, Fundamentals of Risk Management, Institute of Risk Management.
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- David. A. Dubofsky & Thomas. W. Miller, Jr., Derivatives Valuation and Risk Management, Oxford University Press.

Marketing

Course Code- DMKT405	SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT
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Course Introduction: This course on Services Marketing and Customer Relationship Management (CRM) explores the unique challenges and strategies involved in marketing intangible services and managing customer relationships. Students will learn key concepts such as service quality, customer satisfaction, and loyalty, with a focus on creating value in service industries. The course emphasizes the importance of building long-term relationships, leveraging technology in CRM, and using data-driven insights to enhance customer experiences. Through case studies and real-world applications, learners will develop the skills to design effective service marketing strategies and implement CRM practices that foster customer engagement and business growth.

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: DMKT 406	Title of the Course: Strategic Marketing
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Course Description

The course business strategy helps organizations take stock of current times, chalk out strategies, deploy and evaluate them for course correction, if any. This course thus adopts a systematic approach towards firm strategies to enable firms make logical decisions and evolve new goals to



keep pace with rapidly changing environment. This course thus helps firms stay ahead in gaining and sustaining competitive advantage and ensure it is foolproof future ready.

Learning Objectives

On completion of this course, students will be able to explain concepts of strategic management as well as to help students to apply their key learnings in various business scenarios to leverage competitive advantage.

Specifically, the student will learn to:

- Describe the concept of business strategy
- Discuss the role of strategic management in policy making
- Explain the need for strategic analysis and environmental scanning
- Understand issues in strategy implementation
- Understand the concept of strategic leadership and competitive advantage

Course Contents:

Units	Syllabus
1	Introduction to Business Strategy Introduction, Concept of Business Strategy, Need for Business Strategy, Introduction-Marketing Strategy Blueprint, Marketing Strategy Analysis and Perspectives , Essentials of Effective Strategy, Effects of Inadequate Strategies, Functions of Business Strategies, Value Chain Analysis, Situation analysis: Where are We Now?- Environmental Analysis and Internal Analysis- Market Information and Intelligence. Designing Strategic Control Systems
2	Business Policy Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies, Objectives and Significance of Business Policy to Modern Day Organisation, Role of Organisational Structure in Strategic Implementation, Aspects in Strategy Implementation
3	Introduction to Strategic Management Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Types of Business Level Strategies Causes for failure of Strategic Management, Strategic Visioning: Where do we want to be?- Strategic Marketing Decisions, choices, and mistakes, segmentation targeting, and positioning strategies, branding strategies, relational and sustainability strategies,
4	Strategic Management Process Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Criteria for Effective strategy, Role of Strategic Management in Policy Making, Historical Development and Levels of Strategic Management in Organisation



5	Strategic Analysis Introduction, Strategic Analysis – definition, need for Strategic Analysis and Environmental Scanning, Understanding environment of business for strategic analysis, Strategic thinkers and their contributions, Role of Strategic Analysis in Policy making, Introduction to Strategic Choice, Tools and Techniques of Strategic Choice, Analysing Strategic Analysis And Competitive Advantages, Competition Analysis, Factors Affecting Strategic Analysis, Strategy Evaluation: Did we get there?- strategy implementation, control and metrics-financial measures, market share, customer equity.
6	Strategy Formulation Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Company's Mission, Purpose and Objectives of Strategy Formulation, Strategy Formulation Components and Issues, Hierarchy of Strategy Intent
7	Strategic Planning and Implementation Strategy Execution: How do we get there?- Product innovation and development strategies, service marketing strategies, pricing and distribution, marketing communication, E-marketing strategies, social and ethical strategies, Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies, Structural Implementation, Behavioural Implementation, Functional Implementation, Business Ethics
8	Business Process management Process Identification: Focusing on Key areas, the Designation Phase, The Evaluation Phase, Designing a Process Architecture, Essential Process Modelling
9	Process management and strategy: Products, processes, and performance, operations strategy and management, Internal and External Techniques of Business Environment Analysis
10	Process flow metrics: Process flow measures, flow-time analysis. Flow rate and capacity analysis, inventory analysis, process flow variability, Quantitative and Qualitative Process Analysis, Criteria for Strategic Control, Techniques of Evaluation and Control, Operational Control, Components of Operational Control, Techniques of Operational Plan
11	Process integration: Lean operations: process synchronization and improvement, Dimensions of Functional Plan, Decisions Related to Marketing Plan, Components Related to HR Plan
12	Process Redesign: Process automation and process intelligence, Redesign Strategies for Operational Excellence, Redesign Tools and Approaches, Process Model Canvas, Concept of Synergy, Techniques For Internal Analysis, Techniques of External Environmental Analysis, Levels of External Environment Analysis
13	Strategic Leadership



	Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage
14	Business Strategy: Formulation of Business Strategy in any specific domain : Marketing Strategy Simulation ,Case Study approach

References:

- West, Douglas; Ford, John, and Ibrahim, Essam, *Strategic Marketing*, (2e), 2004.
- H. Anderson Carol, *Strategic Marketing*, Houghton Mifflin Harcourt, Biztantra, Dreamtech Press 2006
- W. Cravens & N. F. Piercy, *Strategic Marketing*, (6e), McGraw Hill/Irwin, 1999.
- O.C. Ferrell & D. Hartline. Michael, *Strategic Marketing*, (6e), South-Western Cengage, 2012.
- Colin, J.David, M. Richard, S. Wilson, *Strategic Marketing Management; Planning, Implementation & Control*: Pearson, Gilligan, Oxford, Butterworth-Heinemann – Heinemann, 1992.
- Aaker, David, *Strategic Marketing*, (7e), Wiley-India, 2008.

Course Code: DMKT407	Title of the Course: B2B Marketing
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Course Description

With an emphasis on the key distinctions between consumer and business markets, organizational purchasing procedures, and the strategic and operational facets of B2B marketing, this course offers a thorough understanding of business-to-business (B2B) marketing. Students will explore segmentation, industrial networks, ethics, inter-organizational relationships, and supply and demand chains. Furthermore, the course places a strong emphasis on real-world applications, such as pricing strategies, sales management, marketing communications, and business product management. Students will obtain practical experience to get ready for real-world B2B marketing challenges through case studies and simulations.

Learning Objectives

- Learners will learn to differentiate B2B markets from consumer markets, analyze organizational buying behaviour, and evaluate supply, demand, and value chains.
- Learners will gain the ability to design effective marketing strategies, segment B2B markets, and manage business products and services with a focus on innovation and value creation.
- Learners will acquire skills to apply CRM principles, build strong inter-organizational relationships, and develop effective pricing and communication strategies in B2B contexts.
- This course will enhance learners problem-solving capabilities by engaging in simulations, case studies, and situation analysis to apply theoretical knowledge to real-world scenarios.



Course Contents:

Units	Syllabus
1	Introduction to Business Markets: Differences between consumer and business markets; Overview of business markets; Characteristics and importance.
2	Organizational Buying Process: Organizational buying process; Types of buying situations; Buying decision stages.
3	Supply, Demand, and Value Chains: Understanding supply and demand chains; Value chain significance; Ethics in supply and demand chains.
4	Organizational Buying Behaviour: Buying behaviour contexts: Commercial, institutional, and government organizations; Buying influencers.
5	Organizational Decision Making: Decision-making processes in organizations; Role of buying centers; Factors affecting organizational decisions.
6	Inter-organizational Relationships: Partnerships and alliances; Customer Relationship Management (CRM); Importance of inter-organizational networks.
7	Industrial Networks and Marketing Channels: Industrial networks; Role of marketing channels; Supply chain management and collaboration.
8	Segmentation in B2B Markets: Importance of segmentation; Methods and criteria for B2B market segmentation; Niche markets in B2B.
9	B2B Marketing Planning: Planning process; Situation analysis; Aligning marketing plans with supply and demand chain management.
10	B2B Marketing Strategy: Developing and implementing marketing strategies; Competitive positioning in B2B markets.
11	Managing Business Products: Product lifecycle management; Developing new products; Customization and innovation in business products.
12	Business Services Marketing: Marketing strategies for business services; Differentiating between goods and services in B2B contexts.
13	Value and Pricing in B2B Markets: Pricing strategies; Value-based pricing; Pricing negotiations and considerations in B2B.
14	B2B Marketing Communications and Sales Management: Communication tools; Personal selling strategies; Sales management in B2B; Role of key account management.



15	B2B Simulation and Case Studies: Practical application of B2B marketing concepts through simulations in business; Analysis of real-world case studies.
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References:

1. Sharma and Hutt, B2B Marketing, (11e), Cengage Learning, 2014.
2. Frederick Webster, Wiley, Industrial Marketing Strategy, (3e), 1995.
3. Nick Ellis and Soumya Sarkar, Business-to-Business Marketing: Oxford, 2011.
4. Taylor, Kogan, B2B Marketing Strategy, Heidi Page Publishers, 2013.
5. Anderson, Narus, Narayandas and Seshadri, Business Market Management (B2B), (3e), Pearson, 2010.

Course Code: DMBA 408	Title of the Course: Integrated Marketing Communication
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Course Description

This course provides a comprehensive overview of Integrated Marketing Communication (IMC), emphasizing its role and process within the broader context of marketing. Students will explore the concept of IMC, the promotion mix, and various promotional tools, including advertising, sales promotion, publicity, personal selling, direct marketing, and interactive/Internet marketing.

Course Objectives

- To define the concept of Integrated Marketing Communications (IMC) and its role in the marketing process.
- To describe the components of the promotion mix, including advertising, sales promotion, publicity, personal selling, and direct marketing.
- To utilize different promotional tools effectively, including advertising, sales promotion, and direct marketing, to achieve marketing goals.
- To implement strategies for media planning, media strategy, and media buying in the development of an IMC plan.
- To evaluate the effectiveness of different creative concepts and media strategies in achieving IMC objectives.

