

UNIVERSITY OF DELHI

Bachelor of Management Studies

(Effective from Academic Year 2019-20)



Revised Syllabus as approved by

Academic Council

Date:

No:

Executive Council

Date:

No:

Applicable for students registered with Regular Colleges

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Preamble

The objective of any programme at Higher Education Institute is to prepare their students for the society at large. The University of Delhi envisions all its programmes in the best interest of their students and in this endeavour it offers a new vision to all its Under-Graduate courses. It imbibes a Learning Outcome-based Curriculum Framework (LOCF) for all its Under Graduate programmes.

The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the undergraduate level with an agenda to structure the teaching-learning experiences in a more student-centric manner. The LOCF approach has been adopted to strengthen students' experiences as they engage themselves in the programme of their choice. The Under-Graduate Programmes will prepare the students for both, academia and employability.

Each programme vividly elaborates its nature and promises the outcomes that are to be accomplished by studying the courses. The programmes also state the attributes that it offers to inculcate at the graduation level. The graduate attributes encompass values related to well-being, emotional stability, critical thinking, social justice and also skills for employability. In short, each programme prepares students for sustainability and life-long learning.

The new curriculum of Bachelor of Management Studies offer students' core papers that help build their foundation in the area of management. The choice of generic electives and skill enhancement courses enable students to pursue an area of their interest in the field of management. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

The University of Delhi hopes the LOCF approach of the programme Bachelor of Management Studies will help students in making an informed decision regarding the goals that they wish to pursue in further education and life, at large.

Introduction to Bachelor of Management Studies Program

Bachelor of Management Studies or BMS is an undergraduate program for management studies. The course allows students to obtain the knowledge and skills needed to assume management positions in a wide range of organizations. Management Studies program provides students with a solid foundation in the field of management and strategy designing. The electives allow students to develop deeper knowledge in specific areas of interest ó finance, marketing, human resource management and management of global business. In addition to business management course, it will equip students to understand how organizations work, how they are managed, and sensitize students towards national and international environments. Students centered learning focuses on skills and practices that enable lifelong learning and independent problem-solving.

Learning Outcome-based Curriculum Framework in Programme Bachelor of Management Studies

The LOCF program in BMS provides an opportunity for the students to choose courses from the prescribed courses comprising core, discipline specific elective, generic elective and skill enhancement courses. The courses will be evaluated following the grading system, which is considered to be better than the conventional marks system. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing the performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC guidelines will be followed.

2.1 Nature and Extent of the Programme in Bachelor of Management Studies

Outline of Learning Based Curriculum Framework:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement in pursuit of a bachelor degree in management.

2. **Elective Course:** A course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the courses/program in management or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 Discipline Specific Elective (DSE) Course: Elective courses offered by the main discipline/subject of study of management is referred to as Discipline Specific Elective. A choice from among four DSE ó Finance; Marketing; Human Resource Management; Management of Global Business- are offered to students to gain advanced exposure to an elective of their choice.

A Student would be free to choose any FOUR courses (TWO courses in semester V and TWO in semester VI, from the courses offered) from ONE group. The programme offers FOUR groups viz. Finance (DSE - I), Marketing (DSE - II) ,

Human Resource Management (DSE - III) and Management of Global Business (DSE ó IV)

2.2 Generic Elective (GE) Course: An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. Ability Enhancement Compulsory Courses (AECC)/ Skill Enhancement Course:

The Ability Enhancement (AE) Courses may be of two kinds: AE Compulsory Course (AECC) and Skill Enhancement Courses (SEC). ðAECCö courses are the courses based upon the content that leads to Knowledge enhancement. They (i) Environmental Science, (ii) English/MIL Communication) are mandatory for all disciplines. SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

3.1 AE Compulsory Course (AECC): Environmental Science, English Communication/MIL Communication.

3.2 Skill Enhancement Courses (SEC): These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based instruction.

2.2 Aims of Bachelor's Degree Program in (LOCF) Bachelor of Management Studies

The curriculum of BMS is planned to have the following aims:

1. The progression of the program and structure will enable students to build on their learning in a systematic manner leading to critical evaluation and application of the concepts to the real world.
2. Build fundamentals in core areas of Accounts, Statistics, Economics, Financial Management, Marketing, Business Research & Quantitative Techniques and exposure to relevant software.
3. Sensitize students towards environment through EVS course.
4. Develop ability to use software for data extractions and analysis through statistical and econometric tools under SEC papers.

5. Enabling students to gain advanced exposure in area of their choice- Finance, Marketing, HRM and Management of Global Business
6. The program encourages students to undertake summer internship to gain practical insight from industry which makes their understanding of courses taught more meaningful.
7. Through academic exposure, practical training, skill enhancement develop students into becoming leaders/entrepreneurs.

Graduate Attributes in Bachelor of Management Studies

Disciplinary Knowledge

Academic excellence: Sound knowledge of the courses studied.

Communication Skills

Strong presentation and communication skills: Presentations, group discussions, role plays and class room discussions form an integral part of the course curriculum. Each student on an individual basis or as group assignment prepare term papers which are presented and reviewed. This teaching pedagogy develops and enhances the communication and presentation skill of students leading to them becoming effective presenters of their innovative ideas/views.

Critical Thinking

Inculcating an intellectually disciplined process of actively and skilfully conceptualizing, applying, analysing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reasoning, as a guide to action.

Problem Solving

The Program focuses on well researched and solution based thinking and application of theoretical concepts to real life case studies enabling students to develop problem solving skills. Students develop an ability to take up challenges in their professional carrier and provide effective solutions.

Analytical Reasoning

The ability to solve problems quickly and effectively. Systematic and methodical step-by-step approach to thinking that allows graduates to break down complex problems into single and manageable components.

Research-Related Skills

The students are engaged with their faculty on research projects of current relevance and critical outcome. They work on live projects and collect data on industry for research based

projects and term papers. The students are taught the skill of using software for making analysis.

Cooperation/Team Work

Leadership and team spirit: Working on various assignments both academic and extra-curricular help them in becoming team worker. Group projects and presentations and case studies give opportunity to students to learn team skills and understand team dynamics.

Scientific Reasoning

Business data analysis that is researched/observed or collected through surveys for projects and term papers requires logical thinking and reasoning for arriving at conclusions and analytical outcomes.

Reflective Thinking

The assessment methods adopted for the courses include presentation on the specified class projects which requires the use of analytical thinking and critical evaluation.

Information/Digital Literacy

Students are required to prepare assignments/term papers based on data assimilated through primary and secondary sources. The data for secondary sources is largely procured from digital sources/online sources. The students are encouraged and taught the use of online database and research of website and organizations literature.

Self-Directed Learning

Curiosity to acquire general knowledge and explore information to make better decisions, develop rational and logical beliefs and thinking.

Multicultural Competence

Students are enabled to understand the subjects during their classroom discussion. In addition to that they are advised, motivated and facilitated for co-curricular activities to serve the society especially to those at bottom of the pyramid. Further, they are sensitized towards Environmental care which has taken prime position because of the threat caused.

This sensitization is through the EVS paper in their first year of study. They are also expected to sensitize the society towards social issues and aspects concerning larger national issues.

Moral and Ethical Awareness/Reasoning

Courses include sensitization and cultivation of moral and ethical value in students. The program includes courses on ethics and social responsibility. Further through classroom discussions the students are made to understand the importance of adopting ethical practices in pursuit of business profits.

Leadership Readiness/Qualities

Creating an inspiring vision of the future. Motivates and inspires people to engage with that vision. Manages delivery of the vision. Accepting team spirit as an important contributor to both personal and professional life. Participate in healthy competition, generation of more ideas, improved productivity

Lifelong Learning

The course also orients the students towards better learning and application on business data. This will be possible only when they will update themselves on a daily basis and keep aware of changing environment.

Encouraging students to generate a variety of ideas and responses, across different categories and to look at things from different points of view. Generating new ideas and innovation.

Qualification Descriptors for Graduates Bachelor of Management Studies

1. Demonstrate
 - (i) A coherent understanding of business operations and management
 - (ii) Managerial and analytical skills in designing business strategies and decisions
 - (iii) Higher order skills in chosen area of specialization, namely Finance, Marketing, Human Resource Management, or Management of Global Business;
2. Use knowledge, understanding and skills required for identifying problems and issues, collection of relevant quantitative and/or qualitative data drawn from a wide range of sources and application of the information to designing solutions.
3. Develop innovative thinking and entrepreneurial skills
4. Demonstrate subject-related and transferable skills that are relevant for entry level management positions in diverse industries;
5. Create a sound foundation for students to pursue higher level studies and research in areas of management.

Programme Learning Outcomes for Bachelor of Management Studies

1. Provide students with a sound theoretical base and exposure to current business challenges
2. Prepare students with capabilities and skills in areas of general management, marketing, finance, global business and human resource management, to take up roles in managerial position across diverse industries.
3. To encourage creativity and innovative thinking leading to entrepreneurial skills.
4. Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.

6. Structure of Bachelor of Management Studies

6.1 Credit Distribution for Bachelor of Management Studies

Courses	Number of Courses	Credits (Theory + Practical)	Total Credits
Core Courses	14	6	84
Generic Elective/Interdisciplinary	4	6	24
Discipline Specific Elective	4	6	24
Skill Enhancement Courses	2	4	8
Ability Enhancement Compulsory Course	2	4	8
TOTAL CREDIT			148*

*** Extra 6 Credit may be earned by taking Research Project as an additional paper. It will also be evaluated at the end of sixth semester.**

6.2 Semester-wise Distribution of Courses.

S.NO	COURSE CODE	COURSE TITLE	CREDITS	
SEMESTER I				
1	AECC101	Language/EVS	4	Ability Enhancement- Compulsory Course
2	MC 102	Fundamentals of Management and Organisational Behaviour	6	Core Discipline
3	MC 103	Statistics for Business Decisions	6	Core Discipline
4		Any One from the List of Generic Elective / Interdisciplinary Courses	6	Elective Course ó Generic /Interdisciplinary
SEMESTER II				
5	AECC 201	Language/EVS	4	Ability Enhancement- Compulsory Course
6	MC 202	Managerial Economics	6	Core Discipline
7	MC 203	Business Accounting	6	Core Discipline
8		Any One from the List of Generic Elective / Interdisciplinary Courses	6	Elective Course ó Generic /Interdisciplinary
SEMESTER III				
9	MC 301	Macroeconomics	6	Core Discipline
10	MC 302	Principles of Marketing	6	Core Discipline
11	MC 303	Management Accounting	6	Core Discipline
12		Any One from the List of Generic Elective /	6	Elective Course ó Generic

		Interdisciplinary Courses		/Interdisciplinary
13		Any one from list of skill enhancement course (SEC) I/II/III/IV	4	Skill Enhancement Courses
SEMESTER IV				
14	MC 401	Business Research	6	Core Discipline
15	MC 402	Human Resource Management	6	Core Discipline
16	MC 403	Financial Management	6	Core Discipline
17		Any One from the List of Generic Elective / Interdisciplinary Courses	6	Elective Course 6 Generic /Interdisciplinary
18		Any one from list of skill enhancement course (SEC) V/VI/VII/VIII	4	Skill Enhancement Courses
SEMESTER V				
19	MC 501	Quantitative Techniques for Management	6	Core Discipline
20	MC 502	Legal Aspects of Business	6	Core Discipline
21		Any one course from the list of Elective I/II/III/IV	6	Discipline Specific Elective
22		Any one from the list of Elective I/II/III/IV	6	Discipline Specific Elective
SEMESTER VI				
23	MC 601	Business Policy and Strategy	6	Core Discipline
24	MC 602	Financial Institutions and Markets	6	Core Discipline
25		Any one from the list of	6	Discipline Specific

		Elective V/VI/VII/VIII		Elective
26		Any one from the list of Elective V/VI/VII/VIII	6	Discipline Specific Elective
<p>DISCIPLINE SPECIFIC ELECTIVE COURSE: A Student would be free to choose any FOUR courses (TWO courses in semester V and TWO in semester VI, from the courses offered) from ONE group The programme offers FOUR groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource Management (DSE - III) and Management of Global Business (DSE ó IV). An additional paper in Research project mode (Semester-long Research Project) may be offered at semester VI as extra credit paper under discipline specific electives. Students can choose one Research project as extra paper under the guidance of a teacher.</p>				
DSE I FINANCE				
I	MDF 503	Strategic Corporate Finance	6	Discipline Specific Elective
II	MDF 504	Investment Analysis and Portfolio Management	6	Discipline Specific Elective
III	MDF 505	Project Appraisal and Implementation	6	Discipline Specific Elective
IV	MDF 506	Business Analysis and Valuation	6	Discipline Specific Elective
V	MDF 603	International Finance	6	Discipline Specific Elective
VI	MDF 604	Investment Banking and Financial Services	6	Discipline Specific Elective
VII	MDF 605	Financial Time Series Econometrics	6	Discipline Specific Elective
VIII	MDF 606	Derivatives and Risk Management	6	Discipline Specific Elective
IX		Research Projects	6	
DSE II MARKETING				
I	MDM 503	Consumer Behaviour	6	Discipline Specific

				Elective
II	MDM 504	Personal Selling	6	Discipline Specific Elective
III	MDM 505	Marketing of Services	6	Discipline Specific Elective
IV	MDM 506	International Marketing	6	Discipline Specific Elective
V	MDM 603	Retail Management	6	Discipline Specific Elective
VI	MDM 604	Advertising and Brand Management	6	Discipline Specific Elective
VII	MDM 605	Distribution and Supply Chain Management	6	Discipline Specific Elective
VIII	MDM 606	Digital Marketing	6	Discipline Specific Elective
IX		Research Projects		
DSE III HUMAN RESOURCE MANAGEMENT				
I	MDH 503	Training and Management Development	6	Discipline Specific Elective
II	MDH 504	Management of Industrial Relations	6	Discipline Specific Elective
III	MDH 505	HRD: Systems and Strategies	6	Discipline Specific Elective
IV	MDH 506	Counselling and Negotiation Skills for Management	6	Discipline Specific Elective
V	MDH 603	Talent and Knowledge Management	6	Discipline Specific Elective
VI	MDH 604	Performance and Compensation Management	6	Discipline Specific Elective
VII	MDH 605	Organizational Development	6	Discipline Specific Elective

VIII	MDH 606	International Human Resource Management	6	Discipline Specific Elective
IX		Research Projects		
DSE IV MANAGEMENT OF GLOBAL BUSINESS				
I	MDG 503	International Trade: Policies and Strategies	6	Discipline Specific Elective
II	MDG 504	Transnational and Cross Cultural Marketing	6	Discipline Specific Elective
III	MDG 505	International Accounting and Reporting System	6	Discipline Specific Elective
IV	MDG 506	Multinational Business Finance	6	Discipline Specific Elective
V	MDG 603	Global Business Environment	6	Discipline Specific Elective
VI	MDG 604	International Supply Chain Management	6	Discipline Specific Elective
VII	MDG 605	International Joint Ventures, Mergers and Acquisitions	6	Discipline Specific Elective
VIII	MDG 606	Cross Cultural Human Resource Management	6	Discipline Specific Elective
IX		Research Projects		
GENERIC ELECTIVE				
I	MG 104	Fundamental of Marketing Management	6	Generic Elective
II	MG 105	India's Diversity and Business	6	Generic Elective
III	MG 204	Business Legislation	6	Generic Elective
IV	MG 205	Ethics and Corporate Social Responsibility	6	Generic Elective
V	MG 304	Fundamentals of Human Resource Management	6	Generic Elective

VI	MG 305	Entrepreneurship and New Venture Creation	6	Generic Elective
VII	MG 404	Production and Operations Management	6	Generic Elective
VIII	MG 405	Money and Banking	6	Generic Elective
SKILL ENHANCEMENT COURSES				
I	MS 305	Advanced Spreadsheet Tools for Business Analysis	4	Skill Enhancement Courses
II	MS 306	Software for Data Extraction and Analysis	4	Skill Enhancement Courses
III	MS 307	IT tools for Business	4	Skill Enhancement Courses
IV	MS 308	Personality Development and Communication	4	Skill Enhancement Courses
V	MS 405	Statistical Software Package	4	Skill Enhancement Courses
VI	MS 406	E Commerce	4	Skill Enhancement Courses
VII	MS 407	Basic Econometrics Using Software	4	Skill Enhancement Courses
VIII	MS 408	Business Analytics	4	Skill Enhancement Courses

MC 102: FUNDAMENTALS OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Objective:

To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Learning Outcomes:

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

- i. Understand the nature of management and describe the functions of management.
- ii. Develop understanding of different approaches to designing organizational structures.
- iii. Understand the role of personality, learning and emotions at work.
- iv. Discover and understand the concept of motivation, leadership, power and conflict.
- v. Understand the foundations of group behaviour and the framework for organizational change and development.

Course Contents:

Unit I

(2 Weeks)

Introduction to management; Evolution of management thought: Scientific, Administrative, Human Relations and Systems approach to management; Management functions and Managerial roles.

References:

Stephen P. Robbins & Mary Coulter, Management. 13th Ed. Pearson[Chapter 1]

Kaul Vijay Kumar, Business Organization & Management - Text and Cases, Pearson[Chapter 23]

Unit II

(3 Weeks)

Planning: Importance and types of plans, planning process, MBO; Decision making: process, types, concept of bounded rationality; Control: process and types; Principles of organizing: common organizational structures, Departmentalization: types of

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departmentalization, Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

References:

Stephen P. Robbins & Mary Coulter, Management. 13th Ed. Pearson[Chapter 2,8,10,18]

Unit III

(3 Weeks)

Meaning & concept of organizational behaviour; Personality: meaning, factors affecting personality, Big five model of personality; Learning: concept and theories of learning (Classical conditioning, operant conditioning and social learning theory), concept of reinforcement; Perception: concept, factors affecting perception, process of perception, perceptual errors. Motivation: Concept, importance, Content theories (Maslow's need theory, Alderfer's ERG theory, McClelland's theory of needs, Herzberg's two factor theory) & Process theories (Adams equity theory, Vroom's expectancy theory).

References:

Robbins Stephen P and Judge T.A., Vohra, Organisational Behaviour, 16th Ed. Pearson.[Chapter 5,6,7]

Kaul Vijay Kumar, Business Organization & Management - Text and Cases, Pearson[Chapter 28]

Unit IV

(4 Weeks)

Leadership: Concept, Theories (Trait, Behavioural, Contingency, Charismatic, Transactional and Transformational Leadership; Emotional Intelligence: Concept, Importance, Dimensions. Groups: Definition, Stages of Group Development, Group Cohesiveness; Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window; Conflict: Concept, Sources, Types, Stages of Conflict, Management of Conflict; Organisational Power: Sources of Power and Dysfunctional uses of Power; Organizational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change; Organizational Development(OD): Meaning and types of OD Interventions.

FUNDAMENTALS OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

References:

Robbins Stephen P and Judge T.A., Vohra, Organisational Behaviour, 16th Ed. Pearson.[Chapter 9,12,13,14,17]

Text Books:

1. Robbins Stephen P and Judge T.A. (2017) Organisational Behaviour, 17th Ed. Pearson.
2. Stephen P. Robbins & Mary Coulter (2017) Management. 13th Ed. Pearson.
3. Kaul Vijay Kumar (2012). Business Organization & Management - Text and Cases, Pearson.

Additional Readings:

1. Kavita Singh: Organisational Behaviour 3rd Ed. Vikas Publication.
2. Koontz & Heinz Weihrich, Essential of Management, McGraw Hill.
3. Kumar, P. Sachdeva A. (2012). Fundamentals of Management. S. Chand. 1ed.

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, Presentations, Role plays, Case studies, Term paper on a given topic

Assessment Methods:

Internal assessment	25 marks
Written exam	75 marks

Keywords:

Planning, Organizing, Controlling, Departmentation, Leadership, Motivation, Change, Organization development

MC 103: STATISTICS FOR BUSINESS DECISIONS

Course Objectives:

To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various managerial situations.