Course Contents:

Units	Syllabus
1	Introduction: Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing
2	Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns)
3	Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising)
4	Publicity (Types of Publicity, relationship between advertising and publicity)



5	Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing
6	Objectives for IMC Programs: Determining Promotional Objectives, DAGMAR approach
7	Establishing and allocating promotional budget
8	IMC Message Design-The Creative concept development; the creative processes of the different forms of IMC
9	AIDA model Considerations for creative idea Visualization. Creative planning, creative strategy development.
10	Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials
11	Client Evaluation and approval of Creative Strategy/work. Media Management- Media Types and their characteristics; Setting Media objectives; Considering key media concepts
12	Media planning; Media Strategy; Media buying; Cross media concept; and media research, online advertisement
13	Facilitators in IMC-Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning
14	Hoarding Contractors; Printers, etc. Ethics and social responsibility in IMC campaigns. Emerging Concepts and Issues Marketing Communications

References:

- Belch, George, Belch, A. Michael, Poorani, Keyoor, *Advertising and Promotion*, (9e), McGraw Hill Education, 2017.
- Kenneth Clow & Donald Baack, *Integrated Advertising, Promotion, & Marketing Communications*, (4e), Pearson Education, 2009.
- Batra, Rajeev; G. John Myers' and Aaker, A. David, *Advertising Management*, (5e), Pearson, 2016.
- M Joseph Sirgy & R. Don Rahtz, *Integrated Marketing Communication – A Strategic Approach*, Cengage Learning, 2009.
- Wright, Warner, Winter & Zeigler, *Advertising*, (5e), McGraw Hill Education, 1982.
- Chunawala & Sethia, *Foundations of Advertising Theory & Practice*; Himalaya Publishing House, 2011.

HRM



Course Introduction:

This course on Compensation Management provides an in-depth understanding of designing and managing effective compensation systems within organizations. Students will explore key concepts such as job evaluation, pay structures, performance-based incentives, and benefits administration. The course emphasizes the strategic role of compensation in attracting, motivating, and retaining talent, while ensuring internal equity and external competitiveness. Through case studies and practical applications, learners will gain skills in developing compensation policies aligned with organizational goals and legal compliance. This course equips participants to create fair, motivating, and sustainable compensation plans that drive organizational performance.

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- DHRM406	PERFORMANCE MANAGEMENT
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Course Introduction: This course on Performance Management explores the strategies and practices involved in measuring, managing, and enhancing employee performance. Students will examine key elements such as goal setting, performance appraisals, feedback mechanisms, and the alignment of individual and organizational objectives. The course emphasizes the role of performance management in fostering a culture of continuous improvement, employee development, and motivation. Through case studies and practical tools, learners will gain insights into creating effective performance management systems, addressing performance gaps, and implementing reward and recognition programs. This course prepares students to design and execute performance management frameworks that drive organizational success.

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: DHRM407	Title of the Course: LEARNING ORGANIZATIONS
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Course Description

This course focuses on building and sustaining organizations that prioritize continuous learning to remain competitive in a rapidly changing business environment. Students will explore emerging business realities, systems thinking, knowledge management, and the role of leadership in fostering a learning culture. Through case studies and practical tools, the course equips students to implement learning dynamics, empower employees, and leverage technology for innovation. By the end, students will be able to architect learning organizations, overcome barriers, and drive continuous improvement for sustained success.

Learning Objectives

On completion of this course, learners will be able to,

- Understand the concept and importance of learning organizations.
- Apply systems thinking and learning tools for organizational improvement.
- Explore strategies for managing knowledge and innovation.
- Measure organizational learning and intellectual capital.
- Develop leadership skills to foster a learning culture.

Course Contents

Units	Syllabus
1	The Emerging Need for Learning Organizations Evolving business realities: globalization, technological disruption, and innovation. The critical need for organizations to adapt to stay competitive in dynamic



	environments. The importance of organizational learning in building sustainable growth. How learning organizations contribute to long-term organizational resilience.
2	Organizational Learning The concept of dynamic capabilities: how organizations sense, seize, and transform their learning. Building and leveraging core capabilities for continuous learning. Absorptive capacity: the ability to assimilate and apply new knowledge.
3	Systems Thinking and Organizational Learning Introduction to systems thinking: key principles of interdependence, feedback loops, and causal relationships. Systems thinking as a framework for diagnosing and solving complex organizational problems. Integrating systems thinking into organizational learning processes.
4	Learning Tools and Techniques for Organizations Key learning tools: brainstorming, scenario planning, learning cycles, action learning, and case studies. Digital learning platforms and their role in enhancing organizational learning. Techniques for fostering team-based learning and knowledge sharing.
5	Benchmarking and Process Mapping for Organizational Learning Benchmarking: methods for comparing organizational performance against industry leaders. Process mapping: visualizing workflows and identifying areas for improvement. How benchmarking and process mapping can promote continuous learning.
6	Knowledge-Based Competition and Competitive Advantage The rise of knowledge as a strategic asset and its impact on competition. How knowledge-based competition shapes business strategy and innovation. Examples of organizations that leverage knowledge for competitive advantage.
7	Knowledge-Creation and Acquisition Processes The process of knowledge creation: Nonaka's SECI model (Socialization, Externalization, Combination, Internalization). Knowledge acquisition strategies: how organizations capture and integrate external knowledge. Barriers to knowledge creation and strategies to overcome them.
8	Measuring Learning and Intellectual Capital The concept of intellectual capital: human, structural, and relational capital. Methods for measuring organizational learning and intellectual capital. How intellectual capital influences performance and innovation.
9	Architecting a Learning Organization Principles for designing an organization that fosters continuous learning. The role of leadership, culture, and structure in creating a learning organization. Strategies for embedding learning at every level of the organization.
10	Empowering and Enabling People in Learning Organizations Empowerment strategies: giving employees autonomy and responsibility. Leadership's role in enabling a learning environment. Creating a culture of trust, innovation, and continuous learning.
11	Technology for Building the Learning Organization The role of technology in facilitating organizational learning (e.g., Learning Management Systems, knowledge-sharing platforms). AI, machine learning, and big



	data in fostering innovation and knowledge sharing. Tools for managing virtual teams and enhancing digital learning.
12	Becoming a Learning Organization Steps and frameworks for transitioning into a learning organization. Overcoming common barriers to becoming a learning organization (e.g., resistance to change, siloed knowledge). Building a learning-oriented organizational culture.
13	The Role of Leadership in Learning Organizations Leadership styles that foster learning (e.g., transformational leadership, servant leadership). Developing leaders who support and drive organizational learning. Leadership's role in sustaining a learning culture over time.
14	Overcoming Barriers to Organizational Learning Identifying common barriers: cultural, structural, and individual resistance to learning. Strategies for overcoming these barriers. Creating an open, inclusive, and transparent environment for learning.
15	Future Trends in Learning Organizations Emerging trends in organizational learning: AI, virtual learning environments, and gamification. Predictions for the future of work and its implications for organizational learning. How organizations can stay ahead of the curve in fostering continuous learning.

References:

- Peter M. Senge. The Fifth Discipline: The Art and Practice of the Learning Organization. Doubleday. 2006 revised edition. A. Nag, "International Business: Concept, Analysis and Strategy", Atlantic Publishers and Distributors Pvt Ltd, 2021
- Michael J. Marquardt. Building the Learning Organization: Mastering the 5 Elements for Corporate Learning, 2nd Edition

Course Code- DHRM408	Organizational Change and Development
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Course Introduction: This course on Organizational Change and Development explores the theories, strategies, and practices involved in managing change within organizations. Students will learn about the dynamics of organizational transformation, from diagnosing issues to designing and implementing change initiatives. The course emphasizes the role of leadership, communication, and culture in successfully navigating change, as well as the importance of employee involvement and resistance management. Through case studies and practical applications, learners will gain skills in developing change strategies that improve organizational effectiveness, enhance adaptability, and drive long-term growth. This course equips participants with the tools to lead and manage sustainable change in diverse organizational settings.

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



Course Content

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

Reference Book:

- Change Management, James McCalman, Professor Robert A Paton & Sabina Siebert, SAGE
- Change Management, Derek S Pugh, David Mayle, SAGE

Analytics and Data Science

Course Code- DADS405	Advanced Machine Learning
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Course Introduction: This course on Advanced Machine Learning delves into the more sophisticated algorithms and techniques used to solve complex problems in data science and artificial intelligence. Students will explore advanced topics such as deep learning, reinforcement learning, natural language processing (NLP), and unsupervised learning. The course focuses on both the theoretical foundations and practical applications of these techniques, providing learners with the skills to implement machine learning models using state-of-the-art tools and frameworks.

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 introduction: This course on Unstructured Data Analysis focuses on methods and tools for extracting valuable insights from unstructured data, such as text, images, audio, and video. Students will explore key concepts in natural language processing (NLP), computer vision, and speech recognition, along with advanced data mining techniques. The course covers the use of machine learning algorithms to process, analyze, and interpret large volumes of unstructured data. Through hands-on projects and real-world case studies, learners will gain practical experience in dealing with challenges like data cleaning, feature extraction, and sentiment analysis. This course equips participants to apply cutting-edge techniques to unlock the potential of unstructured data in diverse industries.

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- DADS407	Business Analytics
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Course Introduction: This course on Business Analytics provides a comprehensive understanding of data-driven decision-making processes in business contexts. Students will explore key concepts such as descriptive, predictive, and prescriptive analytics, using statistical techniques and tools to analyze business data. The course emphasizes the application of analytics to areas like sales, marketing, operations, and finance, enabling learners to identify trends, forecast outcomes, and optimize business strategies. Through practical examples and case studies, students will gain hands-on experience with popular analytics tools and software. This course prepares participants to leverage business analytics to improve performance, solve complex business problems, and drive strategic growth.

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- DADS408	Data Scrapping
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Course introduction: This course on Data Scrapping introduces the techniques and tools used to extract structured and unstructured data from websites and online sources. Students will learn how to navigate web pages, handle various data formats (HTML, JSON, XML), and use programming languages like Python to automate data collection. The course covers essential



scraping techniques, such as web scraping, API integration, and handling dynamic content, along with ethical considerations and legal implications of data scraping. Through practical exercises and real-world projects, learners will gain the skills to gather and process large datasets for analysis, research, and business intelligence applications.

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.

IT and FinTech

Course Code- DITF 405	E-Commerce
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Course introduction: This course on E-Commerce provides an in-depth understanding of the digital marketplace, exploring the strategies, technologies, and models that drive online businesses. Students will learn about various e-commerce business models, digital payment systems, online marketing, and customer behavior in the digital age. The course emphasizes practical knowledge, focusing on tools and platforms used to launch and manage successful online businesses. Through case studies and hands-on projects, learners will gain insights into building effective e-commerce strategies, managing logistics, and ensuring secure online transactions in a rapidly evolving market.

Learning objectives:

- Understand the different types of e-commerce models (B2B, B2C, C2C, etc.) and their applications.
- Develop strategies for digital marketing, customer acquisition, and engagement in an e-commerce setting.
- Analyze the role of payment systems, security protocols, and regulatory frameworks in online transactions.
- Apply tools and technologies to manage e-commerce platforms, inventory, and supply chains.
- Evaluate the impact of e-commerce trends on consumer behavior, business operations, and competitive advantage.

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 :

- Laudon, K. C., & Traver, C. G. (2021). *E-commerce: Business, technology, society* (16th ed.). Pearson.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation, and practice* (7th ed.). Pearson.
- Schneider, G. P. (2017). *Electronic commerce* (12th ed.). Cengage Learning.
- Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2018). *Electronic commerce: A managerial and social networks perspective* (9th ed.). Springer.
- B2B E-Commerce - Business Models, Strategies, and Tools. (2018). *Harvard Business Review Press*.

Course Code- DITF406	FinTech - Payments and Regulations
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Course Introduction: This course on FinTech, Payments, and Regulations explores the intersection of financial technologies, digital payment systems, and the regulatory frameworks that govern them. Students will gain a deep understanding of how innovative financial technologies such as mobile payments, digital wallets, and peer-to-peer lending platforms are transforming the financial landscape. The course covers the legal and regulatory challenges related to payments, including anti-money laundering (AML), Know Your Customer (KYC), and data privacy. Through case studies and real-world examples, learners will develop the knowledge to navigate the complexities of the rapidly evolving FinTech ecosystem.

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- DITF407	Cryptocurrency and Blockchain
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Course Introduction: This course on Cryptocurrency and Blockchain provides an in-depth understanding of the underlying technologies and applications of cryptocurrencies and blockchain. Students will explore the mechanics of blockchain, its decentralized nature, and how it enables secure, transparent transactions without the need for intermediaries. The course covers key cryptocurrencies such as Bitcoin and Ethereum, examining their economic and social implications. Learners will also explore blockchain's potential beyond cryptocurrencies, including its applications in supply chain management, finance, and governance.

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 is 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

Course Code: DITF408

Title of the Course: Information Systems Management



Course Description

The course Management Information Systems (MIS) provides a comprehensive understanding of how information systems are designed, developed, and utilized to support business processes, decision-making, and organizational goals. Learners will explore the components and types of information systems, including Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), and enterprise solutions like ERP, CRM, and SCM. The course emphasizes the architecture and design of information systems, organizational decision-making processes, and the role of emerging technologies such as AI, big data analytics, and cloud computing. Through practical insights, case studies, and discussions on system analysis and design (SAD) methodologies, learners will gain the skills necessary to evaluate, implement, and manage effective information systems in dynamic business environments. This course integrates theoretical concepts with real-world applications to prepare students for challenges in managing modern information systems.

Course Objectives

- Learners will gain insights into the components, types, and significance of information systems in supporting business processes, decision-making, and organizational structures.
- Learners will learn methodologies for system analysis and design (SAD), including the development, architecture, and maintenance of centralized and decentralized information systems.
- Learners will get chance to explore the practical applications of ERP, CRM, SCM, e-commerce, and other enterprise management technologies in optimizing business operations.
- Learners will develop the ability to evaluate and integrate advancements such as AI, cloud computing, big data analytics, and cybersecurity into information system strategies while addressing associated risks.

Course Contents:

Units	Syllabus
1	Introduction to Information Systems: Role of data and information; Information systems and their importance; Overview of business processes.
2	Organizational Structures and Systems Approach: Types of organizational structures; Systems thinking and its application in MIS; Systems approach fundamentals.
3	Components and Resources of Information Systems: Hardware, software, people, data, and networks; Integration and automation of business functions.
4	Transaction Processing Systems (TPS): The concept of TPS; Role and significance of TPS; Examples and case studies of TPS in business operations.



5	Management Information Systems (MIS): The concept of MIS; Role and benefits of MIS; Case studies on how MIS supports organizational decision-making.
6	Expert Systems and Artificial Intelligence in MIS: Introduction to expert systems; Basics of AI in MIS; Real-world applications and examples.
7	Strategic and Executive Information Systems: Executive Support Systems; Strategic Information Systems; Role in achieving competitive advantage.
8	Decision-Making Process in Organizations: Programmed vs. non-programmed decisions; Role of MIS in decision-making; Concepts of decision-making processes.
9	Decision Support Systems (DSS): Components, models, and approaches of DSS; Use of DSS in business scenarios; Case studies.
10	Architecture and Design of Information Systems: Centralized and decentralized systems; IS architecture; Key factors for IS development and maintenance.
11	Enterprise Management Technologies: Introduction to ERP, CRM, SCM, and E-commerce; Integration of enterprise systems into business processes.
12	Business Process Reengineering and Total Quality Management: Principles of Business Process Reengineering (BPR); Total Quality Management (TQM) and its role in IS.
13	System Analysis and Design (SAD): System development life cycle (SDLC); Models and approaches of systems development; Tools used in SAD.
14	Information Systems: Risks and Value: Evaluating the value and risk of IS; Success and failure factors in IS implementation; Risk mitigation strategies.
15	Emerging Trends in Information Systems: Recent advancements in MIS: Cloud computing, big data analytics, Internet of Things (IoT), and cybersecurity.

References books:

- Management Information Systems, 11th Edition, by Ramesh Behl , James A. O'Brien, George M. Marakas
- Management Information System: Text and Cases, 2020, by Waman S Jawadekar, Sanjiva Shankar Dubey
- Management Information Systems, Effy OZ, Thomson Learning/Vikas Publications

Operation Management

Course Code- DOMS405	Services Operations Management
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Course Introduction: This course on Services Operations Management focuses on the unique challenges and strategies involved in managing operations within service-based industries. Students will explore key concepts such as service quality, capacity planning, process design, and customer experience management. The course emphasizes optimizing service delivery, managing service supply chains, and using technology to enhance operational efficiency. Through case studies and practical exercises, learners will gain the skills to analyze and improve service processes, ensuring customer satisfaction and operational excellence in dynamic service environments.

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 tools 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

Course Code- DOMS406	Total Quality Management
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Course Introduction: This course on Total Quality Management (TQM) provides an in-depth exploration of the principles, tools, and practices essential for achieving high-quality standards in an organization. Students will learn about the philosophy of continuous improvement, customer focus, and employee involvement. The course covers key TQM tools such as Six Sigma, quality function deployment (QFD), and process mapping, and emphasizes their application in different industries. Through real-world case studies, learners will develop the skills to implement TQM initiatives, measure performance, and foster a culture of excellence within organizations.

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, Pearson
3. Besterfield, Total Quality Management 4e

Course Code- DOMS407	Production, Planning and Control
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Course Introduction: This course on Production, Planning, and Control (PPC) focuses on the strategies and techniques used to manage production processes efficiently. Students will explore topics such as demand forecasting, inventory management, capacity planning, scheduling, and resource optimization. The course emphasizes aligning production operations with market demand while minimizing costs and maximizing quality. Through practical exercises and case studies, learners will develop the skills to design and implement effective production plans, ensuring smooth operations and timely delivery in manufacturing and service industries.

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- DOMS408	Enterprise Resource Planning
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Course Introduction: This course on Enterprise Resource Planning (ERP) explores the role of integrated software systems in streamlining business processes across an organization. Students will learn how ERP systems connect various departments—such as finance, human resources, and supply chain—to improve data flow, decision-making, and operational efficiency. The course covers ERP system implementation, customization, and management, and focuses on understanding the strategic benefits of ERP in achieving business objectives. Through case studies and hands-on experience with ERP software, learners will gain practical knowledge of selecting, implementing, and managing ERP solutions in diverse organizational settings.

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.

International Business Management

Course Code- DIBM405	Course Title- Foreign Trade of India
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Course Introduction: This course on Foreign Trade of India provides an in-depth understanding of the country's international trade dynamics, policies, and practices. Students will explore the historical evolution, current trends, and future prospects of India's foreign trade, including key exports, imports, and trading partners. The course covers important aspects such as trade regulations, export-import procedures, trade agreements, and government initiatives



like SEZs and FTPs. Through case studies and real-world examples, learners will gain insights into the challenges and opportunities in India's global trade environment, preparing them to navigate and contribute effectively to the country's international business landscape.

Learning 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.

After studying this subject, the student should be able to:

- ❖ describe the importance of international trade
- ❖ identify the direction of India's foreign trade
- ❖ 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

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 grouping and their members and the current engagements of India in RTA's.