Learning Outcomes:

After the completion of this course the students should be able to:

- i) Summarize data sets using Descriptive statistics
- ii) Analyze the relationship between two variables
- iii) Analyze trend and seasonality in a time series data
- iv) Draw conclusion about a population using testing of hypothesis
- v) Apply statistics to different managerial situations

Course Contents

Unit I

(3 Weeks)

Data: Types and sources, quantitative and qualitative, attributes, Big Data and its utility in business analytics, Scales of measurement: nominal, ordinal, interval and ratio, Measures of Central Value: Mean, Median and Mode, Measures of Dispersion: Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Box and whisker plot, Moments, Shape of the distribution: Skewness and Kurtosis, z-score, Chebychev and empirical rule.

References:

Stine and Foster, Statistics for Business (Decision making and Analysis), Pearson [Chapter 2, 3, 4]

S.P. Gupta, Statistical Methods, Sultan Chand & Sons [Vol I, Chapter 5,6,7,8 and 9]

Unit II

(2 Weeks)

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation, Methods of studying simple correlation - Scatter diagram, Karl Pearson's

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coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, Conditions for simple linear regression, Standard error of estimate, Tests for the significance of correlation coefficient

References:

S.P. Gupta, Statistical Methods, Sultan Chand & Sons [Vol I, Chapter 10, 11]

Stine and Foster, Statistics for Business (Decision making and Analysis), Pearson [Chapter 21]

Unit III

(3 Weeks)

Analysis of Time Series: Meaning and significance, Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Linear and Parabolic trend, Measurement of seasonal variations by method of ratio to trend.

Index Numbers: Meaning and significance, problems in construction of index numbers, Methods of constructing index numbers-weighted and unweighted, Construction of index numbers of prices and quantities, Consumer price index number, Introduction to stock market index

References:

S.P. Gupta, Statistical Methods, Sultan Chand & Sons [Vol I, Chapter 13, 14]

Levin and Rubin, Statistics for Management, Pearson. [Chapter 15, 16]

Unit IV

(4 Weeks)

Probability: Meaning and need, Theorems of addition and multiplication, Conditional probability, Bayes's theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, exponential and Normal distribution, Central limit theorem.

Estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Introduction to testing of Hypothesis: Concept; Level of

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Significance; Process of testing; Type I and Type II error, Test of hypothesis concerning Mean: z test & t test.

References:

Keller, G, Statistics for Management and Economics, Cengage Learning. [Chapter 6, 7, 8]
Levin and Rubin, Statistics for Management, Pearson. [Chapter 4, 5, 7, 8]

Textbooks:

1. Keller, G. (2015). Statistics for Management and Economics. 10thEd. New Delhi: Cengage Learning.
2. Levin, R. and Rubin, D. (2012). Statistics for Management. 7thEd. New Delhi: Pearson.
3. Stine, R. and Foster. (2014). Statistics for Business (Decision making and Analysis). 2ndEd. New Delhi: Pearson
4. Gupta S.P. (2017) : Statistical Methods, Sultan Chand & Sons, 45^h Revised Edition

Additional Readings:

1. Vohra, N.D. (latest editions) Business Statistics, New Delhi, McGraw Hills

Teaching Learning Process

The teaching learning process will consist of imparting key concepts of statistics to the students. To make the lectures interesting use of PPTs and audio visual presentation is advisable as and when needed. The students should be encouraged to solve real life business/ managerial problems through software like MS Excel

Assessment Methods

Assessment of the students will take place on a continuous evaluation basis. It will primarily consist of class test, assignment, presentation and attendance.

Internal Assessment: 25 marks (including 5 marks for attendance)

End term written examination: 75 marks

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Keywords:

Descriptive statistics, Inferential statistics, Central Tendency, Measures of Dispersion, Correlation, Regression, Time series, Random variable, Probability distribution, Testing of hypothesis

MC 202: MANAGERIAL ECONOMICS

Course Objectives:

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets
- Describe how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Explain relationships between production and costs
- Define key characteristics and consequences of different forms of markets

Course Content:

Unit I (1 week)

Demand, Supply and Market equilibrium: Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply; Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply

References:

Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press (Chapter 2 and Chapter 5)

Unit II (2 weeks)

Theory of consumer behaviour Cardinal utility theory; ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods); derivation of indifference curves using revealed preference theory.

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References:

Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press (Chapter 3 and Chapter 4)

Unit III

(3 weeks)

Producer and optimal production choice Optimizing behaviour in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost (short run and long run); economies of scale and scope.

References:

Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press (Chapter 7 and Chapter 8)

Unit IV

(4 weeks)

Theory of firm and market organization Perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, Game Theory; Oligopolistic behaviour (dominant strategy, Nash equilibrium, business dilemma, pure strategy, mixed strategy, pure strategy equilibrium, mixed strategy equilibrium)

References:

Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition). Pearson. (Chapter 7, Chapter 9, Chapter 10, Chapter 11 and Chapter 12)

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Unit V

(2 weeks)

Concept of General Equilibrium Partial vs General Equilibrium; General equilibrium of exchange and production; General equilibrium of exchange and production and Pareto optimality

References:

Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press (Chapter 16)

Text Books:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press
2. Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition). Pearson.

Additional Readings:

1. Lipsey and Chrystal (2008). Economics. (11th Edition). Oxford University Press

Note: Latest editions of all readings to be used.

Teaching Learning Process

Lectures, problems and numerical, team paper, presentations, case studies

Assessment methods

- Internal Assessment 25 marks
- Written Theory Exam 75 marks

Key Words

Equilibrium, rationality, utility maximization, profit maximization, general equilibrium, Pareto optimality

MC 203: BUSINESS ACCOUNTING

Course Objective:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation, role of IFRS in accounting discipline, and the concept of management quality analysis and wealth creation.

Learning Outcomes:

- Understand the process of recording and classifying the business transactions and events
- Understand the financial statements, viz., Profit and Loss Account, Balance Sheet, and cash flow statement of a sole proprietor.
- Understand the role of IFRS/Ind-AS in accounting discipline.
- Understand and Analyse the financial statements from different the perspective of different stakeholders using ratio analysis.
- Understanding of financial distress or bankruptcy prediction and how to analyse management quality means the concept of beyond balance sheet.

Course Contents:

Unit I

(3 Weeks)

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Need for Generally Accepted Accounting Principles. Basic Concepts and Conventions: Business Entity, Dual Aspect, Going Concern, Accounting Period, Money Measurement, Accrual, Disclosure, Materiality, Consistency, and Conservatism. The Accounting Equation. Understanding Assets, Liabilities, Revenues, and Expenses. Understanding Capital Expenditure, Revenue Expenditure, Deferred Revenue Expenditure, Capital Receipts, and Revenue Receipts. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Journal entries passed for accounting of GST. Recording Transactions in three-column Cash Book. Preparation of Ledger Accounts. Opening and Closing Entries. Preparation of Trial Balance.

References:

BUSINESS ACCOUNTING

Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd., Delhi [Chapter 1,2,3and 4]

Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi. [1,2,3,4 and5]

Maheshwari S. N., Maheshwari Sunil K., and Maheshwari Sharad K, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd. (Chapter No. 1 to 6)

Unit II (3 Weeks)

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance & Cash Flow Statement for a Sole Proprietor. Understanding of financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual General Report. Preparation of cash flow statements.

References:

Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi. [Chapter 2,3,11,12 and 15]

Maheshwari S. N., Maheshwari Sunil K., and Maheshwari Sharad K, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd. (Chapter No 11)

Unit III (3 Weeks)

Meaning and need for convergence of India accounting standard with IFRS; Benefits of achieving Convergence with IFRSs to Economy, the investors, the Industry and to the accounting professionals. Concept and procedure of issuing Indian Accounting Standards (Ind AS); Introduction to Ind AS - 7 ó Statement of Cash Flows, Ind AS 10 ó Events after Reporting Period, Ind AS 16 ó Property, Plant and equipment and Ind AS 18 ó Revenue Recognition; Ind AS 21 (The Effects of Changes in Foreign Exchange Rates).

References:

Garg CA Kamal, and Sehrawat Neeraj Kumar. Beginner`s Guide to Ind AS & IFRS. Bharat Law House Pvt. Ltd., New Delhi [Chapter 1,4,6,9,11,14 ,36,37 and 38]

BUSINESS ACCOUNTING

Unit IV

(3 Weeks)

Analysing Financial Statement : Objectives of Financial Statement Analysis; Sources of information; Standards of Comparison; Techniques of financial statement Analysis- Horizontal Analysis and Vertical Analysis; Meaning and usefulness of Financial Ratios; Analysis of financial ratios from the perspective of different Stakeholders like investors, Lenders, Short-term creditors: Profitability ratios, Solvency Ratios, Liquidity Ratios and turnover Ratios; Limitations of Ratio Analysis; Concept of Earning Management and its Detection. Use of ratios to predict financial crisis of a company by using Altman Z óscore and L.C. Gupta Model.

Beyond Balance Sheet: How to analyse management quality that is most often regarded by investment greats like Warren Buffet as the single biggest determinant of investment success means what are the desirable traits in managers running different kind of companies that are absolutely essential to the company and shareholder investment success. How certain type of management transformation can create massive wealth for shareholders

References:

Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd., Delhi. [Chapter 11,12 and 13]

Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi.[Chapter 14]

Text Books:

Latest editions of the following to be used:

1. Narayanaswamy R. Financial Accounting: A Managerial Perspective. PHI Learning Pvt. Ltd., Delhi
2. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant. Accountancy- text and cases. McGraw Hill Education (India) Private Limited, New Delhi.
3. Garg CA Kamal, and Sehrawat Neeraj Kumar. Beginner`s Guide to Ind AS & IFRS. Bharat Law House Pvt. Ltd., New Delhi
4. Maheshwari S. N., Maheshwari Sunil K., and Maheshwari Sharad K, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

BUSINESS ACCOUNTING

Additional Readings:

Latest editions of the following to be used:

1. Concept Paper on Convergence with IFRSs in India. The Institute of Chartered Accountants of India.
2. Lal Jawahar. Corporate Financial Reporting: Theory, Practice & Cases. Taxman Publications Private Limited.
3. Patricia M. Dechow, Richard G. Sloan and Amy P. Sweeney: Detecting earning management, the accounting review. 70, No. 2 (Apr., 1995), pp. 193-225.

Teaching Learning Process

Lecture, Solving of numerical problems, discussion, PowerPoint presentation, reference to annual reports and financial reports of companies.

Assessment Methods

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords

Financial accounting, financial statements, accounting standards, IFRS, financial statement analysis and financial ratios.

MC 301: MACROECONOMICS

Course Objective:

This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behaviour of individuals.

Learning Outcomes:

- Understand the determination of key macroeconomic variables- outputs, prices and rate of interest
- Analyse the effect of fiscal and monetary policy
- Describe the mechanics of money supply
- Explain the working of an open economy

Unit I

(1 week)

Classical theory of income and employment: Quantity Theory of Money ó Cambridge version; Classical aggregate demand curve; Classical theory of interest rate; effect of fiscal and monetary policy.

References:

Froyen, R.P. (2011). Macroeconomics-theories and policies (8th Edition). Pearson (Chapter 2 and Chapter 3)

Unit II

(2 weeks)

Simple Keynesian model; components of aggregate demand; equilibrium income; changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade); determination of equilibrium rate of interest; effect of fiscal and monetary policy; composition of output and policy mix; policy mix in action.

References:

Froyen, R.P. (2011). Macroeconomics-theories and policies (8th Edition). Pearson (Chapter 2 and Chapter 3)

MACROECONOMICS

Unit III

(4 weeks)

Properties of ISLM curves; factors affecting the position and slope of ISLM curves; determination of equilibrium income and interest rates; effect of monetary and fiscal policy; relative effectiveness of monetary and fiscal policy; Keynesian aggregate demand curve; flexible price ó fixed money wage model; flexible price-variable money wage model.

References:

Froyen, R.P. (2011). Macroeconomics-theories and policies (8th Edition). Pearson (Chapter 7)

Dornbusch and Fischer (2010). Macroeconomics (9th Edition). Tata McGraw Hill (Chapter 10)

Unit IV

(3 weeks)

Money stock determination, money multiplier; instruments of monetary control; money multiplier and bank loans; Inflation: meaning, demand and supply side factors; consequences of inflation, anti-inflationary policies; natural rate theory; monetary policy-output and inflation; Phillips curve (short run and long run).

References:

Froyen, R.P. (2011). Macroeconomics-theories and policies (8th Edition). Pearson (Chapter 9)

Dornbusch and Fischer (2010). Macroeconomics (9th Edition). Tata McGraw Hill (Chapter 16)

Unit V

(2 weeks)

Open Economy: Brief introduction to Balance of Payment account; market for foreign exchange and exchange rate; monetary and fiscal policy in open economy; Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

MACROECONOMICS

References:

Froyen, R.P. (2011). Macroeconomics-theories and policies (8th Edition). Pearson (Chapter 14)

Text Books:

1. Froyen, R.P. (2011). Macroeconomics-theories and policies (8th Edition). Pearson
2. Dornbusch and Fischer (2010). Macroeconomics (9th Edition). Tata McGraw Hill

Additional Readings:

1. N Gregory Mankiw (2010). Macroeconomics (7th Edition). Worth Publishers

Note: Latest editions of readings to be used

Teaching Learning Process

Lectures, problems and numericals, team paper, presentations, case studies, discussions on current economic issues

Assessment Methods

- Internal Assessment 25 marks
- Written Theory Exam 75 marks

Key Words

Aggregate demand, aggregate supply, Quantity theory of money, ISLM, fiscal policy, monetary policy, Phillips curve, Mundell Fleming model

MC 302: PRINCIPLES OF MARKETING

Course Objective:

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.

Learning Outcomes:

Students will be able to

1. Understand the concept of marketing and related concepts.
2. An in-depth understanding to various elements marketing mix for effective functioning of an organization.
3. Learn some of the tools and techniques of marketing with focus on Indian experiences, approaches and cases.

Course Contents:

Unit I

(3 Weeks)

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Portfolio approach ó Boston Consulting Group (BCG) matrix.

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson, [Chapter 2,3,9]

Kotler, P. & Keller, K. L.: Marketing Management, Pearson. ó [Chapter 1,23].

Unit II

(4 Weeks)

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling.

PRINCIPLES OF MARKETING

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. ó [Chapter 7,9,8]

Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition) ó Chapter 12

Unit III

(3 Weeks)

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools ó Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers.

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. ó [Chapter 10,11,12,16,13,14,15]

Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition) ó [Chapter 16,20,21,22].

Unit IV

(2 Weeks)

Marketing of Services: unique characteristics of services, marketing strategies for service firms ó 7Ps.

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. ó [Chapter 8]

Text Books:

1. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
2. Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition)

PRINCIPLES OF MARKETING

Additional Readings:

1. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.

Teaching Learning Process:

Lectures, Presentations, Case studies, Test/Quiz, Term paper on a given topic

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Consumer, Segmentation, Targeting, Positioning, Product, Price, Promotion, Place.

MC 303: MANAGEMENT ACCOUNTING

Course Objective:

This paper will acquaint the students with management accounting concepts and its applications for decision making, planning and control.

Learning Outcomes:

After successfully completing this course, students will have the knowledge and skills to

1. Understand the basis of conventional and contemporary costing systems
2. Determine the costs of products and services
3. Critically analyse relevant costs and provide recommendations for internal decision making
4. Prepare budgets & analyse the variances of actual costs with respect to standards

Course Contents:

Unit I

(3 Weeks)

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Cost concepts: , Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Overhead allocation, Overhead Apportionment, Apportionment of support department costs (Simultaneous Equation, Repeated Distribution methods) and Overhead Absorption.

References:

- Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd. Chapters1, 2, 5.
- Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot Chapters1, 5.

MANAGEMENT ACCOUNTING

Unit II

(3 Weeks)

Cost-Volume-Profit Analysis: Marginal cost, Contribution per unit and Total contribution. Profit-Volume Ratio, Break-even Analysis: Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Margin of safety. Relevant Costs and Decision Making: Key Factor, Pricing, Product Profitability, Make or Buy, Export Orders, Sell or Process Further, Shut down vs. Continue operations.

References:

Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd. Chapters 10, 11.

Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems.

Shree Mahavir Book Depot Chapter 16.

Unit III

(3 Weeks)

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting. Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase and Factory overhead budget, Office overhead budget and selling and distribution overhead budget Cash Budget, and Master Budget. Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Direct Cost Variances :Material Cost Variance, Price and Usage Variance and Mix and yield Variance; Labor Cost Variance, Rate and Usage Variance, Idle time, Mix and Yield variance.

References:

Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd. Chapters 12, 13.

Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems.

Shree Mahavir Book Depot Chapters 14, 15.

Unit IV

(3 Weeks)

Process costing, normal loss, abnormal loss, abnormal effectiveness, Preparation of process accounts, normal loss account, abnormal loss account, abnormal gain account.

MANAGEMENT ACCOUNTING

Process costing with opening and closing WIP, equivalent units (using FIFO). Joint and by products:

Allocation of joint costs based on Physical units method, Relative market value methods (Sales value at split off method and Net realisable value method) . Introduction to the concepts of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

References:

Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd. Chapters 8, 18.

Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot Chapters 9,21, 22, 23

Text Books:

1. Arora, M.N. (2016) A Textbook of Cost and Management Accounting,12th ed., Vikas Publishing House Pvt. Ltd.
2. Maheshwari, S.N. and Mittal,S.N. (2016) Cost Accounting: Theory and Problems, 27th ed., Shree Mahavir Book Depot

Additional Readings:

1. Datar, S.M. & Rajan, M.V., (2017), Horngren's Cost Accounting: A Managerial Emphasis (16th Edition) Pearson.

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures,Presentations,Case studies, Numerical analysis, Test/Quiz, Term paper on a given topic

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Cost ascertainment, Budgetary cost control, Decision making, Variance Analysis

MC 401: BUSINESS RESEARCH

Course Objective:

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Learning Outcomes:

Upon completion of this course students should be able to:

1. Clearly identify and analyse business problems
2. Understand and apply the major types of research designs
3. Formulate research questionnaires
4. Present research reports

Course Contents:

Unit I

(2 Weeks)

Nature and scope of business research ó Role of Business Research in decision making. Applications of business research. The Research process ó Steps in the research process; the research proposal; Management decision problem Vs. Business Research objective

References:

Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India [Chapter 1,2]

Unit II

(3 Weeks)

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

References:

Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India [Chapter 3,4,5]

BUSINESS RESEARCH

Unit III

(3 Weeks)

Primary Data Collection: Survey Vs. Observations. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques- paired comparison, rank order scale, constant sum scale, semantic differential scale, itemized ratings, scale, Likert Scale; Questionnaire- form & design

References:

Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India [Chapter 6,7,8]

Unit IV

(4 Weeks)

Sampling: Sampling techniques, Data Analysis: Chi square test, Non-parametric test: Mann Whitney U test, Wilcoxon Signed-Rank test for paired samples, Introduction to theoretical concept of Factor Analysis and Discriminant Analysis. Conjoint Analysis, Innovation-diffusion model: Introduction and managerial implication, Business Report writing (Using Primary and/or secondary data).

References:

Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India [Chapter 9, 12, 14, 16, 17, 21]

Wayne L Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, Wiley Publication [Chapter 16, 27]

Text Books:

1. Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw-Hill Education, India
2. Naresh Malhotra, Marketing Research, Pearson India
3. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India

BUSINESS RESEARCH

Additional Readings:

1. Wayne L Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, Wiley Publication

Teaching Learning Process:

The teaching learning process will consist of imparting key concepts of Business Research to the students. To make the lectures interesting use of PPTs and audio visual presentation is advisable as and when needed. The students should be encouraged to attempt real life business/ managerial problems through minor projects and case studies.

Assessment Methods:

Assessment of the students will take place on a continuous evaluation basis. It will primarily consist of class test, assignment, presentation and attendance.