References:

- Anand Garg, Foreign Trade Policy with Handbook of Procedures (Vol. 1) 2012-13, 2012.
- Dikshit, Pratima, 2002. Dynamics of Indian Export Trade. Delhi: Deep and Deep Publication.
- Mathur, Vibha, 2006. Foreign Trade of India, 1947-2007—Trends, Policies and Prospects. Delhi: New Century Publication.
- 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
- Dr. Pratima Dikshit, Dynamics of Indian Export Trade, New Delhi: Deep and Deep Publications, 2002.
- Dr. Vibha Mathur Foreign Trade of India 1947 to 2007 - Trends, Policies and Prospects, New Delhi: New Century Publications, 2006.

Course Code- DIBM406	Course Title- Global Logistics and SCM
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Course Introduction: This course on Global Logistics and Supply Chain Management (SCM) provides a comprehensive understanding of the strategies, processes, and technologies that drive global supply chains. Students will explore the complexities of managing logistics across international borders, focusing on key areas such as transportation, inventory management, risk mitigation, and sustainability. The course emphasizes the integration of supply chain components to enhance efficiency, reduce costs, and create competitive advantages. Through case studies and real-world applications, learners will develop the skills to design and manage resilient supply chains in a dynamic global environment.

Learning Outcomes (LOs):

- Understand the fundamental concepts and principles of global logistics and supply chain management.
- Analyze the complexities and challenges of managing supply chains in an international context.



- Evaluate various transportation modes, inventory strategies, and warehousing solutions.
- Apply risk management and sustainability practices in global supply chain operations.
- Develop strategic solutions to optimize supply chain performance and enhance organizational competitiveness.

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.

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.

Unit 3- Logistics in Different Parts of the World: Cultural Differences and Impact on Logistics, Logistical Development in Different Countries, Factors influencing logistics, 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 books :

- Christopher, M. (2016). *Logistics and supply chain management* (5th ed.). Pearson.
- Chopra, S., Meindl, P., & Kalra, D. V. (2019). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson India.
- Rushton, A., Croucher, P., & Baker, P. (2017). *The handbook of logistics and distribution management: Understanding the supply chain* (6th ed.). Kogan Page Publishers.
- Grant, D. B., Wong, C. Y., & Trautrim, A. (2017). *Sustainable logistics and supply chain management: Principles and practices for sustainable operations and management* (2nd ed.). Kogan Page Publishers.
- Ballou, R. H. (2007). *The evolution and future of logistics and supply chain management* (2nd ed.). Springer.

Course DIBM407	Code-	Course Title- International Business Environment and International Law
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Course Introduction: This course on International Business Environment and International Law provides a comprehensive understanding of the global factors and legal frameworks that influence international business operations. Students will explore key elements such as economic systems, political and cultural environments, and international trade policies that shape global markets. The course delves into essential aspects of international law, including trade regulations, contracts, intellectual property rights, and dispute resolution. Through case studies and practical insights, learners will gain the skills to navigate complex international environments, ensuring compliance and strategic decision-making in cross-border business activities.

Learning Objectives:

After studying this subject, the student should be able to:

- Analyse the increasing globalization of economy and business



- Explain the various aspects of business environment and strategic decisions in international business
- Explain the notion of harmonized sales law
- Describe the regulation and promotion of foreign trade in India
- Discuss the concept of Labor Rights and Free Trade Agreements
- Discuss Import-Export laws and export cartels

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

Unit 2: Framework for Analysing International Business: Introduction, the Geographical Environment, the Economic Environment, Socio-Cultural Environment, Political Environment, Legal Environment

Unit 3: International Economic Environment: Introduction, World Economic and Trading Situation, International Economic Institutions and Agreements, Generalized System of preference (GSP), International commodities agreements

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 books:

- Dominick, Salvatore. 2003. *International Economics*. New York: John Wiley and Sons.
- Krugman, Paul R. and Maurice Obstfeld. 2002. *International Economics: Theory and Policy*. Boston: Addison Wesley.
- Salvatore Dominick. 2003. *International Economics*. New York: Wiley and Sons.
- Krugman, Paul R. and Maurice Obstfeld, 2002. *International Economics: Theory and Policy*. Boston: Addison Wesley.
- United Nations, *World Investment Report 2007*, UNCTAD Publication.
- United Nations, *Economic and Social Survey of Asia and the Pacific 2007*, UNCTAD Publication.
- Gary Hamel and C.K. Prahalad, *Competing for the Future*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2002, p. 36.

Course Code- DIBM408	Course Title- Export-Import Finance
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Course Introduction: This course on Export-Import Finance provides a comprehensive understanding of the financial mechanisms and instruments involved in international trade. Students will explore key concepts such as trade financing methods, payment terms, letters of credit, export credit insurance, and foreign exchange management. The course covers the role of banks, financial institutions, and government agencies in facilitating trade finance. Through practical case studies and real-world applications, learners will develop the skills to assess financial risks, manage cash flows, and ensure compliance with international financial



regulations. This course prepares participants to effectively manage financial aspects of export-import operations in a dynamic global market.

Course Objectives:

After studying this subject, the student should be able to:

- Analyse the institutional frameworks for exports
- Describe the operations involved for factoring and forfeiting
- 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

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.

Unit 2: Pre Shipment Finance Scheme - Need for export finance, export financing facilities, pre-shipment finance for exports, mechanism of disbursement of pre shipment finance and special cases of pre shipment finance.

Unit 3: Post Shipment Finance Scheme- Need for post shipment finance, interest rates on post shipment export credit and the mechanism of disbursement of post shipment finance and interest subvention for priority sectors.

Unit 4: EXIM Bank—Finance Schemes- Role of EXIM Bank, acts and regulations of the EXIM Bank and its various trade financing schemes.

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:

- D.C. Kapoor (2005). *Export Management*, Vikas Publishing House, New Delhi.
- Doise, D. (2007). *Uniform Customs and Practice for Documentary Credits (UCP 600)*.
- Joshi, R.M. (2009). *International Business*, Oxford University Press.
- Khurana, P.K. (2007). *Export Management*, Galgotia Publications.
- Warner, S. (2008). *The Letter of Credit*. R. Carter & Brothers.

Information System Management

Course Code: DISM 405	Title of the Course: Information Systems Management
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Course Description

The course Management Information Systems (MIS) provides a comprehensive understanding of how information systems are designed, developed, and utilized to support business processes, decision-making, and organizational goals. Learners will explore the components and types of information systems, including Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), and enterprise solutions like ERP, CRM, and SCM. The course emphasizes the architecture and design of information systems, organizational decision-making processes, and the role of emerging technologies such as AI, big data analytics, and cloud computing. Through practical insights, case studies, and discussions on system analysis and design (SAD) methodologies, learners will gain the skills necessary to evaluate, implement, and manage effective information systems in dynamic business environments. This course integrates theoretical concepts with real-world applications to prepare students for challenges in managing modern information systems.

Course Objectives

- Learners will gain insights into the components, types, and significance of information systems in supporting business processes, decision-making, and organizational structures.
- Learners will learn methodologies for system analysis and design (SAD), including the development, architecture, and maintenance of centralized and decentralized information systems.



- Learners will get chance to explore the practical applications of ERP, CRM, SCM, e-commerce, and other enterprise management technologies in optimizing business operations.
- Learners will develop the ability to evaluate and integrate advancements such as AI, cloud computing, big data analytics, and cybersecurity into information system strategies while addressing associated risks.

Course Contents:

Units	Syllabus
1	Introduction to Information Systems: Role of data and information; Information systems and their importance; Overview of business processes.
2	Organizational Structures and Systems Approach: Types of organizational structures; Systems thinking and its application in MIS; Systems approach fundamentals.
3	Components and Resources of Information Systems: Hardware, software, people, data, and networks; Integration and automation of business functions.
4	Transaction Processing Systems (TPS): The concept of TPS; Role and significance of TPS; Examples and case studies of TPS in business operations.
5	Management Information Systems (MIS): The concept of MIS; Role and benefits of MIS; Case studies on how MIS supports organizational decision-making.
6	Expert Systems and Artificial Intelligence in MIS: Introduction to expert systems; Basics of AI in MIS; Real-world applications and examples.
7	Strategic and Executive Information Systems: Executive Support Systems; Strategic Information Systems; Role in achieving competitive advantage.
8	Decision-Making Process in Organizations: Programmed vs. non-programmed decisions; Role of MIS in decision-making; Concepts of decision-making processes.
9	Decision Support Systems (DSS): Components, models, and approaches of DSS; Use of DSS in business scenarios; Case studies.
10	Architecture and Design of Information Systems: Centralized and decentralized systems; IS architecture; Key factors for IS development and maintenance.
11	Enterprise Management Technologies: Introduction to ERP, CRM, SCM, and E-commerce; Integration of enterprise systems into business processes.
12	Business Process Reengineering and Total Quality Management: Principles of Business Process Reengineering (BPR); Total Quality Management (TQM) and its role in IS.



13	System Analysis and Design (SAD): System development life cycle (SDLC); Models and approaches of systems development; Tools used in SAD.
14	Information Systems: Risks and Value: Evaluating the value and risk of IS; Success and failure factors in IS implementation; Risk mitigation strategies.
15	Emerging Trends in Information Systems: Recent advancements in MIS: Cloud computing, big data analytics, Internet of Things (IoT), and cybersecurity.

References books:

- Management Information Systems, 11th Edition, by Ramesh Behl , James A. O'Brien, George M. Marakas
- Management Information System: Text and Cases, 2020, by Waman S Jawadekar, Sanjiva Shankar Dubey
- Management Information Systems, Effy OZ, Thomson Learning/Vikas Publications

Course Code- DISM 406	Title of the course: E-Commerce
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Course introduction: This course on E-Commerce provides an in-depth understanding of the digital marketplace, exploring the strategies, technologies, and models that drive online businesses. Students will learn about various e-commerce business models, digital payment systems, online marketing, and customer behavior in the digital age. The course emphasizes practical knowledge, focusing on tools and platforms used to launch and manage successful online businesses. Through case studies and hands-on projects, learners will gain insights into building effective e-commerce strategies, managing logistics, and ensuring secure online transactions in a rapidly evolving market.