Internal Assessment: 25 marks (including 5 marks for attendance)

End term written examination: 75 marks

Keywords:

Research Proposal, Exploratory Research, Primary Data, Secondary Data, Measurement of Scale, ANOVA, Factor Analysis, Discriminant Analysis, Conjoint Analysis

MC 402: HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of this course is to help the students to develop an understanding of the concept & and essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Learning Outcomes:

The course aims to:

- i. Enhance the understanding of the role of Human Resource Management and explore the recent trends of HRM.
- ii. Introduce the basic concepts, functions and processes of human resource management
- iii. Develop an understanding of HRM systems and their implementation through exploring the practice of Staffing, Training and Development, Performance Management and Compensation.
- iv. To build awareness of certain important issues in Industrial Relations.

Course Contents:

Unit I

(2 Weeks)

Human Resource Management: Concept and Functions; HRD-definition, goals and challenges; The changing environment of HRM ó globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs, Work life balance.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 1,3

Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons, Chapter 1,2

Unit II

(3 Weeks)

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Succession planning; Human Resource Information System (HRIS); Job analysis ó Uses,

HUMAN RESOURCE MANAGEMENT

methods, Job description & Job specifications; Recruitment: internal & external sources, Selection process, Tests in selection, concept of reliability and validity in selection; Orientation: Concept and process.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 4,5,6,7

Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons, Chapter 8

Unit III

(4 Weeks)

Training: Concept, Training Process, Methods of training; Management development: Concept & Methods; Performance Management System: concept, uses of performance appraisal, performance management methods, factors that distort appraisal; Career planning: career life stages, career anchors, Compensation: Steps in determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, Trends in Compensation; Incentives: Importance and types; Benefits-Types, Brief introduction to social security, health, retirement & other benefits.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 8,9,10,11,12,13

Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons, Chapter 10,11

Unit IV

(3 Weeks)

Industrial Relations: Introduction to Industrial Relations; Trade unions role, types, functions, problems; Industrial disputes- concept, causes & machinery for settlement of disputes; Employee Grievances- concept, causes & grievance redressal procedure; Discipline- concept, aspects of discipline & disciplinary procedure; Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 15

HUMAN RESOURCE MANAGEMENT

Chhabra T.N-Human Resource Management Concept & Issues,Dhanpat Rai and company,Chapter 32,33,34,36,37

Text Books:

1. Dessler Gary, Warkkey Biju- Human Resource Management,Pearson.
2. Decenzo and Robbins- Fundamentals of Human Resource Management,John Wiley and sons.
3. Chhabra T.N-Human Resource Management Concept & Issues,Dhanpat Rai and company.

Additional Readings:

1. Aswathapa K. Human Resource and Personal Management: Text and Cases. Tata McGraw-Hill Publishing Company Limited., New Delhi.
2. R. Wayne Mondy&Rober M. Noe. Human Resource Management, Pearson.
3. Rao V.S.P.Human Resource Management,Pearson.

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, Presentations Case studies, Term Paper on a given topic

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Human resource planning, Training and development, Performance management, Job analysis, Benefits and incentives, Collective bargaining, Trade unions

MC 403: FINANCIAL MANAGEMENT

Course Objectives:

To acquaint students with the techniques of financial management and their applications for business decision making. To familiarize students with MS Excel or spreadsheet applications of financial management and decision making.

Learning Outcomes:

- Understand basic concepts of financial management and their application in investment, financing and dividend decisions.
- Understand concepts of cost of capital, leverage analysis, capital structure and dividend theories and identify courses of action in financial environment that would result in maximization of wealth of an organization.
- Understand management of working capital and estimate the same for an organization.

Course Contents:

Unit I

(3 Weeks)

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance ó Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk ó their sources and measures.

References:

Financial Management: Text Problem and Cases, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd. (Chapter 1 and 2)

Financial Management: Theory, Concepts and Problems, 4th revised edition Dr. R. S. Rustagi, Taxmann. (Chapter 1)

Fundamentals of Financial Management: with Excel application supplement, Surender

FINANCIAL MANAGEMENT

Singh and Rajeev Kaur, Mayur Paperbacks. 6th revised edition (Chapter 1, 2 and 3)

Unit II **(3 Weeks)**

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

References:

Financial Management: Text Problem and Cases, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd. (Chapter 9, 10 and 11)

Financial Management: Theory, Concepts and Problems, 4th revised edition Dr. R. S. Rustagi, Taxmann. (Chapter 6, 7, 8 and 10)

Fundamentals of Financial Management: with Excel application supplement, Surender Singh and Rajeev Kaur, Mayur Paperbacks. 6th revised edition (Chapter 5 and 7)

Unit III **(3 Weeks)**

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision: Dividend and Capital; the irrelevance of dividends- General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; combined leverage.

References:

Financial Management: Text Problem and Cases, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd. (Chapter 18, 19, 29 and 30)

FINANCIAL MANAGEMENT

Financial Management: Theory, Concepts and Problems, 4th revised edition Dr. R. S. Rustagi, Taxmann. (Chapter 11, 12, 14 and 15)

Fundamentals of Financial Management: with Excel application supplement, Surender Singh and Rajeev Kaur, Mayur Paperbacks. 6th revised edition (Chapter 9, 15 and 8)

Unit IV

(3 Weeks)

Working Capital Management: Management of Cash - Preparation of Cash Budgets(Receipts and Payment Method only); Cash management technique: Concentration banking and Lock box system; Receivables Management ó Objectives, Credit Policy, Cash Discount, Debtors

Outstanding and Ageing Analysis, Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost; Inventory Management (Very Briefly) - ABC Analysis; Minimum Level, Maximum Level, Reorder Level, Safety Stock, EOQ; Determination of Working Capital.

References:

Financial Management: Text Problem and Cases, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd. (Chapter 13, 14, 15 and 16)

Financial Management: Theory, Concepts and Problems, 4th revised edition Dr. R. S. Rustagi, Taxmann. (Chapter 17, 18, 19, 20 and 21)

Fundamentals of Financial Management: with Excel application supplement, Surender Singh and Rajeev Kaur, Mayur Paperbacks. 6th revised edition (Chapter 11, 12, 13 and 14)

Textbooks:

1. Financial Management: Text Problem and Cases, M.Y. Khan & P.K. Jain, 8th ed., Tata McGraw Hill Publishing Co. Ltd.
2. Financial Management: Theory, Concepts and Problems with excel applications and case studies, 6th revised edition Dr. R. S. Rustagi, Taxmann.
3. Fundamentals of Financial Management: with Excel application supplement, Surender Singh and Rajeev Kaur, Mayur Paperbacks.

FINANCIAL MANAGEMENT

Additional Readings:

1. Fundamentals of Financial Management, J.V. Horne & J.M. Wachowicz, 13th ed. Prentice Hall
2. Fundamentals of Financial Management, I.M. Pandey, Theory and Practices, 11th ed., Vikas Publishing House

Teaching Learning Process:

Lecture, solving of numerical problems, discussion, PowerPoint presentations. MS Excel or spreadsheet applications of financial management and decision making may also be demonstrated to students.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Financial management, capital budgeting, capital structure, cost of capital, leverage, dividend, working capital.

MC 501: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course Objectives:

To apprise students with the construction of mathematical models for managerial decision situations and to use spreadsheets or computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Learning Outcomes:

- Identify, formulate and solve Linear Programming Problems graphically, mathematically and by using excel solver.
- Solve optimization problems like transportation and assignment problem mathematically and by using excel solver.
- Develop critical thinking and use PERT and CPM techniques to improve decision making.
- Identify different types of decision-making environments and choose the appropriate decision making approaches for each.

Course Contents:

Unit I

(4 Weeks)

Linear Programming:

Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Special cases, Big-M method and Two-phase method; Duality (emphasis on formulation & economic interpretation); Sensitivity Analysis; Formulation of Integer programming (Media Allocation Problem), Zero-one programming. (Interface with Excel solver application)

References:

Quantitative Techniques in Management, N. D. Vohra, 5th ed., Tata McGraw Hill. (Chapter 2, 3, 4 and 7)

Mohan Man, Gupta P. K., Swarup Kanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons. (Chapter 2, 3, 4, 5, 6 and 7)

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Unit II

(2 Weeks)

Transportation and Assignment Problem:

Transportation Problem: Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method; Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes.

Assignment Problem: Hungarian Method, Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment. (Interface with Excel solver application)

References:

Quantitative Techniques in Management, N. D. Vohra, 5th ed., Tata McGraw Hill. (Chapter 5 and 6)

Mohan Man, Gupta P. K., Swarup Kanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons. (Chapter 10 and 11)

Unit III

(3 Weeks)

Network Analysis:

Basic Concept, Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), probability consideration in PERT, Time-Cost optimization in Project. (Interface with Project Management software)

References:

Quantitative Techniques in Management, N. D. Vohra, 5th ed., Tata McGraw Hill. (Chapter 14)

Mohan Man, Gupta P. K., Swarup Kanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons. (Chapter 24 and 25)

Unit IV

(3 Weeks)

Decision Theory:

Decision making environment, Construction of Pay off Table, Opportunity Loss Table, Decision under uncertainty, Decision under Risk: EMV, EOL, EVPI.

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Markov Chains: Markov Process, Transition Probability Matrix, Predicting Future Market Shares, Equilibrium Conditions, Limiting probabilities, Chapman Kolmogrov equation.

Decision under Conflict: Game Theory, Two person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule; Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical Method,

Simulation: Concept, Monte Carlo Simulation.

References:

Quantitative Techniques in Management, N. D. Vohra, 5th ed., Tata McGraw Hill. (Chapter 17, 15, 8 and 16)

Mohan Man, Gupta P. K., Swarup Kanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons. (Chapter 16, 15, 17 and 22)

Textbooks:

1. Quantitative Techniques in Management, N. D. Vohra, 5th ed., Tata McGraw Hill.
2. MohanMan, GuptaP. K., SwarupKanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons.
3. SharmaJ.K., Operations Research: Theory and Applications, 6th ed. Trinity.

Additional Readings:

1. Operations Research: An Introduction, 9th ed., Hamdy A Taha, Pearson.
2. Introduction to Operations Research, Frederick.S. Hiller, G.J. Liebermann, 10th ed.

Teaching Learning Process:

Lecture, solving of numerical problems, discussion and PowerPoint presentations. MS Excel solver or spreadsheet applications may also be demonstrated to students for LPP, Transportation and Assignment problems. Interface with project management, tora or other computer software packages may be provided to the students wherever applicable.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Keywords:

Linear programming, simplex method, transportation, assignment, network analysis, PERT, CPM, decision making, markov, game theory.

MC 502: LEGAL ASPECTS OF BUSINESS

Course Objectives:

To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also to understand the applications of these laws to practical commercial situations.

Learning Outcomes:

- Know rights and duties under various legal Acts.
- Understand consequences of applicability of various laws on business situations.
- Develop critical thinking through the use of law cases.

Course Contents:

Unit I

(5 Weeks)

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

References:

Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.: Part I

Unit II

(2 Weeks)

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

References:

Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.: Part II & Part IV

LEGAL ASPECTS OF BUSINESS

Unit III

(2 Weeks)

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

References:

Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.: Part IV

Kapoor G. K. & Dhamija Sanjay, Company Law and Practice-A comprehensive text book on Companies Act 2013, Taxmann: Chapter 1, 2, 3, 4, 5, 6, 7, 14, 16, 17

Unit IV

(3 Weeks)

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and Electronic signature, Electronic Governance

References:

Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.: Part VI & Part VIII

Textbooks:

1. Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.
2. Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Kapoor G. K. & Dhamija Sanjay, Company Law and Practice-A comprehensive text book on Companies Act 2013, Taxmann.

LEGAL ASPECTS OF BUSINESS

Additional Readings:

1. Singh Avtar, Principle of Mercantile Law, Eastern Book Company.
2. Kapoor Gulshan, Business Law. New Age International Pvt. Ltd Publishers.
3. Maheshwari & Maheshwari, Principle of Mercantile Law, National Publishing Trust.
4. Aggarwal Rohini, Mercantile & Commercial Law, Taxmann.

Teaching Learning Process:

Lecture, discussion, PowerPoint presentations. Course contents shall be discussed in the light of relevant case laws.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Indian Contract Act, Sale of Goods Act, Companies Act, Limited Liability Partnership Act, Consumer Protection Act, Right to Information Act, Information Technology Act.

MC 601: BUSINESS POLICY AND STRATEGY

Course Objective:

The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.

Learning Outcomes:

- Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
- Apply understanding for the theories, concepts and tools that support strategic management in organizations.
- Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
- Enhanced ability to identify strategic issues and design appropriate courses of action.

Course Contents:

Unit I

(2 Weeks)

Introduction to Business Policy and Strategy:

Nature & importance of business policy & strategy; Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions; Company's vision and mission, need for a mission statement.

References:

Strickland, A.J. III & Thompson, A.A. Strategic Management: Concepts and Cases. McGraw Hill Education [Ch 1 and 2]

Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education [Ch 1 and 2]

Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education [Ch 1 and 2]

Unit II

(4 Weeks)

Environmental Analysis & Diagnosis:

Analysis of company's external environment; Michael E. Porter's 5 Forces model; Internal analysis, Importance of organisation capabilities, competitive advantage and core

BUSINESS POLICY AND STRATEGY

competence; Michael E. Porter's Value Chain Analysis, Porter's Diamond Theory of National Advantage.

References:

Strickland, A.J. III & Thompson, A.A. Strategic Management: Concepts and Cases. McGraw Hill Education [Ch 3]

Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education [Ch 4 and 6]

Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education [Ch 2 and 3]

Unit III

(4 Weeks)

Formulation of Competitive Strategies:

Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves; formulating Corporate Strategies-Introduction to strategies of growth, stability and renewal, types of growth strategies ó concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), CAGE distance framework, Types of renewal strategies ó retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

References:

Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education [Ch 5,7 and 11]

Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education [Ch 6 and 7]

Unit IV

(2 Weeks)

Strategic Analysis and Choice:

Strategic gap analyses; portfolio analyses ó BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; behavioural considerations affecting choice of strategy; impact of structure, culture & leadership on strategy implementation; functional strategies & their link with business level strategies; introduction to strategic control & evaluation.

References:

Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education [8,9,12 and 13]

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Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education [Ch 9,10 and 14]

Note: Relevant cases and articles will be discussed

Textbooks:

1. Strickland, A.J. III & Thompson, A.A. Strategic Management: Concepts and Cases. McGraw Hill Education.
2. Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education.
3. Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education

Additional Readings:

1. Porter, M.E. (1998). Competitive Advantage: Creating and Sustaining Superior Performance. NY, Free Press
2. Rao, P.S. Business Policy and Strategic Management. Himalaya Publishing House.
3. Kachru, U. Strategic Management. McGraw Hill Education

Note: Latest edition of books will be used

Teaching - Learning Process:

The teaching pedagogy is student/learner centric with a focus on developing application to real world situations by using case studies, field based learning and projects, class presentations. Students will be encouraged to acquire knowledge through a combination of lectures, tutorials supported by textbooks and e learning resources.

Assessment Methods:

A variety of assessment methods will be used. To facilitate continuous evaluation a combination of: time-constrained examinations; closed-book and open-book tests; problem based assignments; individual/ group project reports; presentations and any other pedagogic approaches as per the context and relevancy to the course.

Internal evaluation will be of 25% (including 5% for attendance)

End term examination of 75% marks

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Key words:

Corporate, business and functional strategies, mission statement, 5 force analysis, value chain analysis, competitive strategies, portfolio analysis

MC 602: FINANCIAL INSTITUTIONS AND MARKETS

Course Objectives:

The objective of this paper is to introduce students to role and functioning of financial markets, financial products that are traded in such financial markets and institutions associated with financial markets. It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. This will enable them to take the rational decision in financial environment.

Learning Outcomes:

- Financial architecture of an economy and its key players.
- The fabrication of Indian Financial markets.
- Working of Capital market, debt market, money market in India
- Functioning of different players in the financial market including Regulators like RBI ,SEBI, PFRDA and IRDA

Course Content:

Unit I

(2 Weeks)

Indian Financial System and major Institutions:

Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms;

Regulatory Institutions in India : RBI,SEBI,IRDA,PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking : Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, CAMELS rating system, Basel Norms, MCLR based lending NBFCs and its types; comparison between Banks and NBFCs.

References:

Pathak, B. Indian Financial System (4th ed). Pearson Publication [Chapter 1, 13, 16, 24]

Goods and Services Tax: <http://www.gstcouncil.gov.in/about-gst> Insolvency & Bankruptcy Code:

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<http://www.mca.gov.in/Ministry/pdf/TheInsolvencyandBankruptcyofIndia.pdf>

RBI Guidelines on Payment Banks, Monetary Policy Committee, Universal Banking, CAMELS rating system and MCLR based lending.

Unit II

(3 Weeks)

Financial Markets in India:

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Credit Rating Agencies : Role and mechanism, Merchant Bank: role and types, Venture Capital Funds concept, stages of investment , exit options; Private Equity. Foreign Exchange Market: Foreign Exchange Market (Introductory, only Conceptual) Foreign Capital ó FDI & FII

References:

Khan, M.Y. Financial Services (8th ed). Mc Graw Hill Education [Chapter 7,9,14]

Pathak, B. Indian Financial System (4th ed). Pearson Publication [Chapter 15,17,19]

Saunders, A. & Cornett, M.M. on Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill [chapter 8]

Unit III

(4 Weeks)

Capital Market in India:

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Primary and Secondary market, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin

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requirements of a broker, MTM and VAR Margins (with numerical), kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE. Corporate Listings: Listing and Delisting of Corporate Stocks Commodity Markets - Structure, Operations and trends

References:

Pathak, B. on Indian Financial System (4th ed.) Pearson Publication [Chapter 6,8]

Saunders, A. & Cornett, M. M. Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill [chapter 9]

Bombay Stock Exchange website on Adjustment for Corporate Actions :

<https://www.bseindia.com/markets/MarketInfo/DispNoticesNCirculars.aspx?noticeno=20190325-45>

Bombay Stock Exchange website on Compulsory Rolling Settlement:

https://www.bseindia.com/static/markets/equity/EQReports/tra_Settlement.aspx

National Stock Exchange and Bombay Stock Exchange website. FAQs on margins as applicable for transactions on Cash and Derivatives segments:

https://www.nseindia.com/content/assist/asst_Margins_faq.pdf

National Stock Exchange website on listing of Securities:

https://www.nseindia.com/corporates/content/eligibility_criteria.htm

NIFM, Department of Economic Affairs on A Study on Algorithmic Trading/High Frequency Trading in the Indian Capital Market

<https://dea.gov.in/sites/default/files/NIFM%20Report%20on%20Algo%20trading.pdf> [Page 1-13]

SEBI guidelines. Delisting of securities: https://www.sebi.gov.in/legal/regulations/jun-2009/sebi-delisting-of-equity-shares-regulations-2009-last-amended-on-november-14-2018-_34625.html

Unit IV

(3 Weeks)

Money Markets & Debt Markets in India:

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit.

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Debt Market: Introduction and meaning, Primary Market for Corporate Securities in India: Issue of Corporate Securities, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

References:

Pathak, B. Indian Financial System (4th ed). Pearson Publication [Chapter 10]
Saunders, A. & Cornett, M.M. Financial Markets and Institutions (3rd Ed). Tata McGraw Hill. [chapter 5,6]

Text Books:

1. Bhole L.M. and Mahakud J., Financial Institutions and Markets: Structure, Growth and Innovations (6th Edition). McGraw Hill Education, Chennai, India
2. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
3. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education, New Delhi, Second edition, 2008.

Additional Readings:

1. Jeff Madura, Financial Institutions and Markets, Cengage Learning EMEA, 2008
2. Meir G. Kohn (Latest ed) Financial Institutions and Markets, Oxford University Press, 2004
3. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Third edition, 2005.

Teaching Learning Process:

Lecture, discussion, Power Point presentations, demonstration of live trading. Course contents may be discussed in the light of latest SEBI regulations and RBI guidelines. Website of SEBI, RBI, BSE and NSE must be referred to for any amendment in the guidelines.