Learning objectives:

- Understand the different types of e-commerce models (B2B, B2C, C2C, etc.) and their applications.
- Develop strategies for digital marketing, customer acquisition, and engagement in an e-commerce setting.
- Analyze the role of payment systems, security protocols, and regulatory frameworks in online transactions.
- Apply tools and technologies to manage e-commerce platforms, inventory, and supply chains.
- Evaluate the impact of e-commerce trends on consumer behavior, business operations, and competitive advantage.

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 :

- Laudon, K. C., & Traver, C. G. (2021). *E-commerce: Business, technology, society* (16th ed.). Pearson.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation, and practice* (7th ed.). Pearson.
- Schneider, G. P. (2017). *Electronic commerce* (12th ed.). Cengage Learning.
- Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2018). *Electronic commerce: A managerial and social networks perspective* (9th ed.). Springer.
- B2B E-Commerce - Business Models, Strategies, and Tools. (2018). *Harvard Business Review Press*.

Course Code- DISM 407	Course Title- Computer Networks
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Course Introduction: This course on Computer Networks provides a comprehensive understanding of the principles, architectures, and protocols that govern modern communication systems. Students will explore key concepts such as network topologies, the OSI and TCP/IP models, data transmission, and network security. The course covers wired and wireless networking, routing and switching, and emerging technologies like cloud networking and IoT. Through practical exercises and simulations, learners will gain hands-on experience in designing, configuring, and troubleshooting networks. This course equips participants with the foundational knowledge and skills needed to build and manage efficient, secure, and scalable network infrastructures.

Course Objectives:

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
- ❖ Discuss the concept of data link control

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



Course Code- DISM408

Course Title- Java and Web Design

Course introduction: This course on Java and Web Design introduces students to the fundamentals of Java programming and its application in web development. Students will learn core Java concepts such as object-oriented programming (OOP), data structures, and exception handling, along with the creation of dynamic web applications using Java technologies. The course covers HTML, CSS, and JavaScript for front-end design, and frameworks like JSP and Servlets for back-end development. Through practical projects, learners will gain hands-on experience in building interactive, responsive websites and web applications, preparing them for careers in software and web development.

Course Objectives:

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.

After studying this subject, the student should be able to:

- ❖ 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

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

Unit 2 - Basic Web Page Development: HTML Basics- creating HTML document, Building a Web Page-Text and Image formatting-Adding links, Web Development Tools

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

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

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



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 book:

- Nino, J., & Hosch, F. A. (2001). An Introduction to Programming and Object Oriented Design Using Java. New York: John Wiley & Sons.
- Tittel, E. & Noble, J. (2010). HTML, XHTML & CSS for Dummies®, 7th Edition, N.J. : John Wiley & Sons
- Horton, I. (2011). Ivor Horton's Beginning Java. Indianapolis, Indiana: John Wiley &



Sons.

Project Management

Course Code -DPRM405	Course Title- Quantitative Methods in Project Management
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Course introduction: This course on Quantitative Methods in Project Management focuses on the application of mathematical and statistical techniques to improve decision-making and performance in project management. Students will explore tools such as project scheduling, cost estimation, resource allocation, and risk analysis, using quantitative models to optimize project outcomes. The course covers essential methods like linear programming, Monte Carlo simulations, decision tree analysis, and critical path method (CPM). Through case studies and practical exercises, learners will develop the skills to apply quantitative approaches in real-world project management scenarios, ensuring more efficient planning, execution, and control of projects.

Course Objectives:

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.

After studying this subject, the student should be able to:

- ❖ 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

Unit 1: Basics Concepts in Project Management: Introduction, Decision Tree Concepts, Project Selection, Nonnumeric Project Selection Methods, Numeric Project Selection Methods.

Unit 2: Network Analysis: Introduction, Network Analysis, Minimum-Span Problems, Shortest- Route Problems, Maximal-Flow Problems

Unit 3: Project Scheduling by PERT/CPM: Introduction, Basic Components of a Network, Program Evaluation and Review Technique (PERT), Critical Path Method (CPM), Relationship between PERT and CPM

Unit 4: Time-cost Optimization in Network Scheduling: Introduction, Project Cost, Time-Cost Optimization Algorithm, Linear Programming Formulation, Updating

Unit 5: Resource Analysis in Network Scheduling: Introduction, Resource Allocation and Scheduling, Management Operation System Technique (MOST), Graphical Evaluation & Review Technique (GERT), Precedence Planning, Line of Balance (LOB)

Unit 6: Business Forecasting – Part 1: Introduction, Importance of Business Forecasting, Component Factors of the Classical Multiplicative Time-series Model,



Annual Time Series Smoothing, Least Square Trend-fitting and Forecasting

Unit 7: Business Forecasting – Part 2: Introduction, Autoregressive Modelling for Trend- fitting and Forecasting, Choosing an Appropriate Forecasting Model, Time-series Forecasting of Seasonal Data

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- DPRM406	Course Title- Project Risk Management
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Course Introduction: This course on Project Risk Management provides a comprehensive exploration of the methodologies and tools used to identify, analyze, and mitigate risks in project environments. Students will learn about the various types of project risks—ranging from financial and operational to technical and environmental—and the processes involved in risk planning, assessment, and response. The course emphasizes proactive risk management, decision-making under uncertainty, and the use of risk matrices and models. Through case



studies and practical exercises, learners will develop the skills to create robust risk management plans, ensuring project success by minimizing potential threats and maximizing opportunities.

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 audit
- ❖ Discuss quantitative risk analysis

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:

- Mulcahy, R. (2011), PMP exam prep (7th ed.). Minnesota, USA: RMC Publications.
- Hillson, D., Murray-Webster, R. (2007). Understanding and managing risk attitudes. Burlington, USA: Gower Publishing Company.

Course Code- DPRM407	Course Title- Project Quality Management
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Course Introduction: This course on Project Quality Management provides an in-depth understanding of the principles, processes, and tools required to ensure quality throughout the project lifecycle. Students will explore key concepts such as quality planning, assurance, and control, focusing on internationally recognized frameworks like ISO standards and methodologies such as Six Sigma. The course emphasizes the importance of stakeholder satisfaction, continuous improvement, and compliance with project requirements. Through case



studies and practical applications, learners will develop the skills to implement quality management strategies, monitor performance, and deliver successful projects that meet or exceed quality expectations.

Course Objectives:

After studying this subject, the student should be able to:

- ❖ Discuss the concept of quality
- ❖ Illustrate the major characteristics of a mature project planning process
- ❖ Explain the concept of project quality assurance
- ❖ Explain the significance of analysing the project processes
- ❖ Analyse the steps involved in process improvement life cycle
- ❖ Discuss the significance of 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.

Courser Code- DPRM408	Course Title- Contracts Management in Projects
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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.

Learning Objectives:

- Analyze the essential elements of contracts, their formation, and legal implications in the context of project management.
- Differentiate between various contract types (e.g., fixed-price, cost-plus, and time-and-materials) and assess their suitability for different project scenarios.
- Demonstrate the ability to plan, negotiate, and execute contracts, ensuring compliance with legal standards and organizational policies.
- Assess potential risks in project contracts and develop strategies to mitigate disputes and ensure successful project outcomes.
- Implement best practices for contract monitoring, performance evaluation, and managing changes or conflicts during the project lifecycle.



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:

- Nagarajan, K. (2005). Elements of project management (1st ed.). New Delhi: New Age International (P) Ltd., Publishers.
- Uher, T., & Davenport, P. (2002). Fundamentals of building contract management (1st ed.). Sydney, N.S.W.: UNSW Press.
- Bennett, F. L. & Bennett, F. (2003). The Management of construction. Burlington: Elsevier.
- McCarthy, J. F. (2010). Construction project management. Estchester, IL: Pareto Pub.
- Realtybid.com, (2014). Realtybid. Retrieved 24 April 2014, from <http://www.realtybid.com/subdata/postauction.cfm>
- Uwaterloo.ca, (2014). Bidding process | Procurement & Contract Services. Retrieved 24 April 2014, from <http://uwaterloo.ca/procurement/suppliers/bidding-process>

Supply Chain Management

Course Code- DSCM405	Course Title- Global Logistics and Supply Chain Management
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Course Introduction: This course on Global Logistics and Supply Chain Management (SCM) provides a comprehensive understanding of the strategies, processes, and technologies that drive global supply chains. Students will explore the complexities of managing logistics across international borders, focusing on key areas such as transportation, inventory management, risk mitigation, and sustainability. The course emphasizes the integration of supply chain components to enhance efficiency, reduce costs, and create competitive advantages. Through case studies and real-world applications, learners will develop the skills to design and manage resilient supply chains in a dynamic global environment.

Learning Outcomes (LOs):

- Understand the fundamental concepts and principles of global logistics and supply chain management.
- Analyze the complexities and challenges of managing supply chains in an international context.
- Evaluate various transportation modes, inventory strategies, and warehousing solutions.



- Apply risk management and sustainability practices in global supply chain operations.
- Develop strategic solutions to optimize supply chain performance and enhance organizational competitiveness.

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.

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.

Unit 3- Logistics in Different Parts of the World: Cultural Differences and Impact on Logistics, Logistical Development in Different Countries, Factors influencing logistics, 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- DSCM406	Course Title- Category Management in Purchasing
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Course Introduction:

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.

Learning Objectives:

After studying this subject, the student should be able to:

- ❖ 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

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.

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.

Unit 3- Stages of Category Management: Circular Process, Five Stages, Reviewing Process, Full Process, Process Duration.

Unit 4- Initiation: Initiating the Process, Initiation Toolkit, Scoping the Category Project, Opportunity Analysis, Securing the Project Sponsor.