Assessment Methods:

Internal Assessment:	25 marks
Written Theory Exam:	75 marks

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Keywords:

Banks and NBFCs, Basel Norms, NPAs, Money Market, Capital Market, Merchant Banker, Foreign Exchange market, Stock Market, Stock Exchanges, NSE, BSE, Trading and Settlement, Mutual Funds, NAV, Money market, debt market.

DISCIPLINE SPECIFIC ELECTIVE COURSE

DSE I- FINANCE

DSE I: MDF 503: STRATEGIC CORPORATE FINANCE

Course Objective:

The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.

Learning Outcomes:

- To enable the student to identify the key themes in corporate finance
- To understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization
- To facilitate the understanding on the impact of risk and cost of capital on investment appraisal besides their cumulative impact on the value of a capital project
- To enable students to employ risk and sensitivity analysis on real time basis on varied projects.
- To developed skills in group work, including communication, collaboration, and presentation.

Course Contents:

Unit I

(3 Weeks)

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing ó alternative sources of financing, Different approach to Infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

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References:

Aswath Damodaran: Corporate finance theory and practice, second edition (Chapter 1, 2 and 16, 17)

Jakhotia: Strategic Financial Management second edition (Chapter 1)

Unit II

(3 Weeks)

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.

Management Buy-ins: Management Buy-in/Buy-outs (MBOs), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy

Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

References:

Aswath Damodaran: Damodran on Valuation, second edition (Chapter 15)

Aswath Damodaran: Corporate finance theory and practice, second edition (Chapter 27)

Unit III

(3 Weeks)

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to

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assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality added value due diligence advice.

References:

Aswath Damodaran: Corporate finance theory and practice, second edition (Chapter 17, 18 and 26)

Unit IV

(3 Weeks)

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of what if scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance. Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

References:

Aswath Damodaran: Corporate finance theory and practice, second edition (Chapter 24 and 25)

Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure (Chapter 10)

Text Books:

1. Justin Pettit: Strategic Corporate Finance Applications in Valuation and Capital Structure; John Wiley & sons, Inc
2. Aswath Damodaran: Corporate finance theory and practice; John Wiley & sons, Inc

Additional readings:

1. Jakhotia: Strategic Financial Management (Vikas Publication)

Teaching Learning Process:

Class room lecture; Case study discussion; Numerical Problem solving; Class presentation on the assigned topic by students individually or in group; Workshop; Tutorials; Role play

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Assessment Method:

1. Internal evaluation of 25% marks
 - a. Attendance 5% marks
 - b. Two internal evaluations by the teacher with 10% marks each out of which one must be a class test and other may be another test or home assignment or presentation. Faculty may take more than two assignments and (or) tests but total will be only 20% marks.
2. End term University Exam of 75% marks

Key words:

Financial strategy; Shareholders Wealth Maximization; Bankruptcy; Due Diligence; Value-based management

DSE I: MDF 504: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment on a sound theoretical base with examples and References: related to the Indian financial system.

Learning Outcomes:

On successful completion of the course students will be able to

1. Value financial assets such as stocks and bonds
2. Measure the risk and return of a stock or a portfolio position
3. Diversify and manage investment portfolios in accordance with a person's risk Preferences
4. Understand and evaluate investment advice from brokers and the financial press

Course Contents:

Unit I

(3 weeks)

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

References:

Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education. Chapters 1,3,4,5,6,9,10.

Unit II

(3 weeks)

Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other

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indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

References:

Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education. Chapters 15,16.

Sharpe, W.F., Alexander, G.J. & Bailey, J. Investments, (6th edition), Prentice Hall of India. Chapter 15

Unit III

(3 weeks)

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return pReferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive ó Index funds, systematic investment plans. Active ó market timing, style investing.

References:

Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education. Chapters 17,18

Sharpe, W.F., Alexander, G.J. & Bailey, J. Investments, (6th edition), Prentice Hall of India. Chapter 7,8.

Unit IV

(3 weeks)

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and

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disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

References:

Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education. Chapters 19, 20

Text Books:

1. Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J. Investments, (6th edition), Prentice Hall of India.

Additional Readings:

1. Frank K Reilly & Keith C Brown, (2012) Analysis of Investments and Management of Portfolios (12th edition), Cengage India Pvt. Ltd.
2. Chandra, P. (2017) Investment Analysis and Portfolio Management; Tata McGraw Hill Education Private Limited

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, Presentations, Case studies, Problems and Numericals, Test/Quiz, Term paper on a given topic

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Risk and return on shares and Bonds, Basics of valuation, Portfolio management and evaluation, Asset pricing models

DSE I: MDF 505: PROJECT APPRAISAL AND IMPLEMENTATION

Course Objectives:

To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Learning Objectives:

- Perform appraisal of projects with detailed feasibility analysis.
- Develop the profitability projections.
- Develop the strategies employed in managing risk.
- Practice project management decisions and control

Course Contents:

Unit I

(2 Weeks)

Project Appraisal:

Appraisal : an introduction, Project appraisal and evaluation , Project life cycle, Project cycle management , Cost benefit analysis of Private and Public sector Projects; Identification of investment opportunities ó industry analysis review of project profiles, ó feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship ó concept, theory and perspective

References:

Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications. [Ch 1 and 9]

Unit II

(2 Weeks)

Market and Technical Appraisal:

Market feasibility analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting of market growth; Market forecasting techniques ; Technical appraisal of a project , Technology tie ups and diffusion; Management of technology and business.

References:

Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications. [Ch 2 and 3]

PROJECT APPRAISAL AND IMPLEMENTATION

Unit III

(4 Weeks)

Investment and Socio Economic appraisal:

Financial feasibility analysis, Investment decision techniques : DCF and non DCF methods, Investment criteria, Project Appraisal parameters of select Financial Institutions; Financing options for a new venture; Economic Analysis of a project : Social cost benefit analysis ó rationale of SCBA, direct and indirect cost and benefits, shadow price Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirrlees Approach, Environment Impact assessment of a project and Social Impact Assessment of a project, Project Appraisal of Indian Plans.

References:

Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications. [Ch 4,5 and 6]

Unit IV

(4 Weeks)

Project risk assessment:

Risk and Sensitivity Analysis, Taxonomy of Risks, break even analysis, Sensitivity Analysis, Risk analysis using simulation models and decision trees, Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis.

References:

Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications. [Ch 8 and 11]

Text Books:

1. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications.
2. Machiraju, H. R. (2001). Introduction to project finance: An analytical perspective. New Delhi: Vikas Pub. House.

Additional readings:

1. Poulighen, L. Y. (1970). Risk Analysis in project appraisal. World Bank staff occasional papers, No.11 (Washington D.C., IBR), 52-62.

PROJECT APPRAISAL AND IMPLEMENTATION

2. Esty, B. C., & Sesia, A. M. (2007). An overview of project finance and infrastructure finance 2006 update. Boston, MA: Harvard Business School.
3. Boardman, A. E., Boardman, A. E., Greenberg, D. H., Vining, A. R., & Weimer, D. L. (2018). Cost-benefit analysis: Concepts and practice. Cambridge: Cambridge University Press.

Teaching Learning Process:

Lecture, discussion, Power Point presentations, Case Studies of various projects and entrepreneurs, Workshop on performing feasibility analysis of a project and preparation of a project report.

Assessment Methods:

Internal Assessment: 25 marks
Written Theory Exam: 75 marks

Keywords:

Project Appraisal, Life Cycle of a project, Market, Technical and Financial Feasibility, SCBA, Risk and Sensitivity Analysis, PERT, CPM, Project Report.

DSE I: MDF 506: BUSINESS ANALYSIS AND VALUATION

Course Objectives:

This Paper will enable the students to analyze the health of a company through their annual reports, through management quality analysis, and will equip them to understand what an asset is worth and what determines that value. It will also discuss the issues and challenges faced during the valuation of assets especially in the conditions of uncertainties.

Learning Outcomes:

- Understand the importance and relevance of Annual Report of a Company
- Able to analyse both qualitative (beyond balance sheet) and quantitative information available in the annual reports for determining the financial health of the company, Bank and NBFCs.
- Understand the various methods of Equity and Firm valuations both in certain and risky conditions.
- Students are able to understand the practical application of different valuation model in valuing equity and firm through modelling of these methods using excel.

Course Contents:

Unit I

(4 Weeks)

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company. Financial statements analysis of manufacturing, service organisations and Bank & NBFCs (Using Excel).

Beyond Balance Sheet: How to analyze management quality that is most often regarded by investment greats like Warren Buffet as the single biggest determinant of investment success means what are the desirable traits in managers running different kind of companies that are absolutely essential to the company and shareholder investment success. How certain type of management transformation can create massive wealth for shareholders

References:

Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd [Chapter 3,4,6 and 7]

BUSINESS ANALYSIS AND VALUATION

Unit II

(2 Weeks)

Introduction to Valuation: Component of valuation process- the Bias that analysts bring into the process, the uncertainty that they have grapple with, and complexity that modern technology and easy access to information have introduced into valuation. Approaches to valuation: Discounted cash flow valuation- basis for DCF, classification of DCF models, inputs to DCF models, and pluses and minuses of DCF models. Relative valuation ó basis for approach, variations on relative valuation, and applicability of multiples and limitations. Role of valuation.

References:

Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd. [Chapter 1]

K. G., CA, & Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd, ISBN: 978-93-5139-497-6. [Chapter 1 and 2]

Unit III

(3 Weeks)

Discounted Cash flow Valuation: Estimating discount rates- cost of equity and cost of capital, measuring cash flows, and forecasting cash flows. Equity discounted cash flows models. Firm valuation models.

Applied Valuation ó valuation of a real company through DCF (matured company) using excel.

References:

Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd. [Chapter 2,3,4,5 and 6]

K. G., CA, & Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd, ISBN: 978-93-5139-497-6. [Chapter 3,4 ,5 and 10, Appendix II]

Unit IV

(3 Weeks)

Relative Valuation: What is relative valuation. Reasons for popularity and potential pitfalls. Standardized values and multiples- Earnings multiples, book value multiples, revenue multiples, and sector-specific multiples. Equity and Value multiples. Basic steps to using multiples. Reconciling relative and discounted cash flow valuation.

Applied Relative Valuation - valuation of a real company through relative valuation method (matured company) using excel.

BUSINESS ANALYSIS AND VALUATION

Loose ends in valuation: Cash, cross holdings, and other assets. Valuation of Intangibles. Value of Synergy. Valuing real Options. Cost of Distress. Valuation of start-ups.

References:

Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd. [Chapter 7,8,9,10,12,15 and 17]

K. G., CA, & Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd, ISBN: 978-93-5139-497-6 [Chapter 5]

Text Books:

Latest editions of the following to be used:

1. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd
2. Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. K. G., CA, & Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd, ISBN: 978-93-5139-497-6.

Additional readings:

1. Damodaran, Investment Valuation, Tools and Techniques for determining the value of any asset, 3rd Edition, Wiley India Pvt. Ltd.
2. Damodaran, Corporate Finance (2000), Theory and Practical, 2nd Edition, Wiley India Pvt. Ltd.

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Relevant Case studies
2. Valuation of real using real data using excel modelling.
3. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review,

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

- A. Semester end exam = 75 marks
- B. Attendance = 5 marks

BUSINESS ANALYSIS AND VALUATION

C. Internal = 20 marks (5 - class participation; 5 - term paper; 10 - class presentation)

Keywords:

Equity Valuation, Analysis, Annual Report, Beyond Balance Sheet, valuing equity and firm through excel modelling.

DSE I: MDF 603: INTERNATIONAL FINANCE

Course Objective:

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Learning Outcome:

After completion of this paper:

1. Students shall have a fair understanding of the international financial tactics including the international trade, international investment scenario and various kinds of exposures.
2. Students will be aware of the different kinds of foreign exchange management techniques including hedging, currency arbitrage, etc.
3. They will be in a position to manage multinational working capital in an efficiently and effectively.
4. Students will also understand & manage the risks that MNCs have to deal with.

Course Content:

Unit I

(3 Weeks)

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank, Different development banks like ADB, BRICS Development Bank and EBRD etc.

References:

Maurice D. Levi; "International Finance" 5ed. Routledge, Taylor & Francis Group [chapters: 1, 7 & 11]

Eun Cheol S. and Resnick, Bruce G. "International Finance Management", 7th ed, McGraw Hill [chapters: 1, 2 & 3]

Hill, W. L. Charles and Jain, A.K. (2008). International Business (6th ed). India: McGraw Hill [chapter: 5]

Balance of Payments of India should be read from www.rbi.org.in

INTERNATIONAL FINANCE

Unit II

(4 Weeks)

Foreign Exchange Management: Forex market ó Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

References:

Maurice D. Levi; "International Finance" 5ed. Routledge, Taylor & Francis Group [chapters: 2, 3, 5, 6, 7, 8, 9, 10 & 16]

Eun Cheol S. and Resnick, Bruce G. "International Finance Management", 7th ed, McGraw Hill [chapters: 5 & 6]

Unit III

(3 Weeks)

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds.

References:

Maurice D. Levi; "International Finance" 5ed. Routledge, Taylor & Francis Group [chapters: 13 & 14]

Eun Cheol S. and Resnick, Bruce G. "International Finance Management", 7th ed, McGraw Hill [chapters: 8, 9, 10, 11, 12 & 13]

INTERNATIONAL FINANCE

Unit IV

(2 Weeks)

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optimal International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management (Netting, pooling, leading and lagging), Accounts Receivables Management, Inventory Management.

References:

Maurice D. Levi; "International Finance" 5ed. Routledge, Taylor & Francis Group [chapters: 17, 18, 19, 20 & 21]

Eun Cheol S. and Resnick, Bruce G. "International Finance Management", 7th ed, McGraw Hill [chapters: 15, 16, 17, 18, 19, 20 & 21]

Text Books:

1. Maurice D. Levi; "International Finance" 5ed. Routledge, Taylor & Francis Group.
2. Eun Cheol S. and Resnick, Bruce G. "International Finance Management", 7th ed, McGraw Hill.
3. Hill, W. L. Charles and Jain, A.K. (2008). International Business (6th ed.). India: McGraw Hill.

Additional Readings:

1. PG Apte; International Finance, Tata McGraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall

Teaching Learning Process:

Class room lecture; Case study discussion; Numerical Problem solving; Class presentation on the assigned topic by students individually or in group; Workshop; Tutorials; Role play

Assessment Method

1. Internal evaluation of 25% marks
 - a. Attendance 5% marks

INTERNATIONAL FINANCE

- b. Two internal evaluations by the teacher with 10% marks each out of which one must be a class test and other may be another test or home assignment or presentation. Faculty may take more than two assignments and (or) tests but total will be only 20% marks.
2. End term University Exam of 75% marks

Key words:

International trade, Bretton Woods System, Balance of payments (of India), Foreign Exchange Risk, International Portfolio Investment, International project appraisal

DSE I: MDF 604: INVESTMENT BANKING AND FINANCIAL SERVICES

Course Objectives:

The objective of this paper is to know the different aspects of Investment banking and financial services such as Issue Management, Leasing, Hire Purchase, Factoring and Forfaiting, Insurance, Credit Rating, Securitization and Venture Capital Financing, Mergers and acquisition and the detailed SEBI guidelines on issue management.

Learning Outcomes:

- Understand the importance and relevance of Investment Bankers in any Financial System.
- Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- Understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.

Course Contents:

Unit 1

(2 Weeks)

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

References:

Khan M.Y. Financial Services, 7th edition (Chapter 13)

Website of SEBI and RBI

Unit II

(3 Weeks)

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

INVESTMENT BANKING AND FINANCIAL SERVICES

References:

- Khan M.Y. Financial Services, 7th edition (Chapter 14)
Machiraju, H. R. (2019) Indian financial system New Delhi, S.Chand Publishing House, 5th ed (Chapter 12,13 and 14)
Website of SEBI and RBI

Unit III (3 Weeks)

Leasing and Hire Purchase :Concepts of leasing, types of leasing ó financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems Lessee's angle (NPV (L). PV and IRR methods) and Lessor's perspective, Hire Purchase interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, mathematics of HP, Factoring, Forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, floating vs. fixed rate.

References:

- Khan M.Y. Financial Services, 7th edition (Chapter 4,5,6 and 8)
Website of SEBI and RBI and other related courses

Unit IV (4 Weeks)

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India.

Mergers and Acquisitions ó Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers, acquisitions and takeovers in India and anti-takeover strategies.

References:

- Khan M.Y. Financial Services, 7th edition (Chapter 8,9,10 and 17)
Website of SEBI and RBI

INVESTMENT BANKING AND FINANCIAL SERVICES

Text Books:

1. Khan, M. Y. (2013). Financial services. New Delhi: McGraw Hill Education.
2. Machiraju, H. R. (2002). Indian financial system. New Delhi, Vikas Publication House

Additional Readings:

1. Verma, J. C. (1996). Bharats manual of merchant banking: Concept, practices and procedures with SEBI clarifications, guidelines, rules and regulations. New Delhi: Bharat Law House.
2. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
3. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

Teaching Learning Process:

Lecture, discussion, PowerPoint presentations, demonstration of live trading.

Course contents may be discussed in the light of latest SEBI regulations and RBI guidelines.

Website of SEBI, RBI, BSE and NSE must be referred to for any amendment in the guidelines.

Assessment Methods:

Internal Assessment: 25 marks

Written Theory Exam: 75 marks

Keywords:

SEBI guidelines, Public Issue, Private Placement, Book Building, Leasing, Hire Purchase, Factoring, IRDA, Credit Ratings, Securitization, Mergers and Acquisitions.

DSE I: MDF 605: FINANCIAL TIME SERIES ECONOMETRICS

Course Objectives:

This course provides a comprehensive introduction to financial econometric concepts and techniques. It covers financial time Series econometrics, regression models with cross-sectional financial data, Asset price volatility models, simultaneous-equation models in financial time series, and economic forecasting.

Learning Outcomes:

The course will help the student to

1. Understanding of financial econometric concepts and techniques
2. Interpretation of regression models with cross-sectional financial data
3. Understanding of Asset price volatility models
4. Understanding of simultaneous-equation models in financial time series, and economic forecasting.

Unit I

(3 Weeks)

Financial time Series econometrics: Stationary stochastic processes, nonstationary Stochastic Processes, unit root stochastic processes, trend Stationary and difference Stationary stochastic processes. Tests of stationarity- graphical analysis and autocorrelation function (ACF) and correlogram statistical significance of autocorrelation coefficients. The unit root test - the augmented dickey-fuller (ADF) test. Transforming nonstationary financial time series ó difference stationary processes and trend-Stationary process. Cointegration: regression of a unit root financial time series on another unit root financial time series, testing for cointegration and Cointegration and Error Correction Mechanism (ECM).

References:

Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 21 and 22]

Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.[Chapter 13 and 14]

Unit II

(3 Weeks)

Regression models with cross-sectional financial data: The logit and Probit models, multinomial regression models, Ordinal regression models, and Limited dependent variable regression models.

FINANCIAL TIME SERIES ECONOMETRICS

References:

- Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 15-17]
Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.[Chapter 8-11]

Unit III

(3 Weeks)

Asset price volatility: The ARCH and GARCH models. Extensions of the ARCH model.

Simultaneous-equation models in financial time series: The nature of simultaneous-equation models, simultaneous-equation models, simultaneous-equation bias, inconsistency of OLS estimators. A test of simultaneity, tests for exogeneity. Simultaneous-Equation Methods - approaches to estimation, recursive models and ordinary least squares, estimation of a just identified equation, the method of indirect least squares (ILS), estimation of an overidentified equation: the method of two-stage least squares (2SLS)

References:

- Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 17 ó 20]
Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill. [13 and 15]

Unit IV

(3 Weeks)

Economic forecasting: Forecasting with regression models. The BoxóJenkins methodology: ARIMA modeling. An ARMA model of companies daily closing prices. Vector autoregression (VAR), Testing causality using VAR: The Granger causality test

References:

- Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 22]
Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill. [Chapter 16]

Recommendation Computer Package to be Used: Use of software like E Views, R and STATA solving real life problems.

Text Books:

1. Christopher Dougherty. Introductory Econometrics. Oxford University Press.
2. Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill.
3. Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill.

FINANCIAL TIME SERIES ECONOMETRICS

Additional Readings:

1. Pindyck, Robert S. and Daniel L. Rubinfeld Econometric Models and Economic Forecasts. Singapore: McGraw Hill.
2. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

Teaching and Learning Method:

This course will be taught using a mix of the following tools:

1. Relevant Case studies
2. Explanation of econometric tools using software like R and Stata.
3. Relevant and important research articles from academic linked journals in the domain of Management such as Harvard Business Review,

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

- D. Semester end exam = 75 marks
- E. Attendance = 5 marks
- F. Internal = 20 marks (5 - class participation; 5 - term paper; 10 - class presentation)

Keywords:

Financial Econometric, regression models with cross-sectional financial data, Asset price volatility, simultaneous-equation, economic forecasting.

DSE I: MDF 606: DERIVATIVES AND RISK MANAGEMENT

Course Objectives:

To equip students with principles and techniques of Derivatives and its Greeks, and Risk Management through stock market.

Learning Outcomes:

The course will help the student to:

1. Understand derivative in detail such as forward, futures, options, Greeks, swaps etc.
2. Understand of option pricing models
3. Understand the concept of hedging, speculation and arbitrage.

Course Contents:

Unit I

(3 weeks)

Introduction: History of derivatives and origin of derivatives in India. Concepts of Early delivery, extension & cancellation of forward contracts, Why hedge, Basis risk and its effect on hedgers (Through numerical). Forwards and Futures, Interest rate futures and currency futures, and their hedging strategies, Determination of forward and futures prices

References:

Chapter 1 (Section 1.6)ó [S.L Gupta]

Chapter 5 (Section 5.1-5.4)ó [S.L Gupta]

<https://www.fedai.org.in/>; and P.G. Apte

Chapter 3 (Section 3.1-3.3) - [J.C Hull]

Chapter 5 (Section 5.1-5.13) - [J.C Hull]

Chapter 6 (Section 6.1-6.3) - [J.C Hull]

Unit II

(3 weeks)

Options and its type, Factors affecting option Prices. Put & call parity theorem. Trading strategies involving options: payoffs call & Put (both buyer and seller), Spreads (Bull, Bear, Box, Butterfly and Calendar Spread), combinations (Straddle, Strangle, Strip, Straps), Options on Stock Indices and currency.

References:

Chapter 9 (Section 9.1) - [J.C Hull]

Chapter 10 (Section 10.1, 10.4) - [J.C Hull]

DERIVATIVES AND RISK MANAGEMENT

Chapter 11 (Section 11.1-11.5) - [J.C Hull]

Chapter 15, Chapter 15.-15.6) - [J.C Hull]

Unit III

(3weeks)

Binomial model: One Period, Two Period and multiple Period. Black-Scholes option model (for stock and currency both). Concept and calculation of delta, gamma, rho, theta and Vega options.

References:

Chapter 12 (Section 12.1, 12.3-12.7) - [J.C Hull]

Chapter 17 (Section 17.1-17.9) - [J.C Hull]

Unit IV

(3 weeks)

Delta Hedging, Gamma Hedging. Making a portfolio Delta Neutral, Gamma Neutral, Delta positive Gamma Neutral and Delta positive Gamma Neutral, Introduction to Swaps, Interest rate swaps, currency swaps, cross-currency swaps

References:

Chapter 12 (Section 12.1, 12.3-12.7) - [J.C Hull]

Chapter 17 (Section 17.1-17.9) - [J.C Hull]

Chapter 7 (Section 7.1-7.4, 7.10-7.13) - [J.C Hull]

Text Books:

1. John C. Hull. Options, Futures and Other Derivatives (Eighth ed.). Pearson Education.

Additional Readings:

1. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
2. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India
3. McDonald, Derivatives Markets, (latest ed.), Pearson.
4. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
5. Chance, 2003, Analysis of Derivatives for the CFA Program.

DERIVATIVES AND RISK MANAGEMENT

6. Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (latest ed.), PHI Learning Publications.

Teaching Learning Process:

Class room lecture, Case study discussion, Numerical Problem solving, Class presentation on the assigned topic by students individually or in group, Workshop, Tutorials, Role play

Assessment Method:

1. Internal evaluation of 25% marks
 - a. Attendance 5% marks
 - b. Two internal evaluations by the teacher with 10% marks each out of which one must be a class test and other may be another test or home assignment or presentation. Faculty may take more than two assignments and (or) tests but total will be only 20% marks.
2. End term University Exam of 75% marks

Key words:

Forward Contracts; Financial Futures; Options; Delta Hedging; Binomial model; Financial Swaps

DISCIPLINE SPECIFIC ELECTIVE COURSE

DSE II- MARKETING

DSE II: MDM 503: CONSUMER BEHAVIOR

Course Objective:

Marketing managers need knowledge of consumer behaviour in order to develop, evaluate, and implement effective marketing strategies. The focus of this course will be on the theoretical concepts of consumer behaviour and the application of these concepts in marketing strategy and decision making

Learning Outcomes:

- Understanding concepts and theories of consumer behaviour.
- To interpret psychological and environmental influences that are relevant for understanding consumer behaviour.
- To apply important concepts and theories in developing viable marketing strategies.
- Be able to develop and categorize appropriate marketing strategies for different segments of consumers

Course Contents:

Unit I

(2 Weeks)

Introduction to Consumer Behaviour:

Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; role of consumer research; consumer behaviour-interdisciplinary approach; Introduction to Industrial Buying Behaviour; Market Segmentation, VALS 2 segmentation profile.

References:

[1] Chapter 1 (page 7-21)

[2] Chapter 2 (page 26-44)

Unit II

(5 Weeks)

Internal Influences on Consumer Behaviour:

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives; theories of needs & motivation-Maslow's hierarchy of needs, McClelland's APA theory, Murray's list of

CONSUMER BEHAVIOR

psychogenic needs, Bayton's classification of motives; self-concept & its importance; types of involvement.

Consumer Personality- theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory; Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception; Perceptual Process- selection, organization & interpretation.

Learning & Consumer Involvement: learning theories- classical conditioning, instrumental conditioning, cognitive learning; involvement theory.

Consumer Attitudes: Formation of attitudes; functions performed by attitudes; models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model; attribution theory.

References:

Chapter 3 (page 58-94)

Chapter 4 (page 98-121)

Chapter 5 (page 138-163)

Chapter 6 (page 168-197)

Unit III

(3 Weeks)

External Influences on Consumer Behaviour:

Group Dynamics & consumer reference groups: Different types of reference groups; factors affecting reference group influence; reference group influence on products & brands; application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process; consumer roles within a family; purchase influences and role played by children; family life cycle.

Social Class & Consumer behaviour: Determinants of social class; characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers; interpersonal flow of communication.

References:

Chapter 9 (page 250-272)

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Chapter 10 (page 278-311)

Chapter 11 (page 314-323, 326-336)

Chapter 12 (page 340-353)

Unit IV

(2 Weeks)

Consumer Decision Making:

Diffusion of Innovation: Definition of innovation; product characteristics influencing diffusion; resistance to innovation; adoption process.

Consumer Decision making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision- compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule; post-purchase evaluation; Situational Influences

References:

Chapter 13 (page 366-390)

Textbooks:

1. Schiffman L. G., Wisenblit J. and Kumar S.R. Consumer Behaviour. Pearson Education India.
2. Blackwell, R.D., Miniard, P.W., & Engel, J. F. Consumer Behaviour. Cengage India Private Limited.

Note: Latest edition of text book will be used

Teaching Learning Process:

The teaching pedagogy is student/learner centric with a focus on developing application to real world situations by using case studies, field based learning and projects, class presentations. Cases & application to marketing will be taught with respect to each topic. Students will be encouraged to acquire knowledge through a combination of lectures, tutorials supported by textbooks and e learning resources.

Assessment Methods:

A variety of assessment methods will be used. To facilitate continuous evaluation a combination of: time-constrained examinations; closed-book and open-book tests; problem

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based assignments; individual/ group project reports; presentations and any other pedagogic approaches as per the context and relevancy to the course.

Internal evaluation will be of 25 (including 5 marks for attendance)

End term examination of 75 marks

Keywords:

Consumer motivation, perception, attitude, learning, personality, reference group, family, social class, culture, innovation, decision making, cognitive dissonance, post purchase behaviour

DSE II: MDM 504: PERSONAL SELLING

Course Objective:

To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

Learning Outcomes:

Students will be able to

1. Understand the concept of personal selling and related terms.
2. An in-depth understanding to various stages in selling process and the catalytic role of sales person in the effective functioning of an organization.
3. Learn some of the tools and techniques of selling process.

Course Content:

Unit I

(2 Weeks)

Personal Selling:

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. Importance and role of Personal Selling, Building trust and Sales Ethics.

References:

Charles Futrell : Fundamentals of Selling, McGraw Hill (13th Edition), Chapter 1, 2, 3
Still, Cundiff & Govani: Sales Management, Prentice Hall of India (2nd Revised Edition), Chapter 1, 2

Unit II

(2 Weeks)

Theories of Selling:

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, buying formula theory, Behavioural Equation Theory

References:

Still, Cundiff & Govani: Sales Management, Prentice Hall of India (2nd Revised Edition), Chapter 2

PERSONAL SELLING

Unit III

(5 Weeks)

Selling Process:

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up, Communication for Relationship Building.

References:

Charles Futrell : Fundamentals of Selling, McGraw Hill (13th Edition), Chapter 6, 7, 8, 9, 10, 11, 12, 13, 14

Unit IV

(3 Weeks)

Sales territory:

Sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories.

References:

Charles Futrell : Fundamentals of Selling, McGraw Hill (13th Edition), Chapter 5
Still, Cundiff & Govani: Sales Management, Prentice Hall of India (2nd Revised Edition), Chapter 21, 22

Text Books:

1. Charles Futrell : Fundamentals of Selling, McGraw Hill (13th Edition)
2. Still, Cundiff & Govani: Sales Management, Prentice Hall of India (2nd Revised Edition).
3. Charles Futrell, ABC's of Relationship Selling through Service", McGraw Hill Publications (Latest Edition).

Additional readings:

1. Rolph E. Anderson, Essentials of personal selling: the new professionalism, Prentice Hall, 1995 (3rd Edition)

Teaching Learning Process:

Lecture, relevant cases, classroom discussions based on news and recent happenings in industry, role plays, power point presentations, discussion.

PERSONAL SELLING

Assessment Methods:

Internal Assessment: 25 marks

Written Theory Exam: 75 marks

Keywords:

Personal Selling, Selling approach, Sales territory

DSE II: MDM 505: MARKETING OF SERVICES

Course Objectives:

The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Learning Outcomes:

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyse the role and relevance of Quality in Services
5. Visualise future changes in the Services Industry

Course Contents:

Unit I

(2 Weeks)

Introduction:

Increasing Importance of Services; Defining a Service; Nature of Services; Intangibility; Distinguishing Features of a Service; Managing Services; The Service Product; Relationship of Services and the organization; Services as an Opportunity; Service Industry across the world.

References:

Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill [Chapter 1]

Unit II

(2 Weeks)

Relevance of Services:

Emergence of The Service Economy; Outsourcing and Services; Overview of The Indian Economy; Services Sector in The Indian Economy, (Major players, Major services offered, Major centres; Circumstances that contributed to the Services boom in the Indian economy; Role and relevance of Services to the Indian economy; Classification of Services; Variety of Services offered by Indian organizations, Intangible and Tangible Services.

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References:

Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill [Chapter 18]

Unit III

(3 Weeks)

Differentiating Services:

Distinguishing Features; The service; Promotion; Price; Place; People; Physical evidence; Process; Elements of Positioning; Service Differentiation; How Indian companies have been at the forefront of the Services industry; What do Indian companies offer to companies seeking Services support; Services as a source of competitive advantage; Increasing integration of Services with organizational plans and activities; Internal Services and External Services, Features, Relevance, Examples; Services Trainings and Hiring; Motivation and Employee Management in the Services sector; Factors affecting attempts of Services Differentiation.

References:

Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson. [Chapters 3,11,]

Unit IV

(5 Weeks)

Quality and Strategies:

Defining Service Quality; Researching Service Quality; Service Quality Benchmarking (Servqual, TUV, ISO etc.); Setting Quality Standards; Managing the Marketing Mix for Quality; Organizing and Implementing Service Quality; Factors affecting Service Quality Management; Customer and Customer Value Proposition and Value Creation n Services; Managing the Service Encounter; Blueprinting; Managing Customer Demand, Frequency, Quality, Training, Content and Context; Developing Relationships with Customers; Distribution Strategy; Pricing of Services; Promoting Services;. Competitors of the Indian Services Industry; Future of Services Industry in India and elsewhere; Near-shoring and Re-shoring; Services and the Gig Economy; Growth potential of the Services Industry

References:

Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill [Chapter 6,7,16,17]

MARKETING OF SERVICES

Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson. [Chapters 5,6,9,11,12]

Textbooks: (latest edition should be referred to)

1. Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson.
2. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, 4th Edition, McGraw Hill

Additional Readings: (latest editions of all books should be referred to)

1. Woodruffe, Helen: Service Marketing. MacMillan India
2. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.
3. Research reports put out by management bodies such as McKinsey and Company, KPMG and Deloitte among others.
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

Semester end exam = 75 marks

Attendance = 5 marks

Internal = 20 marks

MARKETING OF SERVICES

Keywords:

Outsourcing; Marketing; Services Marketing; Quality; Total Quality Management; Services Sector; ITeS Industry in India; Re-shoring; Gig Economy

DSE II: MDM 506: INTERNATIONAL MARKETING

Course Objectives:

- A. Identify and understand the various cultural and regional variables (and their degree of impact) and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact.
- B. Understand the nuances of international marketing related activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.
- C. Anticipate changes in the operating environment of a business on a global level.
- D. Read, understand, relate and be able to utilise/implement the ideas of great thinkers and researchers in the field of global business, marketing and management.

Learning Outcomes:

At the end of this course, students would be able to:

1. Identify the key skills that a (good) business (international) manager should have.
2. Articulate factors that promote business and business environments.
3. Implement various tools and actions for a beneficial situation within a given operating (business) environment.
4. Fundamentals of sustainable (profitable) business growth with focus on international expansion, operating in multiple markets, new business opportunities and market analysis.
5. Articulate the various support systems that a business can use and access (governmental interventions and policies; operating market level advantages such as access to capital, quality and quantity of labour available; availability of land; size, purchasing power and buying behaviour of the target market; MNC level advantages; etc.)

Course Contents:

Unit I

(2 Weeks)

Introduction; Reasons behind international expansion; types of MNCs; Expatriates and Inpatriates; Stages of International Exposure; Global Marketing, Using Social Media tools.

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 1, 2 and 12

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 1, 2, 7 and 21

INTERNATIONAL MARKETING

Unit II

(3 Weeks)

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Gender biases, Festivals, Buying Behaviour; PESTEL; Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 4, 5, 6, 7, 10 and 11

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 3, 4 and 5

Unit III

(3 Weeks)

Porter's Five Forces Model; Ghemawat's CAGE framework; Globalisation; Demographics and Segmentation; Assessing Market Potential, How markets behave, Selling in specific markets (Developed, Developing, Post-Communist); Right Market to enter and Right Time to enter; What (mis-selling, outdated products), Where, Why, and How are we selling; Customer needs (of the new/foreign market); Location of manufacturing facilities; Labelling and Packaging (Export and Retail); Selling to and in emerging markets; Concerns and issues with available market analysis tools.

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 8, 9, 13 and 14

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 6, 8, 9, 10 and 11

Unit IV

(4 Weeks)

Strategic (and global) Alliances; Global level of competition; Product Development; E-Commerce and Changing International Marketing Paradigms; Supply Chain as a source of International Advantages; Managing International Sales (Channels and Logistics); International Advertising and Promotions; Pricing for international markets, Pricing wars (War Chests), Approaches to Full-cost v/s Variable, Skimming v/s Penetration (non-numeric), factors influencing pricing; Implementing a Global Marketing Strategy; Support Mechanisms

INTERNATIONAL MARKETING

for Exports and International Trade, Export Infrastructure and Assistance in India, ITPO; International Payment Methods, Finance and Raising Funds, Taxation and Tax Havens, Marine and Cargo Insurance. Managing Risks in International Trade.

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 15, 16, 17, 18 and 19

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 12, 13, 14, 15, 18, 19, 20 and 22

Text Books: (latest editions should be referred to)

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Joshi, Rakesh Mohan: International Marketing, Oxford University Press.

Additional Readings: (latest editions of all books should be referred to)

1. Keega, Warren J.: Global Marketing Management, Prentice Hall India.
2. Muhlbache, Hans: International Marketing-A Global Perspective, Cengage Learning.
3. Varshney & Bhattacharya: International Marketing Management, Sultan Chand & Sons.

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.
3. Research reports put out by management bodies such as McKinsey and Company, EY, KPMG and Deloitte among others.
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

- A. Semester end exam = 75 marks

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B. Attendance = 5 marks

C. Internal = 20 marks (12 - class participation; 8 - term paper)

Course Keywords:

Cross-cultural; Trans-national; International; Cultural; Cultural barriers; Regional; International business environment.

DSE II: MDM 603: RETAIL MANAGEMENT

Course Objective:

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Learning Outcomes:

After studying this course, students should be able to:

1. Clarify the concept and related terms in retailing.
2. Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
3. Understand various formats of retail in the industry.
4. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Course Contents:

Unit I (3 Weeks)

Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry.

Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.

References:

Berman & Evarv: Retail Management, Prentice Hall, Chapter 1, 2, 4, 5, 6

Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House, Chapter 1, 2, 6, 7

Unit II (3 Weeks)

Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation.

Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.

References:

Berman & Evarv: Retail Management, Prentice Hall, Chapter 9, 10

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Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House, Chapter ó 15, 16, 17, 24

Unit III

(3 Weeks)

Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM.

Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management

References:

Berman & Evarv: Retail Management, Prentice Hall, Chapter ó 14, 19,

Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House, Chapter ó 9, 12, 14, 20, 21, 23

Unit IV

(3 Weeks)

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing.

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager ó Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

References:

Berman & Evarv: Retail Management, Prentice Hall, Chapter ó 13, 17

Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House, Chapter ó 12, 17

Text Books:

1. Berman & Evarv: Retail Management, Prentice Hall.
2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.

Additional Readings:

1. Cullen & Newman: Retailing ó Environment & Operations, Cengage Learning EMEA
2. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
3. Harjit Singh: Retail Management, S. Chand Publication.

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Teaching Learning Process:

Lecture, Relevant case studies, PowerPoint presentations, class discussions, News.

Assessment Methods:

Internal Assessment: 25 marks

Written Theory Exam: 75 marks

Keywords:

Retail Management, Retail Industry, Merchandising, Retail store and formats

DSE II: MDM 604: ADVERTISING AND BRAND MANAGEMENT

Course Objective:

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Learning Outcomes:

- To understanding the nature, role, and importance of brand management and advertising in marketing strategy
- To understanding effective design and implementation of advertising strategies
- To present a general understanding of content, structure, and appeal of advertisements
- To understanding ethical challenges related to responsible management of advertising and brand strategy

Course Contents:

Unit I

(2 Weeks)

Introduction to advertising and marketing communication:

Advertising need & importance; growth of modern advertising; advertising & the marketing mix; types & classification of advertisement; social & economic aspects of advertising; Marketing communication models- AIDA, hierarchy of effect, innovation adoption model; Planning framework of promotional strategy.

References:

Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall. [Chapter 1 and 19]

Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books [Chapter 1,2,3,4,5,6,7and 8]

Unit II

(4 Weeks)

How advertising works:

Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Associating feelings with a brand; creating copy strategies- Rational & emotional approaches; FCB Grid and Elaboration Likelihood model; selection of an endorser; creative strategy & style- brand image, execution, USP, common touch & entertainment; message design strategy; format & formulae for presentation of appeals (slice of life, testimonials, etc);

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different types of copy; art & layout of an advertisement- principles of design, layout stages, difference in designing of television, audio & print advertisement

References:

Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall. [Chapter 5,6,7,9,10,12 and 13]

Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books [Chapter 10 and 11]

Unit III

(2 Weeks)

Media planning and scheduling:

Introduction to broadcast & non -broadcast media; Budgeting decision rule- percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions- media class, media vehicle & media option; Scheduling- flighting, pulsing, & continuous

References:

Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall. [Chapter 16 and 17]

Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books [Chapter 14,15,16 and 17]

Unit IV

(1 Week)

Management of sales promotion:

Importance & need for sales promotion; planning for consumer schemes & contests; different types of consumer schemes.