Unit 5- Forming the Team: Recruiting the Team Members, Team Charter, Stakeholder Mapping, Communication Planning, Gaining the First Insights into the Category, Project Planning

Unit 6- Gaining Insight: Introduction to Data Gathering, The Insight Toolkit, Gaining Confidence in Suppliers, Gathering Internal Data, Gathering Supplier Data, Researching 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- DSCM407

Course Title- Purchasing and Contracting for Projects

Course Introduction:

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.

Learning Objectives:

- Demonstrate a comprehensive understanding of procurement processes, purchasing strategies, and the roles of buyers in project management contexts.
- Evaluate various contracting strategies, including risk allocation and contract types, to select the most appropriate approach for different project scenarios.
- Interpret key principles of contract law, including formation, performance, and discharge, while addressing ethical considerations such as bribery, facilitation payments, and corruption.
- Apply effective methods for tender selection, evaluation, and payment structuring to ensure transparency, fairness, and compliance in project procurement.
- Develop skills to administer contracts, monitor performance, and manage project completion, including post-project appraisal and lessons learned for future improvements.

Unit 1- Introduction to Purchasing and Contracting: Procurement, Purchasing, Buyer.



Unit 2- Purchasing and Project Management: Purchasing and Procurement Context, Purchasing process, Participation of users, Organization option, Risk, Rules and Relationships.

Unit 3- Contracting Strategies: Overview of Contracting Strategies, Influencing Factors, Division of Work, Performance of the Work.

Unit 4- Contracting I: Three Contract Categories, Client Risk Contracts, Shared Risk Contracts, Contractor Managed Risk Contracts.

Unit 5- Contracting II: Fixed Price versus Reimbursable, Other Contract Expressions, Alliances and Joint Ventures

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.

Unit 7- Communicating the Requirements: Material Requisition, Scope and Work Definition, Specification and Standards, Importance of Words, Questions and Tenderers Conference.

Unit 8 - Selecting the Tenderers: Tender List, Choosing the Tenderers, Pre-Qualification.

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.

Unit 10 - Payment Strategies: Terms of Payment, Payment Security, Contract Security.

Unit 11 - Evaluating the Tenders: Selection and Evaluation Processes, Evaluating Tenders, Issues in Detailed Appraisal, Reaching a Conclusion.

Unit 12 – Incentives: Incentive Mechanisms, Bonus Incentive Schemes, Negatives of Cost 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.

Course Code- DSCM408	Course Title- Supply Chain Cost Management
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Course Introduction: This course on Supply Chain Cost Management provides a comprehensive understanding of cost structures, analysis, and control mechanisms within supply chain operations. Students will explore key concepts such as cost drivers, total cost of ownership (TCO), activity-based costing (ABC), and cost optimization strategies. The course emphasizes techniques for reducing costs while maintaining service quality, enhancing profitability, and ensuring sustainability. Through case studies and practical exercises, learners will develop the skills to identify cost-saving opportunities, implement efficient cost-control measures, and align supply chain activities with organizational financial goals. This course equips participants with the tools to manage costs effectively in a competitive global environment.

Learning Objectives:

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:

- ❖ Analyse the challenges in supply chain cost management
- ❖ Utilise monitoring and feedback to improve supply transaction performance
- ❖ Prepare for cost management strategy-building session
- ❖ Describe the process of addressing various types of risks
- ❖ Calculate the various types of supply chain costs

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.

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 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.

Banking, Financial Services & Insurance Electives

Course Code- DBFI405	ALM & Treasury Management
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Course Introduction:

This course on Asset-Liability Management (ALM) and Treasury Management provides an in-depth understanding of managing financial assets and liabilities to optimize an organization's profitability and liquidity. Students will explore key concepts such as interest rate risk, liquidity risk, capital management, and cash flow forecasting. The course covers essential treasury functions, including investment management, fund mobilization, and regulatory compliance. Through case studies and practical exercises, learners will gain the skills to develop effective ALM strategies and manage treasury operations, ensuring financial stability and alignment with organizational goals in dynamic market conditions.

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- DBFI406	BANKING REGULATIONS & RISK MANAGEMENT IN BANKING
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Course Introduction: This course on Banking Regulations and Risk Management in Banking provides a comprehensive understanding of international regulatory frameworks and their role in maintaining financial stability. Students will explore the Basel Accords (Basel I, II, III) and their impact on capital adequacy, risk-weighted assets, and banking supervision. The course covers key risk management practices, including credit, market, operational, and liquidity risk. Through case studies and practical applications, learners will develop the skills to assess and implement risk management strategies, ensuring compliance with global standards and enhancing the resilience of banking institutions in an evolving regulatory landscape.

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

Course Code- DBFI407	Insurance Management
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Course Introduction: This course on Insurance Management provides an in-depth exploration of the principles, products, and operational practices in the life insurance industry. Students will learn about key concepts such as risk assessment, underwriting, policy design, pricing, and claims management. The course also covers regulatory frameworks, ethical considerations, and the role of life insurance in financial planning. Through case studies and practical applications, learners will gain insights into managing life insurance portfolios, ensuring customer satisfaction, and aligning organizational strategies with market demands. This course equips participants with the knowledge and skills to navigate the complexities of life insurance management effectively.

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: PREMIUM 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, Financial 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: DBFI408	Title of the Course: Investment Banking and Wealth Management
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Course Description

This course delves into the fundamentals and advanced concepts of investment banking and wealth management, offering insights into capital markets, mergers and acquisitions, portfolio management, and client-focused wealth strategies. It emphasizes the analytical tools, regulatory frameworks, and ethical considerations essential for success in these fields, preparing students for dynamic roles in the financial sector.

Course Objectives

On completion of this course, the student will learn to:

- Explain the roles and functions of investment banking and wealth management in financial markets.
- Analyze financial instruments and strategies for portfolio diversification and risk management.
- Apply valuation techniques in mergers, acquisitions, and corporate restructuring.
- Develop client-specific financial plans, integrating ethical and regulatory considerations.
- Assess the impact of emerging trends like FinTech on financial services.



Course Contents:

Units	Syllabus
1	Introduction to Investment Banking Overview of Investment Banking, History and Evolution of Investment Banking, Role of Investment Banks in Financial Markets, Key Functions: Advisory, Underwriting, and Market Making.
2	Financial Instruments in Investment Banking Equity Securities, Debt Securities and Bonds, Derivatives (Forwards, Options, Futures, Swaps), Structured Financial Products.
3	Capital markets Primary vs. Secondary Markets, Initial Public Offerings (IPOs), Private Placements, Role of Investment Banks in Capital Raising.
4	Mergers and Acquisitions M&A Processes and Strategies, Synergies and Valuation Techniques, Role of Investment Banks in M&A Deals, Legal and Regulatory Aspects of M&A.
5	Investment Risk and Planning Types of Investment Risk, Investment Planning Process, Investment Alternatives, Strategies for Managing Investment Risks
6	Principles of Portfolio Management Overview of Portfolio Management and Diversification, Modern Portfolio Theory (MPT) and Efficient Frontier, Active vs. Passive Portfolio Management.
7	Corporate Finance and Investment Banking Role of Investment Banks in Corporate Financing, Working Capital Management in Corporates, Impact of Corporate Governance on Investment Banking.
8	Global Financial Markets and Institutions Structure and Functioning of Global Financial Markets, Role of International Financial Institutions (IMF, World Bank), Challenges of Cross-Border Transactions in Investment Banking.
9	Introduction to Wealth Management Fundamentals of Wealth Management, Client Profiling and Segmentation, Wealth Management Lifecycle, Goals-Based Financial Planning
10	Wealth Management in Banking Introduction to Wealth Management in Banking, Wealth Management Services Offered by Banks, Client Relationship Management in Wealth Management, Revenue Generation through Wealth Management.
11	Financial Planning and Advisory Financial Plan Components: Goals, Budget, and Investments, Tax Planning Strategies, Retirement Planning, Estate Planning Essentials.
12	Regulatory and Ethical Aspects Overview of Regulatory Bodies (SEBI, SEC, etc.), Key Financial Market Regulations, Ethics in Investment Banking and Wealth Management, Compliance Requirements.
13	Taxation in Wealth Management Tax-Efficient Investment Strategies, Tax Implications of Financial Instruments, International Tax Considerations, Tax Compliance and Reporting



14	Technology in Financial Services FinTech and Its Applications, Robo-Advisors in Wealth Management, Blockchain and Smart Contracts, AI and Predictive Analytics in Investment Banking.
15	Behavioral Finance in Wealth and Investment Management Key Concepts of Behavioral Finance, Common Investor Biases (Herd Mentality, Loss Aversion, Overconfidence), Impact of Behavioral Factors on Investment Decisions, Strategies for Managing Behavioral Biases.

References:

1. Bradstreet, d. (2009). Wealth management.
2. Castillo, J. J., & Mcaniff, P. J. (2007). The practitioner's guide to investment banking, mergers & acquisitions, corporate finance. Circinus Business Press.
3. Evensky, H., Horan, S. M., & Robinson, T. R. (2011). *The new wealth management: the financial advisor's guide to managing and investing client assets* (Vol. 28). John Wiley & Sons.
4. M.Y.Khan: Financial Services, Tata McGraw –Hill.

Digital Marketing

Course Code: DDIM401	Title of the Course: Digital Branding and Reputation Management
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Course Description

Digital Branding and Reputation Management is designed to equip students with the tools, techniques, and strategies necessary to create, manage, and protect a brand's digital presence in today's hyper-connected world. The course emphasises building a strong brand identity, fostering authentic consumer connections, and maintaining a positive online reputation.

Students will explore the nuances of branding across digital platforms, delve into online reputation management (ORM) strategies, and learn how to address challenges such as negative feedback, crises, and ethical dilemmas. By combining theoretical insights with practical applications, this course prepares students to navigate the complexities of digital branding and reputation in dynamic, competitive markets.