References:

Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books [Chapter 22, 23 and 24]

Unit V

(3 Weeks)

Brand Management:

Concept of a brand; brand evolution; branding challenges and opportunities; brand elements; brand resonance pyramid; introduction to strategic brand management process; brand

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positioning strategies; brand extension; brand hierarchy-Kapfrer. Brand equity; brand personality.

References:

Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books [Chapter 11 and 12]

Keller, K.L., Parameswaran, A.M.G. and Jacob, I. Strategic Brand Management: Building, Measuring and Managing Brand Equity. Pearson Education India.[Chapter 1,2,3,4,7,11, and 13]

Textbooks:

1. Batra, R., Myers, J.G., Aaker, D.A. Advertising Management. Prentice Hall.
2. Chunawalla S.A. Advertising and Sales Promotion Management. Himalaya Publishing House.
3. Kazmi, S.H.H and Batra, S. Advertising and Sales Promotion Management. Excel Books.

Additional Readings:

1. Keller, K.L., Parameswaran, A.M.G. and Jacob, I. Strategic Brand Management: Building, Measuring and Managing Brand Equity. Pearson Education India.

Note: Latest edition of the books will be used

Teaching - Learning Process:

The teaching pedagogy is student/learner centric with a focus on developing application to real world situations by using case studies, field based learning and projects, class presentations. Students will be encouraged to acquire knowledge through a combination of lectures, tutorials supported by textbooks and e learning resources.

Assessment Methods:

A variety of assessment methods will be used. To facilitate continuous evaluation a combination of: time-constrained examinations; closed-book and open-book tests; problem based assignments; individual/ group project reports; presentations and any other pedagogic approaches as per the context and relevancy to the course.

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Internal evaluation will be of 25 marks (including 5 marks for attendance)

End term examination of 75 marks

Keywords:

Consumer, marketing communication, appeals, advertising execution, media strategy, sales promotion, and brand

DSE II: MDM 605: DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Course Objective:

This course would help students to integrate and critically evaluate qualitative and quantitative information to make better decisions related to various SCM activities. They will develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance.

Learning Outcomes:

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

- Understand the rationale behind and fundamental principles of supply chain management.
- Identify the main drivers of supply chain links.
- Recognize the managerial benefits and potential challenges of the supply chain practices.
- Understand the necessary changes and transformations required for the successful implementation of the integrated supply chain perspectives.

Course Contents:

Unit I (2 Weeks)

Distribution ó Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

References:

Ballou, R. H. & Srivastava, S. K. Business Logistics/ Supply Chain Management. New Delhi, Pearson Education, (Chapter 1,6,8,9,13)

Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning and Operation. New Delhi: Pearson Education, (Chapter 1, 3)

Unit II (2 Weeks)

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit.

References:

Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning and Operation. New Delhi: Pearson Education, (Chapter 1, 2, 3)

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Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R., Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill, (Chapter 1)

Unit III **(3 Weeks)**

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain (CPFR Model), Managing inventory in SC environment: Transportation in SC environment.

References:

Ballou, R. H. & Srivastava, S. K. Business Logistics/ Supply Chain Management. New Delhi, Pearson Education, (Chapter 8,9,10,13)

Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning and Operation. New Delhi: Pearson Education, (Chapter 7,10,17)

Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R., Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill, (Chapter 2,3,6)

Unit IV **(3 Weeks)**

Strategic Alliances, Third party and fourth party logistics, Reverse Logistics, Retailer-Supplier partnerships (RSP), Contract Sharing, Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

References:

Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning and Operation. New Delhi: Pearson Education, (Chapter 14, 16)

Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R., Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill, (Chapter 4,8,14,15)

Unit V **(2 Weeks)**

Performance Measurement and control: Control Model, Control System, SCOR Model.

References:

Ballou, R. H. & Srivastava, S. K. Business Logistics/ Supply Chain Management. New Delhi, Pearson Education, (Chapter 16)

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Textbooks:

1. Ballou, R. H. & Srivastava, S. K. Business Logistics/ Supply Chain Management. New Delhi, Pearson Education.
2. Chopra, S., & Meindl, P. Supply Chain Management: Strategy, Planning and Operation. New Delhi: Pearson Education.
3. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R., Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill.

Additional Readings:

1. Raghuram, G., & Rangaraj, N., Logistics and Supply Chain Management: Cases and Concepts. New Delhi: Macmillan.
2. Shah, J., Supply chain management: Text and Cases. New Delhi: Pearson Education.
3. Ayers, J. B.: Handbook of Supply Chain Management. Florida, Auerbach Publication.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. The Management of Business Logistics, USA, South-Western.

(Latest edition may be used)

Teaching Learning Process:

The teaching learning process will consist of imparting key concepts of distribution and supply chain management to the students. To make the lectures interesting use of PPTs and audio visual presentation is advisable as and when needed. The students should be encouraged to attempt real life business/ managerial problems through projects and case studies.

Assessment Methods:

Assessment of the students will take place on a continuous evaluation basis. It will primarily consist of class test, assignment, case studies, presentation and attendance.

Internal Assessment: 25 marks (including 5 marks for attendance)

End term written examination: 75 marks

Keywords:

Supply chain, Distribution, Push based and Pull based Supply Chain, Demand forecasting, Inventory management, Retailer-Supplier partnership

DSE II: MDM 603/604: DIGITAL MARKETING

Course Objectives:

This course aims to familiarize students with the concept of digital marketing and its current and future evolutions. It further aims to be able to equip students with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools.

Learning Outcomes:

At the end of this course, students would be able to:

1. Understand the concept of digital marketing and its real-world iterations
2. Articulate innovative insights of digital marketing enabling a competitive edge
3. Understand how to create and run digital media based campaigns
4. Identify and utilise various tools such as social media etc.

Course Contents:

Unit I

(3 Weeks)

Digital Marketing:

Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, Reasons for Growth. Need for a comprehensive Digital Marketing Strategy. Concepts: Search Engine Optimization (SEO); Concept of Pay Per Click

References:

Dodson, Ian: The Art of Digital Marketing. Wiley | Chapters 1, 2, 3 and 10

Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited. | Chapters 1, 2, 3 and 4

Unit II

(4 Weeks)

Social Media Marketing:

Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze. Tools: Google and the Search Engine, Facebook, Twitter, YouTube and LinkedIn. Issues: Credibility, Fake News, Paid Influencers; Social Media and Hate/ Phobic campaigns. Analytics and linkage with Social Media. The Social Community.

References:

Dodson, Ian: The Art of Digital Marketing. Wiley | Chapters 6, 7 and 9

Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited. | Chapters 4 and 5

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Unit III

(3 Weeks)

Email and Mobile Marketing:

Email Marketing: Introduction, email marketing process, design and content, delivery, discovery. Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps. Pros and Cons; Targeted advertising. Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas.

References:

Dodson, Ian: The Art of Digital Marketing. Wiley | Chapters 7 and 8

Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited. | Chapters 6 and 7

Unit IV

(2 Weeks)

Managing Digital Marketing:

Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing.

References:

Dodson, Ian: The Art of Digital Marketing. Wiley | Chapters 4 and 10

Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited. | Chapters 8, 9, 10, 13, 14 and 15

Text Books: (latest editions should be referred to)

1. Dodson, Ian: The Art of Digital Marketing - The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley
2. Ryan, Damien: Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited.

Additional Readings: (latest editions of all books should be referred to)

1. Gupta, Sunil: Driving Digital Strategy. Harvard Business Review Press
2. Tuten, Tracy L. and Solomon, Michael R.: Social Media Marketing. Sage
3. Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson
4. Kotler, Philip: Marketing 4.0: Moving from Traditional to Digital. Wiley

DIGITAL MARKETING

Teaching Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.
3. Research reports put out by management bodies such as McKinsey and Company, EY, KPMG and Deloitte among others
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Methods:

The total assessment of the course is for 100 marks and would be split as follows:

1. Semester end exam = 75 marks
2. Attendance = 5 marks
3. Internal = 20 marks

Keywords:

Digital Marketing; Social Media; Social Media Marketing; Influencers; Digital Experience; SEO; Digital Ecosystem; International Marketing

DISCIPLINE SPECIFIC ELECTIVE COURSE
DSE III- HUMAN RESOURCE MANAGEMENT

DSE III: MDH 503: TRAINING & MANAGEMENT DEVELOPMENT

Course Objective:

To familiarize the students with the concept and practice of training and management development in the modern organizational setting through text and cases.

Learning Outcomes:

- Understand the need and process of training need analysis in organizations.
- Understand the process of designing a training programme and its evaluation.
- Understand various training methods and their applicability in different organizational situations.
- Comprehend the tools and techniques of management development.

Course Content:

Unit I

(3 Weeks)

Training in Organizations and Training Need Analysis:

An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training.

Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 1,2,3 and 4]

Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 1]

Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall. [Chapter 1]

TRAINING & MANAGEMENT DEVELOPMENT

Unit II

(3 Weeks)

Training Design and Evaluation:

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 5 and 9]

Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall. [Chapter 2]

Unit III

(3 Weeks)

Training Methods:

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 6 and 7]

Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 5,6,7,8,9 and10]

Unit IV

(3 Weeks)

Management Development:

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 11]

Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 19]

TRAINING & MANAGEMENT DEVELOPMENT

Textbooks:

1. Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson.
2. Bhatia S.K., Training & Development, Deep & Deep Publishers.
3. Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall.

Additional Readings:

1. Noe, Raymond A., Employee Training & Development, McGraw-Hill Education.
2. Rishipal, Training & Development Methods, S. Chand
3. Ross, Stanley C., Training and Development in Organizations: An essential guide to trainers, 1st Ed. Routledge.

Teaching Learning Process:

Lecture, PowerPoint presentations, discussion. Content would be covered through text and relevant cases.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Training, organizational development, training need analysis, training design, training evaluation, training methods, management development.

DSE-III: MDH 504: MANAGEMENT OF INDUSTRIAL RELATIONS

Course Objective:

To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Learning Outcomes:

1. Acquire theoretical and practical perspective on many aspects of industrial relations.
2. Understand the key participants, institutions, relationships and processes in employment relations.
3. Understand various acts in Indian context.

Course Contents:

Unit I (3 Weeks)

Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining. Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles

References:

S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House: Chapter 2, 4, 30

Unit II (3 Weeks)

The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons, leave with wages and weekly holidays. The Payment of Bonus Act, The Maternity Benefit Act, the Workmen's Compensation Act.

References:

T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House: Chapters 26, 29, 30

P L Mallik, Handbook of Industrial and Labour Laws, Eastern Book Company: Chapter 30

Unit III (3 Weeks)

Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade

MANAGEMENT OF INDUSTRIAL RELATIONS

Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement .The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

References:

S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.: Chapter 5, 6, 9, 17, 19, 23, 24, 25

Unit IV

(3 Weeks)

Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

References:

P L Mallik, Handbook of Industrial and Labour Laws, Eastern Book Company: Chapters 12, 28, 32

Text Books:

1. S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House
3. P L Mallik, Handbook of Industrial and Labour Laws, Eastern Book Company

Additional Readings:

1. Saharay, Industrial and Labour Laws of India, Prentice Hall International
2. J P Sharma, Simplified Approach to Labour Laws, Bharat Law House Ltd.

Teaching and Learning Process:

Lectures, discussion about practical implementation of Labour Laws with examples and decided cases, latest amendments and rationale behind the same, case studies

MANAGEMENT OF INDUSTRIAL RELATIONS

Assessment Methods:

Internal Assessment	25 Marks
Written Theory Examination	75 Marks

Keywords:

Industrial Relations, Factory, Maternity Benefit, Bonus Provident Fund, Gratuity, Trade Union
Wages and Minimum Wages

DSE III: MDH 505: HRD: SYSTEMS AND STRATEGIES

Course Objective:

The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.

Learning Outcomes:

The course will equip the students with:

1. The integration of HRD with other areas of HRM and overall business strategy.
2. The identification and uses of competencies in the process of determining development and potential.
3. The main components and variations in management development systems within organisations.

Course Contents:

Unit I

(3 Weeks)

Human Resource Development (HRD): Concept; Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development.

References:

Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH, Chapter 1,12

Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw,Chapter 6,7,8

Nadler Leonard-Corporate Human Resource Development, Van Nostrand Reinhold/ASTD New York,Chapter 2

Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub,Chapter 1

Unit II

(3 Weeks)

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs; HRD interventions: Integrated Human Resource Development Systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

SYSTEMS AND STRATEGIES

References:

Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH,Chapter 1,22

Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw, Chapter 11

Swanson Richard,Holton-Human Resource Development,Berett Koehers Pub,Chapter 2

Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub,Chapter 16

Unit III

(3 Weeks)

Approaches to HRD: Leadership development; Action learning; Assessment Centers; Motivation approaches for HRD; Industrial relations and HRD: role of Trade unions.

References:

Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH, Chapter 9

Graven Thomas,Gaire,Dooley-Fundamentals of Human Resource Development,Sage Pub, Chapter 9

Unit IV

(3 Weeks)

Career management and development: Coaching and mentoring; Employee coaching, mentoring and counselling; Competency mapping; High Performance Work Systems; Balanced Score Card; Integrating HRD with technology.

References:

Graven Thomas,Gaire,Dooley-Fundamentals of Human Resource Development,Sage Pub, Chapter 9

Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub,Chapter 10,11,12,15

Text Books:

1. Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH.
2. Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw.
3. Nadler Leonard-Corporate Human Resource Development, Van Nostrand Reinhold/ASTD New York.
4. Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub.

SYSTEMS AND STRATEGIES

5. Swanson Richard, Holton-Human Resource Development, Berrett Koehers Pub.
6. Graven Thomas, Gaire, Dooley-Fundamentals of Human Resource Development, Sage Pub.

Additional Readings:

1. Mankin, D., Human resource development, Oxford University Press India.
2. Halder, U. K., Human resource development, Oxford University Press India.

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, presentations, Case studies, Term paper on a given topic

Assessment Methods:

Internal assessment	25 marks
Written exam	75 marks

Keywords:

Human resource development systems, Diversity management, Leadership development, Competency mapping, Balanced score card

DSE III: MDH 506: COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Course Objective:

The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Learning Outcomes:

After reading this paper the students should be able to:

1. Understand complex theory and practice of negotiation in particular and conflict resolution in general.
2. Identify the challenges we all have in dealing with negotiation and conflict resolution.
3. Apply negotiation as a system and the important role of subsidiary factors.

Course Contents:

Unit I (3 Weeks)

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

References:

Singh Kavita - Counselling Skills for Managers (PHI), Chapter 1, 2, 3, 4, 5, 6

Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning, Chapter 1, 5

Carroll, M.: Workplace counselling, Sage Publication, Chapter 1, 2, 3

Unit II (3 Weeks)

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

References:

Singh Kavita - Counselling Skills for Managers (PHI), Chapter, 7, 8, 9, 10, 11, 12, 13

Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning, Chapter 9, 11, 12, 14

Carroll, M.: Workplace counselling, Sage Publication, Chapter 3, 4, 8

COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Unit III

(3 Weeks)

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

References:

Lewicki, R.: Essentials of negotiation, Chapter 1, 2, 3, 4, 6, 7

Korobkin, R.: Negotiation theory and strategy, Chapter 1, 2, 3, 8

Unit IV

(3 Weeks)

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

References:

Lewicki, R.: Essentials of negotiation, Chapter 9, 10, 11

Korobkin, R.: Negotiation theory and strategy, Chapter 12, 13

Text Books:

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counselling, Sage Publication.
3. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.

Additional Readings:

1. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
2. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
3. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.

Teaching Learning Process:

Lecture, discussion, PowerPoint presentations.

Assessment Methods:

Internal Assessment: 25 marks

Written Theory Exam: 75 marks

COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Keywords:

Counselling Procedures and skills, Specific techniques of counselling, Performance management, Negotiation, Communication style, breaking deadlocks, mediation

DSE III: MDH 603: TALENT AND KNOWLEDGE MANAGEMENT

Course Objective:

To prepare students for talent and knowledge management efforts in organisations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Learning Outcomes:

After completion of the course students shall be able to:

1. Evaluate the potential and appropriateness of talent development strategies, policies and methods with reference to relevant contextual factors.
2. Assess the role and influence the politics of knowledge management policy and practice in a range of contexts.

Course Contents:

Unit I

(4 Weeks)

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

References:

T.V Rao: Hurconomics for Talent Management: Making the HRD Missionary Business-driven, Pearson Education, Chapter 3, 4

Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York, Part 1, 2

Unit II

(2 Weeks)

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers.

References:

Sudhir Warier: Knowledge management, Vikas publishing house, Chapter 3

Donald Hislop: Knowledge management in organisations, Oxford University press, Chapter 2, 4, 5

TALENT AND KNOWLEDGE MANAGEMENT

Unit III

(3 Weeks)

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

References:

Sudhir Warier: Knowledge management, Vikas publishing house, Chapter 3, 4

Donald Hislop: Knowledge management in organisations, Oxford University press, Chapter 6, 7, 8

Unit IV

(3 Weeks)

Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

References:

Knowledge management ó concepts and best practices, Springer, Heidelberg (2003), K. Mertins, P. Heisig, J. Vorbeck, Chapter ó 1, 2, 3, 5, 11

Text Books:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand óManaging Talent in an age of uncertainty, Harvard Business press.
3. T.V Rao: Hurconomics for Talent Management: Making the HRD Missionary Business-driven, Pearson Education

Additional Readings:

1. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
2. Donald Hislop: Knowledge management in organisations, Oxford University press.
3. Sudhir Warier: Knowledge management, Vikas publishing house.
4. T. Raman: Knowledge management óa resource book, Excel books.

TALENT AND KNOWLEDGE MANAGEMENT

Teaching Learning Process:

Lecture, discussion, PowerPoint presentations, Case Studies

Assessment Methods:

Internal Assessment: 25 marks

Written Theory Exam: 75 marks

Keywords:

Talent management, knowledge management, Types of Knowledge, Knowledge creation, Brainstorming, Reward systems, Knowledge audit

DSE III: MDH 604: PERFORMANCE & COMPENSATION MANAGEMENT

Course Objectives:

To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Learning Outcomes:

- Understand the dynamics of performance appraisal and performance management to develop criteria and standards for performance assessment.
- Analyze how effective appraisal systems can be linked to managerial objectives and compensation.
- Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.
- Understand incentive systems and non-economic rewards.
- Understand International aspects of Performance Appraisal and Compensation.

Course Contents:

Unit I

(3 Weeks)

Introduction: Concept, Philosophy, History from performance appraisal to performance development; Objectives of performance management system; Aligning Performance Management with Organizational Strategy, Values, and Goals; Performance planning, Process and Documentation of Performance appraisal.

References:

Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, 6th ed., Kogan Page . [Chapter 1, 2, 3 and 4]

Unit II

(3 Weeks)

Analyzing and assessing performance, Use of 360 degree feedback as performance management; Appraisal Interview; Performance Feedback; Use of technology and e-PMS; Performance management and reward systems; Performance Coaching, Mentoring and Counseling; Performance systems trends; International Aspects of PMS; Ethical perspectives in performance appraisal.

PERFORMANCE & COMPENSATION MANAGEMENT

References:

Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, 6th ed., Kogan Page . [Chapter 7, 8 and 9]

Gary Dessler, Human Resource Management, 12th ed., Prentice Hall. [Chapter 8]

Bhattacharyya, D.K.: Performance Management systems and strategies, Pearson Education. [Chapter 12, 13, 14 and 16]

Unit III

(4 Weeks)

Introduction to Job Evaluation, Methods of Job Evaluation; Company Wage Policy: Wage Components, Wage Determination, Pay Grades, Wage Surveys, Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay. Incentive plans for production employees and for other professionals, developing effective incentive plans, pay for performance; Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits, Benefits & Incentive practices in Indian industry.

References:

Gary Dessler, Human Resource Management, 12th ed., Prentice Hall. [Chapter 10 and 11]

Malkovich & Newman, Compensation, 12 ed. McGraw Hill. [Chapter 1,2,3,4,5,,6,7,8,9 and 10]

Unit IV

(2 Weeks)

Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

Special compensation situations: International compensation-managing variations, Expatriate Pay.

References:

Malkovich & Newman, Compensation, 12 ed. McGraw Hill. [Chapter 14,15 and 16]

Bhattacharyya, D.K.: Performance Management systems and strategies, Pearson Education. [Chapter 14]

PERFORMANCE & COMPENSATION MANAGEMENT

Textbooks:

1. Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, 6th ed., Kogan Page
2. Gary Dessler, Human Resource Management, 12th ed., Prentice Hall.
3. Malkovich & Newman, Compensation, 12 ed. McGraw Hill.

Additional Readings:

1. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
2. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
3. Bagchi, S. N., Performance Management, 2nd ed., Cengage Learning India
4. Richard Henderson: Compensation Management in a Knowledge Based World, 10th ed. Prentice Hall.

Teaching Learning Process:

Lecture, PowerPoint presentations, discussion. Relevant cases may also be discussed to support text.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Performance appraisal, compensation, performance management system, job evaluation, wage policy.

DSE III: MDH 605: ORGANIZATIONAL DEVELOPMENT

Course Objectives:

To familiarize the students with fundamentals of organizational development, essential interventions and effective methods in organization development.

Learning Outcomes:

- Define various terms relating to organizational development & change.
- Identify organizational situations that would benefit from OD interventions.
- Analyze activities within an organization and recommend suitable OD interventions.
- Understand the future of OD as a technique.

Course Contents:

Unit I

(3 Weeks)

Organisational Development:

Organisational Development: Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Assumptions of OD.

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 1,2 and 3]

Unit II

(3 Weeks)

Change Process and Models:

Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, Positive model), Action Research as a Process, Resistance to Change.

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 4,5 and 6]

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. [Chapter 2]

ORGANIZATIONAL DEVELOPMENT

Unit III

(4 Weeks)

Process of OD and OD Interventions:

Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third party peacemaking interventions, Comprehensive OD interventions, Structural Interventions.

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 7, 8, 9,10 and 11]

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. [Chapter 3 and 4]

Unit IV

(2 Weeks)

Evaluating OD Interventions: Evaluation, Types of Evaluation, Methods of Evaluating Interventions. Future of OD: Organisational Development and Globalization, Emerging Trends in OD

References:

French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. [Chapter 11 and 15]

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. [Chapter 6]

Textbooks:

1. French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson.
2. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., An experimental approach to Organization Development, 7th Ed. Prentice-Hall, Englewood Cliffs, N.J.

ORGANIZATIONAL DEVELOPMENT

Additional Readings:

1. Anderson, Donald L., Organizational Development: The process of leading organizational change, 4th Ed., Sage Publications.
2. Rothwell, William J., Stavros, Jacqueline M., Sullivan, Roland L., Practicing Organization Development: Leading Transformation and Change, 4th Ed. Wiley.

Teaching Learning Process:

Lecture, PowerPoint presentations, discussion. Relevant cases may also be discussed to support text.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Organizational development, organizational change, OD process, OD intervention.

DSE III: MDH 606: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective:

To explore the concepts and techniques of the essential elements of International HRM and to enable the students to recognise its critical issues .The course aims to understand HRM concerns in the cross cultural scenario.

Learning Outcomes:

The course aims to equip students to:

- i. Understand the impact of culture on Human Resource Management and how HRM differs across cultures
- ii. Comprehend issues and challenges pertaining to International HRM
- iii. Understand how International HRM can develop competencies in dealing with cross cultural issues
- iv. Understand the different functional roles of HRM in various international contexts like recruitment, selection, performance management, training, compensation and repatriation.
- v. Understand the issues and trends in International Industrial relations

Course Contents:

Unit I (3 Weeks)

Introduction to concepts of culture and nationality; Impact of culture on international business environment; Hofstede's approach; cross cultural differences at work;strategies to managing workforce diversity; Diversity management programme; International Human Resource Management:Difference between domestic and international HRM.

References:

Dowling J.P.,Festing,Engle-International Human Resource Management,Cengage Learning,Chapter 1

Rao Subba.P-International Human Resource Mangement,Himalaya Publishing,Chapter 5

Unit II (3 Weeks)

International Workforce planning and staffing: Issues in supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

References:

Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management, Excel Books Chapter 4, 12

Dowling J.P., Festing, Engle-International Human Resource Management, Cengage Learning, Chapter 5

Unit III

(3 Weeks)

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

References:

Dowling J.P., Festing, Engle-International Human Resource Management, Cengage Learning, Chapter 6, 8

Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management, Excel Books Chapter, Chapter 6, 7

Unit IV

(3 Weeks)

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNCs, Employee relations in MNCs, Response of labour unions to MNCs.

References:

Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management, Excel Books Chapter, Chapter 5, 8

Dowling J.P., Festing, Engle-International Human Resource Management, Cengage Learning, Chapter 9

Bhattacharya Kumar Deepak-Cross Cultural Management, PHI Learning, Chapter 9

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Text Books:

1. Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management, Excel Books.
2. Dowling J.P, Festing, Engle-International Human Resource Management, Cengage Learning.
3. Bhattachaya Kumar Deepak-Cross Cultural Management, PHI Learning.

Additional Readings:

1. Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management, Routledge New York.
2. Edwards, T. & Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, London: Financial Times/ Prentice Hall.

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, Presentations, Case studies, Term paper on a particular topic

Assessment Methods:

Internal assessment	25 marks
Written exam	75 marks

Keywords:

Workforce diversity, Cross cultural training, International staffing, International performance management, International industrial relations, Expatriate compensation

DISCIPLINE SPECIFIC ELECTIVE COURSE

DSE IV-Management of Global Business

DSE IV: MDG 503: INTERNATIONAL TRADE POLICY AND STRATEGY

Course Objectives:

The course aims to give an overview of international business environment and the international economic linkages, equipping students with an understanding of the role of international institutions and regional groups in the promotion of international trade. It further aims to provide a thorough understanding of the basis for international trade and related strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Learning Outcomes:

At the end of this course, students would be able to:

1. Understand what, why and how of international trade process in detail with special focus on India along with the latest trends in the world trade.
2. Analyse the trading strategies of developing countries. They will be able to analyse the impact and relation of growth with other development indicators.
3. Discuss the various factors affecting International Trade and challenges in the future

Course Contents:

Unit I

(3 Weeks)

Background and Introduction:

Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy.

Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt.

References:

Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc J.: International Economics - Theory and Practice. Pearson | Chapters 1, 2, 10 and 11

Cherunilam, Francis: International Trade and Export Management. Himalaya Publishing House | Chapters 1, 2, 3 and 6

INTERNATIONAL TRADE POLICY AND STRATEGY

Unit II

(3 Weeks)

Global Trade:

Factors behind growth of Global Trade: Labour, Resources, Location, Markets. The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements. The case of European Union and then the Brexit episode. Instruments of Trade Policy. Exchange Rates. Support from Development Supporting Institutions such as IMF

References:

Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc J.: International Economics - Theory and Practice. Pearson | Chapters 3, 5, 7, 8 and 9

Cherunilam, Francis: International Trade and Export Management. Himalaya Publishing House | Chapters 4, 5, 6, 9, 11, 12, 14 and 15

Unit III

(3 Weeks)

India and International Trade:

India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones, various export promotion schemes of Government of India like duty drawback and MEIS. An overview of foreign trade policy. FDI in India

References:

Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc J.: International Economics - Theory and Practice. Pearson | Chapters 9, 10, 11, 21 and 22

Cherunilam, Francis: International Trade and Export Management. Himalaya Publishing House | Chapters 13, 14, 15, 27, 28 and 29

Unit IV

(3 Weeks)

Developing Economies and International Trade:

Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China, ASEAN (Association of South East Asian Nations) and the four Asian tigers or Asian dragons.

INTERNATIONAL TRADE POLICY AND STRATEGY

References:

Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc J.: International Economics - Theory and Practice. Pearson | Chapters 8, 9, 10, 11, 21 and 22

Cherunilam, Francis: International Trade and Export Management. Himalaya Publishing House | Chapters 9, 11 and 13

Gionea, John: International Trade and Investment - An Asia-Pacific Perspective. McGraw-Hill | Chapter 14

Text Books: (latest editions should be referred to)

1. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc J.: International Economics - Theory and Practice. Pearson
2. Cherunilam, Francis: International Trade and Export Management. Himalaya Publishing House

Additional Readings: (latest editions of all books should be referred to)

1. Srinivasan, T.N. and Tendulkar, Suresh: Reintegrating India with the World Economy, Columbia University Press.
2. Gionea, John: International Trade and Investment - An Asia-Pacific Perspective. McGraw-Hill
3. Singh, Ram: International Trade Operations. Excel Books
4. Nelson, Carl A.: Import/Export - How to Get Started in International Trade. McGraw-Hill
5. Debroy, Bibek and Chakraborty, Debasis: The Trade Game - Negotiation trends at WTO and concerns of developing countries. Academic Foundation
6. O' Connor, David E.: Encyclopaedia of the Global Economy - A guide for students and researchers. Academic Foundation

Teaching Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.

INTERNATIONAL TRADE POLICY AND STRATEGY

3. Research reports put out by management bodies such as McKinsey and Company, EY, KPMG and Deloitte among others.
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Methods:

The total assessment of the course is for 100 marks and would be split as follows:

1. Semester end exam = 75 marks
2. Attendance = 5 marks
3. Internal = 20 marks

Keywords:

Economic Theory on International Trade; Trade Barriers; Protectionism; WTO; Asian Tigers; Outsourcing; Environmental impact of international trade; International Trade; International Business; ITeS Services; Export Promotion Zones; Balance of Payments; Balance of Trade; Trading Blocs; LPG (India) policy

DSE IV: MDG 504: TRANSNATIONAL AND CROSS CULTURAL MARKETING

Course Objectives:

- A. Identify and understand the various cultural and regional variables (and their degree of impact) and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact.
- B. Understand the nuances of cross-cultural and cross-border activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.
- C. Anticipate changes in the operating environment of a business on a global level.
- D. Read, understand, relate and be able to utilise/implement the ideas of great thinkers and researchers in the field of global marketing.

Learning Outcomes:

At the end of this course, students would be able to:

1. Identify the key skills that a (good) business (cross-cultural) manager should have.
2. Understand how the business environment affects a business; articulate the various factors and how they affect a business.
3. Understand the various tools and actions that a business has and can undertake to find (or identify or utilise) a beneficial situation within a given operating (business) environment.
4. Understand how businesses achieve growth (with focus on international expansion, operating in multiple markets, new business opportunities, market analysis etc.)
5. Articulate the various support systems that a business can use and access (governmental interventions and policies; operating market level advantages such as access to capital, quality and quantity of labour available; availability of land; size, purchasing power and buying behaviour of the target market; MNC level advantages; etc.)

Course Contents:

Unit I

(2 Weeks)

Introduction; Reasons behind international expansion; Historical Transnational trade; types of MNCs; Stages of International Exposure; Marketing across cultures and countries, Using Social Media tools.

TRANSNATIONAL AND CROSS CULTURAL MARKETING

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 1, 2 and 12

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 1, 2, 7 and 21

Unit II

(3 Weeks)

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Gender biases, Festivals, Buying Behaviour, interaction with social and governmental institutions, cultivating suppliers and retail channels; PESTEL (focus on Political and Social factors); Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 4, 5, 6, 7, 10 and 11

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 3, 4 and 5

Unit III

(3 Weeks)

Porter's Five Forces Model; Ghemawat's CAGE framework; Globalisation; Demographics and Segmentation; Assessing Market Potential, How markets behave, Selling in specific markets (Developed, Developing, Post-Communist); Right Market to enter and Right Time to enter; What (mis-selling, outdated products), Where, Why, and How are we selling; Customer needs (of the non-home market); Packaging; Selling to and in emerging markets, unique customer needs, upward social mobility, Tier 1, 2, 3 and 4 customers and markets, purchasing power and willingness to pay; Concerns and issues with available market analysis tools.

TRANSNATIONAL AND CROSS CULTURAL MARKETING

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 8, 9, 13 and 14

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 6, 8, 9, 10 and 11

Unit IV

(4 Weeks)

Strategic (and global) Alliances; Global level of competition; Product Development; People concerns (Manufacturing facilities, quality of the available workforce) E-Commerce and Changing Marketing Paradigms; Supply Chain as a source of International Advantages; Managing International Sales (Channels and Logistics); International Advertising and Promotions; Pricing for international markets, Pricing wars (War Chests), Approaches ó Full-cost v/s Variable, Skimming v/s Penetration (non-numeric), value of money, factors influencing pricing; Implementing a Global Marketing Strategy. Support Mechanisms for Exports and International Trade, International Payment Methods, Managing Risks in International Trade.

References:

Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill. | Chapters 15, 16, 17, 18 and 19

Joshi, Rakesh Mohan: International Marketing, Oxford University Press. | Chapters 12, 13, 14, 16, 18, 19, 20 and 22

Text Books: (latest editions should be referred to)

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Joshi, Rakesh Mohan: International Marketing, Oxford University Press.

Additional Readings: (latest editions of all books should be referred to)

1. Keega, Warren J.: Global Marketing Management, Prentice Hall India.
2. Muhlbache, Hans: International Marketing-A Global Perspective, Cengage Learning.
3. Varshney & Bhattacharya: International Marketing Management, Sultan Chand & Sons.

TRANSNATIONAL AND CROSS CULTURAL MARKETING

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.
3. Research reports put out by management bodies such as McKinsey and Company, KPMG and Deloitte among others.
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

- A. Semester end exam = 75 marks
- B. Attendance = 5 marks
- C. Internal = 20 marks (8 - class participation; 7 - term paper; 5 - class presentation)

Keywords:

Cross-cultural; Trans-national; International; Cultural; Cultural barriers; Regional; International business environment.

DSE IV: MDG 505: INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Course Objective:

To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the study.

Learning Outcomes:

1. Understand global accounting standards and the need for harmonization and convergence of accounting standards.
2. Appreciate the role of different accounting bodies in contributing to international accounting and reporting system.
3. Comprehend various technical aspects associated with International Financial Reporting Standards.
4. Compare the accounting standards and practices used globally.

Course Contents:

Unit I (3 Weeks)

Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.

Reference:

Frederick, D.S. Choi and G. Mueller, International Accounting, Englewood Cliffs. 2nd ed., Prentice Hall (Chapter 1)

Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, 6th ed., Wiley. (Chapter 1, 7)

Frederick, D.S. Choi and G. K. Meek, International Accounting, 7th ed., Prentice Hall (Chapter 1,2)

Unit II (3 Weeks)

International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. International Accounting Standard Board

INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

(IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.

Reference:

Frederick, D.S. Choi and G. Mueller, International Accounting, Englewood Cliffs. 2nd ed., Prentice Hall (Chapter 6)

www.iasplus.com

Unit III

(3 Weeks)

International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.

Reference:

Frederick, D.S. Choi and G. Mueller, International Accounting, Englewood Cliffs. 2nd ed., Prentice Hall

Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, 6th ed., Wiley. (Chapter 2, 7)

www.iasplus.com

Unit IV

(3 Weeks)

A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.

Reference:

Frederick, D.S. Choi and G. Mueller, International Accounting, Englewood Cliffs. 2nd ed., Prentice Hall (Chapter 3)

Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, 6th ed., Wiley. (Chapter 3,4)

Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, 1st ed., Tata McGraw Hill. (Chapter 3,4,14,15)

Frederick, D.S. Choi and G. K. Meek, International Accounting, 7th ed., Prentice Hall (Chapter 3,4,5,8)

INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Textbooks:

1. Frederick, D.S. Choi and G. Mueller, International Accounting, Englewood Cliffs. 7th ed., Prentice Hall
2. Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, 6th ed., Wiley.
3. Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, 1st ed., Tata McGraw Hill.

Additional Readings:

1. Evans, Thomas G., Taylor, Martin E. and Holzman Oscar: International Accounting and Reporting. New York, 2nd ed., Macmillan.

Teaching Learning Process:

Lecture, discussion, PowerPoint presentation, reference to annual reports and financial reports of companies.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Accounting standards, harmonization, convergence, IASB, IFRS, FVA.

DSE IV: MDG 506: MULTINATIONAL BUSINESS FINANCE

Course Objective:

The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Learning Outcome:

- Students shall have a fair understanding of the MNCs operations with respect to finance.
- They will also understand the functioning of Multilateral Agencies and their role in global economic development.
- Students will get acquaintance of the different aspects of the foreign exchange markets.

Course Contents:

Unit I

(3 Weeks)

Multinational Business Finance ó MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions ó International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

References:

Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). Multinational Business Finance (15th ed.). Pearson [Chapters: 1, & 2]

These MLAs will be studied directly from their respective websites like:

<https://www.imf.org/en/About> ; <https://www.worldbank.org/> ; <https://www.adb.org/>

<https://www.bis.org/> ; <https://www.oecd.org/>

MULTINATIONAL BUSINESS FINANCE

Unit II

(3 Weeks)

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage ó covered interest arbitrage and interest parity theory ó forecasting of foreign exchange rates.

References:

Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). *Multinational Business Finance* (15th ed.). Pearson [Chapters: 5, 6, & 9]

Unit III

(3 Weeks)

Financial management of the Multinational Firm ó Cost of Capital and Capital Structure of a Multinational Firm ó determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting ó Problems and issues in foreign investment analysis.

References:

Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). *Multinational Business Finance* (15th ed.). Pearson [Chapters: 13, 14, 15 & 18]

Unit IV

(3 Weeks)

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

References:

Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). *Multinational Business Finance* (15th ed.). Pearson [Chapters: 16, & 17]

Text Books:

1. Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). *Multinational Business Finance* (15th ed.). Pearson.
2. Shapiro, Allen C. (1995). *Multinational Financial Management*, Prentice Hall India.

MULTINATIONAL BUSINESS FINANCE

Additional Readings:

1. Levi, Maurice (1996), International Finance, McGraw Hill Inc., (4th ed.). New York, New Delhi.
2. Madura, J. (2009). International Financial Management (10thed.). New Delhi, Cengage Learning.
3. Buckley, A. (2004). Multinational Finance (5th ed.). Pearson Education.

Teaching Learning Process:

Class room lecture; Case study discussion; Numerical Problem solving; Class presentation on the assigned topic by students individually or in group; Workshop; Tutorials; Role play

Assessment Method:

1. Internal evaluation of 25% marks
 - a. Attendance 5% marks
 - b. Two internal evaluations by the teacher with 10% marks each out of which one must be a class test and other may be another test or home assignment or presentation. Faculty may take more than two assignments and (or) tests but total will be only 20% marks.
2. End term University Exam of 75% marks

Keywords:

MNCs; International Financial Institutions; Foreign Exchange Markets; Foreign Direct Investment; Multinational capital budgeting; International payment settlement

DSE IV: MDG 603: GLOBAL BUSINESS ENVIRONMENT

Course Objectives:

The purpose of this course is to give an overview of the process of globalization and its impact on business environment. The emphasis is on understanding the changes in organizations and their strategies in the global environment.

Learning Outcomes:

- Understand the process of globalisation
- Explain the gains from trade and various global trading agreements
- Identify linkages between foreign exchange and interest rates
- Define key characteristics of international institutions and agreements

Course Contents:

Unit I (3 weeks)

Globalization Process: Globalization vs internationalization; role of foreign direct investment; transnational or multinational corporations; transnational corporations as drivers of global economy; trends in globalization process; global and local markets; transnationality of firm.