Course Objectives

- Build Effective Branding Strategies
- Monitor and Analyze Reputation
- Evaluate Branding and ORM Effectiveness
- Apply Ethical ORM Practices
- Adapt to Emerging Trends



Units	Syllabus
1	Introduction to Digital Branding The evolution of branding in the digital era, Digital touchpoints and their role in brand-building, Differences between personal and corporate branding
2	Foundations of Online Reputation Management (ORM) What is ORM and why it matters, Key components of ORM, The reputation risk landscape
3	Brand Identity and Digital Presence Elements of a consistent brand identity, Developing a brand's digital footprint, The role of visual branding in digital environments
4	Consumer Perception and Sentiment Analysis Understanding consumer behaviour through sentiment analysis, Tools for analyzing sentiment on social media and review platforms, Applications of sentiment analysis in managing reputation
5	Monitoring Online Reputation Tools for monitoring brand mentions (Google Alerts, Hootsuite, etc.), Metrics for reputation management, Building dashboards for ORM monitoring
6	Addressing Negative Feedback and Crises Types of negative feedback (constructive criticism vs. trolling), Best practices for responding to reviews and social media comments, Tools for automating and personalizing feedback responses
7	The Role of Reviews in Online Reputation Importance of reviews for businesses (Google, Yelp, Trustpilot), Encouraging positive reviews, Handling fraudulent and unfair reviews
8	Proactive ORM Strategies Building trust through transparency, Encouraging user-generated content (UGC), and Collaboration with brand ambassadors for positive reinforcement
9	ORM in Social Media and E-commerce Platforms Managing ORM on platforms like Facebook, Instagram, LinkedIn, and Twitter, Dealing with feedback on e-commerce platforms (Amazon, Flipkart), Case studies on ORM in social commerce
10	Crisis Management in ORM Steps for crisis preparedness, Communication strategies during a brand crisis, Post-crisis reputation recovery strategies
11	Legal and Ethical Considerations in ORM Understanding defamation and libel in the digital context, Privacy concerns in monitoring and managing online reputation, Ethical challenges in ORM (e.g., fake reviews, astroturfing, black-hat ORM tactics), Industry standards and compliance regulations
12	Advanced ORM Techniques Leveraging AI and machine learning for sentiment analysis and ORM, Predictive ORM: Anticipating and mitigating risks before they escalate, Managing global and cross-platform reputation
13	Analytics and Reporting for ORM



	ORM reporting structures and frequency, Integrating ORM metrics with business KPIs, Visualization techniques for presenting ORM data
14	Future of Digital Branding and ORM Trends shaping the future of ORM (blockchain, decentralised reviews), The role of sustainability in reputation management, Innovations in brand engagement and protection
15	Trends and Future of Digital Entrepreneurship Emerging trends (e.g., virtual reality, AI-driven businesses, metaverse), The role of sustainability and social impact in digital entrepreneurship, Preparing for the future of digital entrepreneurship

References:

2. Mechanics of Online Reputation Management: Repair & Control Your Name or Brand Reputation Online, Collins
3. Managing Online Reputation: How to Protect Your Company on Social Media, Pownall, Palgrave
4. Digital Branding: A Complete Step-by-Step Guide to Strategy, Tactics, Tools and Measurement, Rowles, Kogan page

Course Code: DDIM402	Title of the Course: Digital Entrepreneurship
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Course Description

Digital Entrepreneurship is a comprehensive course designed to equip students with the skills, tools, and knowledge required to build and scale digital businesses. In today's rapidly evolving digital landscape, entrepreneurs must understand how to launch a business and leverage technology to drive innovation, growth, and sustainability.

This course will cover key aspects of digital entrepreneurship, including creativity, business models, digital marketing, e-commerce, product development, and scaling. It will also address legal, financial, and ethical considerations while exploring emerging trends such as artificial intelligence, blockchain, and digital transformation. Students will gain hands-on experience creating and managing successful digital ventures through case studies, practical applications, and real-world examples.

Course Objectives

- Understand the Fundamentals of Digital Entrepreneurship
- Develop and Validate Digital Business Ideas
- Design Effective Digital Business Models
- Implement Digital Marketing Strategies
- Analyze Financial and Legal Aspects of Digital Ventures
- Prepare for the Future of Digital Entrepreneurship

Units	Syllabus
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1	Introduction to Digital Entrepreneurship Definition and scope of digital entrepreneurship, Evolution of digital businesses, Key differences between traditional and digital entrepreneurship, The role of technology in entrepreneurship
2	Digital Business Models Overview of digital business models (e.g., subscription, freemium, marketplace), Revenue generation and monetization strategies, Case studies of successful digital business models
3	Ideation and Opportunity Recognition in the Digital Space Identifying digital entrepreneurship opportunities, Methods for generating and validating ideas, Disruptive innovation and its role in digital ventures
4	Digital Market Research and Customer Insights Tools and techniques for online market research, Customer journey mapping and persona development, Analyzing customer behaviour and preferences
5	Building a Digital Product Steps in developing a minimum viable product (MVP), Lean startup methodology, Tools and platforms for product development (e.g., web/mobile apps)
6	E-Commerce and Online Business Operations Setting up an online store or digital business, Managing logistics, payments, and customer service, E-commerce platforms (e.g., Shopify, WooCommerce, Magento)
7	Digital Marketing for Entrepreneurs Overview of digital marketing channels, Developing a digital marketing strategy for startups, Performance tracking and analytics
8	Social Media and Brand Building Leveraging social media for brand awareness and engagement, Influencer marketing and collaborations, Case studies of successful digital brand-building
9	Digital Transformation and Innovation How traditional businesses embrace digital transformation, The impact of emerging technologies (AI, blockchain, IoT) on entrepreneurship, Innovating with digital tools and platforms
10	Financial Management in Digital Ventures Key financial metrics for digital entrepreneurs, Funding sources for digital startups (venture capital, crowdfunding, bootstrapping), Financial planning and budgeting for digital businesses
11	Legal and Ethical Issues in Digital Entrepreneurship Intellectual property in the digital age (copyright, patents, trademarks), Data privacy, cybersecurity, and compliance, Ethical considerations in digital entrepreneurship
12	Scaling Digital Ventures Strategies for scaling a digital business, Operational and organizational challenges at scale, Global expansion and market entry strategies
13	Entrepreneurial Leadership in the Digital Era Leadership styles and decision-making in digital businesses, Building and managing remote teams, Cultivating a culture of innovation in digital ventures



14	Digital Tools for Entrepreneurs Overview of productivity tools (project management, CRM, communication), Cloud computing, SaaS, and digital ecosystems, Analytics and data visualization tools for decision-making
15	Trends and Future of Digital Entrepreneurship Emerging trends (e.g., virtual reality, AI-driven businesses, metaverse), The role of sustainability and social impact in digital entrepreneurship, Preparing for the future of digital entrepreneurship

References:

1. **Digital Entrepreneurship: Impact on Business and Society**, Goecke, Springer
Nature
2. Digital Entrepreneurship, 1st Edition, Allen, Routledge
3. Digital Entrepreneurship: Management, Systems and Practice, Morabito, Cambridge University Press

Course Code: DDIM 404	Title of the Course: Advertising and Brand Management
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Course Description: The **Advertising and Brand Management** course explores the strategic and creative aspects of promoting products and building strong brand identities. It covers advertising principles, campaign planning, media selection, consumer behaviour, and digital marketing trends. Students learn to craft compelling brand narratives, manage brand equity, and leverage analytics for impactful marketing strategies. Topics like branding fundamentals, brand positioning, and integrated marketing communications (IMC) are emphasized. The course combines theoretical frameworks with practical insights, often including case studies and industry projects. Ideal for aspiring marketers, it equips learners with skills to create cohesive advertising campaigns and foster long-term brand loyalty in competitive markets.

Learning Objectives

On completion of this course, learners will be able to:

- To understand the importance of the advertising process as a key decision area for effective management decisions.
- To increase students' understanding of important issues in planning and executing advertising campaigns.
- To introduce the basic advertising/marketing communications elements that support brand development.
- To strategically apply advertising and communication strategies to brand needs.
- To enable students to understand how brand equity contributes to corporate value, and the various methods used to evaluate brand equity.



Course Contents:

Units	Syllabus
1	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, The exciting world of Indian Advertising, Theories of Advertising
2	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
3	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
4	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
5	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
6	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
7	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
8	Advertising and Integrated Marketing Communications – Elements of Integrated Marketing Communication – Direct Marketing – Sales Promotion – Public Relations – publicity – Personal Selling
9	Management of sales promotion: Importance & need for sales promotion; planning for consumer schemes & contests; different types of consumer schemes.
10	Brand Management: Concept of a brand; Brand evolution; Branding challenges and opportunities; Brand elements; Brand resonance pyramid;



11	Strategic Brand Management process, Brand Architecture- Module Overview, Product vs. Brand, Strategic Brand Management, Brand Architecture, Designing Brand Architecture
12	Brand Identity, Brand Personality- Module Overview, Brand Identity, Who Defines the Brand Identity, Brand Personality, David Aaker's Model, Kapferer's Model
13	Brand Positioning and Re-positioning- Module Overview, Brand Positioning, Brand Positioning Basics, Brand Positioning Statement- Guidelines, Brand Re-positioning, Brand Positioning vs. Product Positioning
14	Brand Communication, Brand Knowledge: Awareness & Image, The Importance of Communication, Brand Awareness, Brand Image
15	CBBE (Consumer Based Brand Equity)- What is Brand Equity, The CBBE Pyramid, Five Tenets of Brand Building, Brand Management Framework

References:

1. Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books
2. Keller, K.L., Parameswaran, A.M.G. and Jacob, I. Strategic Brand Management: Building, Measuring and Managing Brand Equity. Pearson Education India
3. Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall.

Retail Management

Course Code- DRMM405	International Retailing
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Course Introduction: This course on International Retailing provides a comprehensive understanding of the global retail landscape, focusing on strategies, operations, and market dynamics. Students will explore key topics such as international market entry strategies, global supply chain management, cultural influences on consumer behavior, and retail formats across different regions. The course examines challenges and opportunities faced by retailers operating internationally, including regulatory issues, localization strategies, and the impact of digital transformation. Through case studies and real-world examples, learners will develop the skills to design and implement effective international retail strategies, ensuring competitiveness and success in the global marketplace.

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 Bazaar (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 Proportions- 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 Bench Marking-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 F 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 , Pradeep Rau,& John K Ryans India Business: Finding Opportunities in This Big Emerging Market- Paramount Market Publishing Inc
7. Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi- 2nd edition, 2006



8. M.Chael hevy 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- DRMM406	Entrepreneurship in Retail Business
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Course Introduction: This course on Entrepreneurship in Retail Business explores the principles and practices involved in starting and managing a successful retail venture. Students will learn about key aspects such as identifying retail opportunities, developing business plans, selecting store locations, and managing operations. The course emphasizes innovation, customer-centric strategies, and leveraging technology in retail entrepreneurship. Topics also include financial planning, inventory management, marketing, and navigating competitive challenges. Through case studies and practical projects, learners will gain the skills to launch and sustain a retail business, fostering an entrepreneurial mindset and preparing them to thrive in the dynamic retail industry.

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 warehousing 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

Course Code: DRMM 407	Title of the Course: Retail Buying and Merchandising
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Course Description

In today's competitive retail market, Buying and Merchandising play a pivotal role in driving business performance. Retail buying is a significant function of any retail organization as it aims at stocking the right product, at the right time, in the right quantity, and at the right price to satisfy customers. In retail, the buying function is managed by an individual called buyer who is responsible for buying products to be stocked in a store.

Visual merchandising deals with the visual aspects of retail stores. In simple words, it refers to the tactful use of color, interior and exterior design of a store, window displays, merchandise display, store layout, lights and fixtures in order to attract customers. Nowadays, almost all types of retail formats use visual merchandising as an effective technique of attracting customers and converting prospects into actual buyers.

Course Objectives

On completion of this course, learners will be able to understand the concept and strategies of international business.

Specifically, the student will learn to:

- To be equipped with the knowledge and skills required in retail buying.
- To state the key process involved in retail buying process.
- To explain the tactics of smart merchandising management as per various store layouts.
- To gain knowledge about store image and security issues.
- To analyze the future of visual merchandising and role of non-store retailing.

Course Contents:

Units	Syllabus
1	Buying Function in Retail Introduction on Buying Function, Buying Environment characteristics, Method of evaluating the performance of a buyer, buying functions in both centralized and decentralized organizational structures, Concept of consignment buying.



2	Selection of Vendors Developing Relationships in Domestic Markets Concept of vendors and their role in retailing, Types of vendors, how to contact potential vendors and the criteria for selecting vendor.
3	Developing Relationships in Domestic Markets Importance of maintaining a strong relationship between a buyer and a vendor, Developing Relationships and Objectives of Relationship, Commitment and Trust in Developing Relationships, Domestic Markets and Components of Domestic Market.
4	Locating Sources in Foreign Markets Different aspects considered while analyzing foreign market for procuring products from different countries, Issues to note while buying from various foreign sources, Concept of Foreign Markets, Steps conducted in analysing foreign markets.
5	Buying From Foreign Sources Process for buying from foreign sources as well as the drawbacks in this, Process of locating foreign sources, Strategies to Find Buyers for New Products
6	Market Visits Types of markets for retail buying, Purpose and frequency of market visits, how to plan market visit, Retailers and Retail Buying.
7	Negotiating with Vendors How to prepare for negotiations and the different stages of a negotiation, how to develop an effective negotiation strategy, Negotiating and Negotiators Making the Purchase Terms used when negotiating the terms of sale, Special buying conditions, how retail buyers make purchases under these conditions, how retail buyers place purchase orders and follow-up these orders.
8	The Merchandise Mix 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: Color scheme and Lighting.
9	Store Management in Merchandising Planning a Store Layout, Various Types of Store Layouts: Grid layout, Forced-path layout, Free-form layout, Boutique layout, Combined layout, Store Space Allocation: Heads of space allocation in a store, Managing Customer Navigation in a Store, General Rules of Customer Traffic in a Store, The Loop for Guiding the Shoppers through a Store.
10	Store Design and Display Concept of Store Design and Display: Objectives of store design, Purpose and importance of display and Rules of display planning, Display Settings, Store Design: Exterior of a store, Interior of a store and Window displays.
11	Merchandise Presentation Strategies Color blocking, other techniques of merchandise placement, Physical materials used to support the display and Components of display, Some Useful Display Fixtures: Shelves, Gondolas, Round racks, Four ways, Saccades and fixation, Replenishes and Planogramming.
12	Store Image and Security Introduction-Objectives, Concept of Image Mix, Elements of Image Mix: Merchandise, Fixtures, Sound/Music, Odor, Visuals and Employees, Elements that Levy Negative Impact on Shoppers, Change of Image and Security Issues.



13	Managing Communication for a Retail Store Offerings Introduction, Objectives, Marketing Communication, Thematic Communication, Methods of Communication: Graphics and Signage.
14	The Future of Visual Merchandising Prospects of Visual Merchandising, Non-Store Retailing - Space Management and Visual Merchandising Techniques- Direct Selling- Catalogue Selling – e-tailing, Tele-marketing.

References:

1. Visual Merchandising, Tony Morgan, Laurence King Publisher, 2nd Edition, 2011
2. Visual Merchandising, Swati Bhalla, Anurag Singhal, McGraw Hill Education, 2017
3. Retail Image and Promotional Strategy, Berman and Evans
4. Store Layout, Design and Visual Merchandising, Levy and Weitz
5. Managing the Store, Levy and Weitz
6. Developing and Implementing Merchandise Plans, Levy and Weitz.

Course Code: DRMM 408	Title of the Course: Advertising and Brand Management
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Course Description: The **Advertising and Brand Management** course explores the strategic and creative aspects of promoting products and building strong brand identities. It covers advertising principles, campaign planning, media selection, consumer behaviour, and digital marketing trends. Students learn to craft compelling brand narratives, manage brand equity, and leverage analytics for impactful marketing strategies. Topics like branding fundamentals, brand positioning, and integrated marketing communications (IMC) are emphasized. The course combines theoretical frameworks with practical insights, often including case studies and industry projects. Ideal for aspiring marketers, it equips learners with skills to create cohesive advertising campaigns and foster long-term brand loyalty in competitive markets.

Learning Objectives

On completion of this course, learners will be able to:

- To understand the importance of the advertising process as a key decision area for effective management decisions.
- To increase students' understanding of important issues in planning and executing advertising campaigns.
- To introduce the basic advertising/marketing communications elements that support brand development.
- To strategically apply advertising and communication strategies to brand needs.
- To enable students to understand how brand equity contributes to corporate value, and the various methods used to evaluate brand equity.



Units	Syllabus
1	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, The exciting world of Indian Advertising, Theories of Advertising
2	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
3	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
4	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
5	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
6	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
7	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
8	Advertising and Integrated Marketing Communications – Elements of Integrated Marketing Communication – Direct Marketing – Sales Promotion – Public Relations – publicity – Personal Selling
9	Management of sales promotion: Importance & need for sales promotion; planning for consumer schemes & contests; different types of consumer schemes.
10	Brand Management: Concept of a brand; Brand evolution; Branding challenges and opportunities; Brand elements; Brand resonance pyramid.



11	Strategic Brand Management process, Brand Architecture- Module Overview, Product vs. Brand, Strategic Brand Management, Brand Architecture, Designing Brand Architecture.
12	Brand Identity, Brand Personality- Module Overview, Brand Identity, Who Defines the Brand Identity, Brand Personality, David Aaker's Model, Kapferer's Model.
13	Brand Positioning and Re-positioning- Module Overview, Brand Positioning, Brand Positioning Basics, Brand Positioning Statement- Guidelines, Brand Re-positioning, Brand Positioning vs. Product Positioning.
14	Brand Communication, Brand Knowledge: Awareness & Image, The Importance of Communication, Brand Awareness, Brand Image.
15	CBBE (Consumer Based Brand Equity)- What is Brand Equity, The CBBE Pyramid, Five Tenets of Brand Building, Brand Management Framework.

References:

1. Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books
2. Keller, K.L., Parameswaran, A.M.G. and Jacob, I. Strategic Brand Management: Building, Measuring and Managing Brand Equity. Pearson Education India
3. Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall.

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 Centre for Distance and 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 Centre for Distance and 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 Centre for Distance and 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 Centre for Distance and Online Education-Manipal University Jaipur shall fill up online application form available on CDOE-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 45% (40% 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 CDOEs not meet eligibility criteria, or there is failure to pay programme/course fees.
- Admission will stand cancelled, if candidate CDOEs not submit proof of eligibility within stipulated time given by Centre for Distance and Online Education-Manipal University Jaipur.
- Centre for Distance and 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

Suggested Fee for MBA programme is INR 1,75,000/- (One Lakh Seventy Five Thousand only).

Overseas students need to remit equivalent of 2692 in USD to University for Non-Resident Indians), 3140 USD for Foreign Nationals and 2360 USD for African Students.

A scholarship of upto 20% 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	Term End Examination	January	2 nd week of June (TEE June)
		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:

Grade Point Average [GPA] = $\sum_i C_i G_i / \sum_i C_i$

Grade Point Average =

Sum of the multiplication of grade points by the credits of the courses
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:

Cumulative Grade Point Average [CGPA] = $\sum_n \sum_i C_{ni} G_{ni} / \sum_n \sum_i C_{ni}$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$$

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

Centre for Distance and 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, Centre for Distance and 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 CDOE, 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.