References:

Janet Morrison (2002) The International Business Environment: Diversity and the Global Economy. 2nd ed Palgrave Macmillan (Chapter 2)
Sonia Gupta (2015) International Business. Mc Graw Hill Education (India) Pvt. Limited. (Chapter 7)

Unit II (4 weeks)

World trade and International Competitive Environment: International trade theories (theory of comparative advantage, newer trade theories, porter's theory of competitive advantage, product life cycle theory); Trade policy and national priorities; tools of Government trade policy; International regulation of trade (GATT principles, WTO); Regionalism (EU, NAFTA, Regionalism in Asia); Regionalism vs Multilateralism; developing countries and world trade; globalization and world trading system.

References:

Janet Morrison (2002) The International Business Environment: Diversity and the Global Economy. 2nd ed Palgrave Macmillan (Chapter 9)

GLOBAL BUSINESS ENVIRONMENT

Sonia Gupta (2015) International Business. Mc Graw Hill Education (India) Pvt. Limited.
(Chapter 10 and Chapter 11)

Unit III **(2 weeks)**

International Financial Environment: Foreign direct investments (pattern, structure and effects); movements in foreign exchange and interest rates and their impact on trade and investment flows.

References:

Sonia Gupta (2015) International Business. Mc Graw Hill Education (India) Pvt. Limited.
(Chapter 14 and Chapter 15)

Unit IV **(3 weeks)**

International Financial Institutions and Agreements: IMF, World Bank, UNCTAD, agreement on textile and clothing (ATC), GSP, GSTP and other international agreements; International commodity trading and agreements, International liquidity.

Reading: Janet Morrison (2002) The International Business Environment: Diversity and the Global Economy. 2nd ed Palgrave Macmillan (Chapter 11)

References:

Sonia Gupta (2015) International Business. Mc Graw Hill Education (India) Pvt. Limited.
(Chapter 16)

Text Books:

1. Janet Morrison (2002) The International Business Environment: Diversity and the Global Economy. 2nd ed Palgrave Macmillan.
2. Sonia Gupta (2015) International Business. Mc Graw Hill Education (India) Pvt. Limited.

Additional Readings:

1. Sumati Verma (2017). International Business: 3rd ed, Pearson India Education Services Pvt. Ltd.

Note: Latest editions of all readings to be used

Teaching Learning Process:

Lectures, class room discussions, team paper, presentations, case studies

GLOBAL BUSINESS ENVIRONMENT

Assessment Methods:

- Internal Assessment 25 marks
- Written Theory Exam 75 marks

Key Words:

Gains from trade, trade theories, exchange rate, international agreements, international economic institutions, trade policy

DSE IV: MDG 604: INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Course Objective:

To familiarize the students with the essential elements of the Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

Learning Outcomes:

- Understand and analyze operations and supply chain management issues in a firm.
- Analyze the global business environment.
- learn the integration of business processes across organizations
- Learn to create models that help businesses determine the supply chain and operations processes, adding value to the company and supporting outstanding customer service.

Course Contents:

Unit I

(3 Weeks)

Introduction to Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, International Distribution Management: Types of Intermediaries, Channel Selection and Management.

References:

Rushton, A., Croucher, P. and Peter Baker: Handbook of Logistics and Distribution Management, Kogan Page Pub , 4th edition, (Chapter 4, 32)

Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education , 4th edition, (Chapter 1, 9,11)

Chopra Sunil and Meindl Peter: Supply Chain Management, Pearson Education, (Chapter 1, 2, 3,4,5)

Unit II

(3 Weeks)

Strategic issues in Supply Chain ó Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms, Third Party Logistics, 4PL(Fourth Party Logistics), Reverse Logistics.

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

References:

Rushton, A., Croucher, P. and Peter Baker: Handbook of Logistics and Distribution Management, Kogan Page Pub , 4th edition, (Chapter 1,12,13,31,36)

Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education , 4th edition, (Chapter 11)

Chopra Sunil and Meindl Peter: Supply Chain Management, Pearson Education, (Chapter 11,14,15,17)

Unit III

(3 Weeks)

Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.

References:

Chopra Sunil and Meindl Peter: Supply Chain Management, Pearson Education, (Chapter 5,6,8)

Unit IV

(3 Weeks)

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration, SCOR Model.

Global Supply Chain: Societal, business, cultural contexts and impact. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies

References:

Rushton, A., Croucher, P. and Peter Baker: Handbook of Logistics and Distribution Management, Kogan Page Pub , 4th edition, (Chapter 29)

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education , 4th edition, (Chapter 9)

Textbooks:

1. Rushton, A., Croucher, P. and Peter Baker: Handbook of Logistics and Distribution Management, Kogan Page Pub , 4th edition
2. Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education , 4th edition
3. Chopra Sunil and Meindl Peter: Supply Chain Management, Pearson Education

Additional Readings:

1. Ballou, R. H.: Business Logistic Management, Prentice Hall.
2. Bowersox, D. J., David, J & Cooper: Supply Chain Logistics Management. McGraw Hill
3. Alan Harrison, Remko Van Hook: Logistics Management and Strategy-Competing Through the Supply Chain, Pearson Education.

(Latest Edition may be used)

Teaching Learning Process:

The teaching learning process will consist of imparting key concepts of supply chain to the students. To make the lectures interesting use of PPTs and audio visual presentation is advisable as and when needed. The students should be encouraged to attempt real life business/ managerial problems through projects and case studies.

Assessment Methods:

Assessment of the students will take place on a continuous evaluation basis. It will primarily consist of class test, assignment, case studies, presentation and attendance.

Internal Assessment: 25 marks (including 5 marks for attendance)

End term written examination: 75 marks

Keywords:

Supply chain, subcontracting, Distribution, Retailer- supplier partnership, Inventory Management, Logistics, Functional Integration, Sectoral Integration

DSE IV: MDG 605: INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS

Course Objective:

This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Learning Outcomes:

- To facilitate the understanding of process and economic rationales of corporate restructuring tools such as Joint Ventures and Mergers & Acquisitions, particularly in International domain of operation.
- To enable the deep understanding of techniques of application of M&As and Joint Ventures.
- To enable to apply the valuation techniques to M&A as well as Joint Venture assessment and decision making.
- To enable the student to acquire analytical skills in analyzing real-world cases in the need for M&A as well as Joint Venture in a respective International ventures.
- To develop skills in group work, including communication, collaboration, and presentation.

Course Contents:

Unit I (2 Weeks)

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

References:

J. Fred Weston, Kwang S. Chung, Susan E. Hoag. "Mergers, restructuring and corporate control", Prentice Hall of India [Chapter: 14]

Unit II (4 Weeks)

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares,

INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS

leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

References:

J. Fred Weston, Kwang S. Chung, Susan E. Hoag. *Mergers, restructuring and corporate control*, Prentice Hall of India [Chapter: 1, 2, 3, 16, 17, 18, 19 & 20]

Boeh, Kevin K and Beamish, Paul W. *Mergers and Acquisitions Text and Cases*, Sage South Asia Edition [Chapter: 1 & 2]

Unit III

(4 Weeks)

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

References:

J. Fred Weston, Kwang S. Chung, Susan E. Hoag. *Mergers, restructuring and corporate control*, Prentice Hall of India [Chapter: 6, 7, 12 & 13]

Boeh, Kevin K and Beamish, Paul W. *Mergers and Acquisitions Text and Cases*, Sage South Asia Edition [Chapter: 3, 5 & 10]

Unit IV

(2 Weeks)

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

References:

J. Fred Weston, Kwang S. Chung, Susan E. Hoag. *Mergers, restructuring and corporate control*, Prentice Hall of India [Chapter: 24 & 25]

Boeh, Kevin K and Beamish, Paul W. *Mergers and Acquisitions Text and Cases*, Sage South Asia Edition [Chapter: 7 & 9]

INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS

Text Books:

1. J. Fred Weston, Kwang S. Chung, Susan E. Hoag. "Mergers, restructuring and corporate control", Prentice Hall of India
2. Boeh, Kevin K and Beamish, Paul W. "Mergers and Acquisitions Text and Cases", Sage South Asia Edition

Additional Readings:

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (latest Ed.). Pearson Education
2. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
3. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (latest ed.). International Book House Pvt. Ltd.

Teaching Learning Process:

Class room lecture; Case study discussion; Numerical Problem solving; Class presentation on the assigned topic by students individually or in group; Workshop; Tutorials; Role play

Assessment Method:

1. Internal evaluation of 25% marks
 - a. Attendance 5% marks
 - b. Two internal evaluations by the teacher with 10% marks each out of which one must be a class test and other may be another test or home assignment or presentation. Faculty may take more than two assignments and (or) tests but total will be only 20% marks.
2. End term University Exam of 75% marks

Keywords:

Joint Ventures; Mergers and Acquisitions; Deal Valuation; Post-Merger Evaluation; Synergy; Takeover Code 2011

DSE IV: MDG 606: CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

Course Objectives:

The course aims to understand HRM concerns at the international stage. The course will provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues for MNCs and other organizations operating beyond their home markets.

Learning Outcomes:

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

1. Understand the different meanings and dimensions of culture.
2. Introduce the various frameworks in international HRM.
3. Understand the impact of culture on HR practices.
4. Develop strategies for managing cultural issues in global organizations.

Course Contents:

Unit I (2 Weeks)

What is IHRM; HR and Strategic Fit; Talent Management in a global business; Key global HR ideas (Employee Participation, Work-Life Balance, Ethics in Business, Employee Contribution, Employee Safety, Apprenticeships, State Controlled Free Trade, Militant Unionism); Protectionist perceptions and impact on HR; Immense variety in IHRM practices and policies.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 1 and 2

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 1, 2, and 3

Unit II (4 Weeks)

Emerging and growing business centres and economies; Ubiquity of and preference for local norms and HR practices; basic IHRM differences and cultural variables, Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.), Language and Interpretation challenges, High and Low context cultures, Gender biases, Employee Behaviour, interaction with social and governmental institutions, managing vendor and retail channels; PESTEL (focus on social,

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

technological, environmental and legal factors); Availability of skilled manpower; Variety in perception of and attitudes towards IHRM by local employees and Corporate HR; Discrimination in policies towards home and non-home employees; Types of MNCs and Organizational structures and their impact on HR needs and HR management with specific focus on IHRM situations; Diversity and Sensitivity Trainings for all employees of an MNC; Approaches to staffing in IHRM.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 2, 3 5, 8 and 9

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 4, 5, 9, 10 and 12

Unit III

(3 Weeks)

Employee needs at the corporate, home and non-home levels; Approaches to movement (ethnocentric, regiocentric, polycentric); Factors supporting the creation of a globally mobile workforce; Expatriates and inpatriates (PCN, HCN, TCN); Operating realities and availability of facilities and resources at home and non-home operations; Specific requirements of expatriation and inpatriation movements; Factors affecting movement decisions; Preparing and supporting employees for movements (both outward and inward); Specific situations of women and special needs managers; Evaluating performance of moved employees, Evaluation biases, Needs and issues; Global compensation practices and concerns, COLA, Reallocation expenses, Value of Money, Base for Salary, Tax management, Productivity Stabilisation time; Evaluating the impact of expatriation in performance and costs.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 5, 6 and 8

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 6, 7, 11 and 14

Unit IV

(3 Weeks)

Stereotyping and related cultural issues and managing their impact on employees; Diversity, Managing diversity, Variations creating diversity, Managing diversity in hiring and other HR practices on an IHRM level; Industrial Relations, Cultural elements in IR, Concerns in

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

transposing best practices and operating practices across cultures, IR situations across different countries and cultures, Ethics in IR and Employee management, Union Management by MNCs; Country specific factors affecting IHRM practices; Basic IHRM theories (Hertzberg's 2 Factor Theory, Hofstede's 4 Dimensions of Culture, Different interpretations of Maslow's Hierarchy of Needs across cultures); Leadership styles across different operating countries and cultures; Team management in IHRM situations and MNCs), Issues in managing globally diverse and dispersed teams; Recent trends in IHRM, Ethics, CSR, Employee activism, Developing organizational capabilities, HR Outsourcing, e-Enablement of HR activities, HR and IHRM as a source of competitive advantage, Rise of the Gig economy, Meeting the demands of international expansion, Managing the factors that influence the global work environment, IHRM and Control; Managing Cross-border mergers and acquisitions, Relevance, Concerns, Role of IHRM; IHRM as a Strategically important part of any organization, especially an MNC.

References:

Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning. | Chapters 2, 4, 9 and 10

Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books. | Chapters 8, 11 and 13

Text Books: (latest editions should be referred to)

1. Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning.
2. Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books.

Additional Readings: (latest editions of all books should be referred to)

1. Tarique, I., Schuler, R.S. and Briscoe, D.R.: International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge New York.
2. Rosemary, Lucas, Lupton, Ben and Mathieson, Hamish: Human Resource Management in an International Context, Jaico Publication House.
3. Browaeys M.J. and Price R.: Understanding Cross Cultural Management, Prentice Hall.

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

4. Edwards, T. and Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, London: Financial Times/ Prentice Hall.

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Case studies
2. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review, Strategy+Management and MIT Sloan Management Review among others of a comparable quality.
3. Research reports put out by management bodies such as McKinsey and Company, EY, KPMG and Deloitte among others.
4. Classroom discussions based on points 1-3 and other parts of the course contents.
5. Classroom presentations by the students on teacher assigned topics.

Assessment Method:

The total assessment of the course is for 100 marks and would be split as follows:

1. Semester end exam = 75 marks
2. Attendance = 5 marks
3. Internal = 20 marks (12 - class participation; 8 - term paper)

Keywords:

Outsourcing; Expatriates, Industrial HRM, IHRM in Mergers & Acquisitions; Stereotyping; Cultural Variables; MNC; COLA; Hertzberg's 2 Factor Theory; Hofstede's 4 Dimensions of Culture; Maslow's Hierarchy of Needs; Skilled Manpower; Diversity; Protectionism

SKILL ENHANCEMENT COURSES (SEC)

SEC: MS 305: ADVANCED SPREADSHEET TOOLS FOR BUSINESS ANALYSIS

Course Objectives:

This course is designed to enable students understand this powerful tool to manipulate huge amounts of data, automate tasks and present complex information in a professional manner. This course will create more job opportunities for you and you will be a valuable candidate for your employers for your great analyzing skills.

Learning Outcomes:

After studying this course, you will be able to-

1. Use advanced graphs very quickly.
2. Automate your spreadsheets with macros and VBA
3. Solve complex problems using superpower functions
4. Develop PivotTables and Power Pivots.
5. Create advance spreadsheets in various Industrial areas

Course Content:

Unit I

(3 weeks)

Excel advanced techniques:

Templates, Efficiency and Risk, Data Validation; Functions and Super Powers, Array Formulae, Tables, Advanced Range Names, What If Analysis, Problem Solving using Solver

References:

Chandan Sengupta, Financial Analysis and Modeling Using Excel and VBA [Part 1, Chapter 4-8]

Wayne Winston, MS Excel 2016, Data Analysis & Business Modelling [Chapter 29-35, 40, 88] Unit II (3 weeks)

Unit II

(3 weeks)

Excel Interactivity and Automation:

Index and Match, Offset, Dynamic Charting, Database functions, Text functions and Error functions: IfError, IsError, Aggregate, Circular Reference, Formula Auditing, Floating Point Errors, Form Controls, Visual Basic and Macros, Automating other applications from Excel.

References:

Wayne Winston, MS Excel 2016, Data Analysis & Business Modelling [Chapter 4-6, 10-23, 89]

ADVANCED SPREADSHEET TOOLS FOR BUSINESS ANALYSIS

Unit III

(3weeks)

Introduction to VBA:

Conditional Formatting, Charts that Inspire, Slicers, Sparklines, Graphics Tricks and Techniques, Worksheet Automation using Macros: Absolute and relative macros, Editing macros, Creating new functions, Use of spinner buttons and command buttons.

References:

Alexander Michael, Kusleika Dick , Excel 2016 Power Programming with VBA[Part I, Chapter 5

Wayne Winston, MS Excel 2016, Data Analysis & Business Modelling [Chapter 24, 27, 47-52]

Unit IV

(3 weeks)

Data Analysis and Decision Making:

Working with External Data, Advanced Uses of PivotTables, PowerPivot, Reporting with PowerPivot, Dashboard, Creating spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll Accounting; Problem Solving using Solver, Breakeven analysis and Sensitivity analysis; Operations Management: Constraint optimization, Assignment Problems; Transportation Problems Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression Analysis

References:

Alexander Michael, Kusleika Dick , Excel 2016 Power Programming with VBA[Part I, Chapter 5,7, Part II: Chapter 8-12]

Wayne Winston, MS Excel 2016, Data Analysis & Business Modelling [Chapter 53-59]

Text Books:

1. Excel 2016 Power Programming with VBA, Michael Alexander, Dick Kusleika, Wiley
2. Financial Analysis and Modeling Using Excel and VBA, Chandan Sengupta, Second Edition, Wiley Student Edition
3. MS Excel 2016, Data Analysis & Business Modelling, Wayne Winston, PHI

ADVANCED SPREADSHEET TOOLS FOR BUSINESS ANALYSIS

Additional Readings:

1. Microsoft Excel 2016 - Data Analysis and Business Modeling Paperback ó 1 May 2017
Wayne L. Winston, Microsoft Press
2. Microsoft Excel Practical Formulae: From Basic Data Analysis to Advanced Formulae
Manipulation Diane Griffiths
3. Financial Modelling, 4th Edition, Simon Benninga, The MIT Press

References:

1. Microsoft Excel 2010 Bible, John Walkenbach, Wiley
2. Fundamentals of Database Systems, 7th Edition, Elmasari, Ranez and Shamakant
B.Navathe- (2016), Pearson Education
3. Advance Excel 2016 in Depth Paperback ó 15 Jul 2016 Bill Jele, BPB Publications
4. Advance Excel 2016 training guide, Ritu Arora BPB Publications

Teaching Learning Process:

Class room lecture, Practical Lab Session, Problem solving, Class presentation on the assigned topic by students individually or in groups, Workshop

Assessment Method:

1. Practical exam of 50% marks
2. End term University Exam of 50% marks

Keywords:

Templates, Data Validation, What If Analysis, Problem Solving using Solver, Dashboard, Visual Basic and Macros

SEC: MS 306: SOFTWARE FOR DATA EXTRACTION AND ANALYSIS

Course Objectives:

This course is about how to obtain data from financial database and how to use R language for statistical & econometrics applications. The main objective is to develop skills that can help in solving your research problems.

Prerequisites - Basic knowledge of statistics is desired.

Learning Outcomes:

After studying this course, you will be able to-

1. How to obtain data from financial database (Prowess IQ)
2. How to perform data analysis using R
3. Use of R and prowess in research.

Course Content:

Unit I

(4 weeks)

An Introduction to financial database Prowess IQ from CMIE: Creating company set-, creating spreadsheets, use of elements in Ribbons ó Company address and identity indicators, business segments and products, Ownership structure and governance indicators, Financial Statements, Stock prices and capital changes, Capex and M&A, indices and index number. Formulating queries and advance queries Student is expected to be able to extract different types of data for an index, an industry and company data Selection of company/s, period to be studied. Data extraction from balance sheet, profit & loss statement and cash flow statements Stock market data- price and volume, BSE/NSE, adjusted prices Saving and exporting data to a spreadsheet for further analysis.

References:

[https://www.prowess.com/\(PDF Page 1-25\)](https://www.prowess.com/(PDF Page 1-25))

Unit II

(4 weeks)

Overview of the R language: Generating R code, data structures, creating functions, conditional formatting, looping, list, dictionary, array. Using R studio, Scripts, Text editors for R, Graphical User Interfaces (GUIs) for R, installing packages and libraries, Variable classes (factor, numeric, logical, complex, missing), matrices operations, Data sets included in R packages, Summarizing and exploring data. Data cleaning and mining. Using data from

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external files- reading& writing data to external files, Creating and storing R workspaces, Basic exploratory graphics, Mathematical operations.

References:

Sekhar, Kumar and Kasa, Programming with R; Cengage Learning [Chapter 1-8]

Unit III

(4 weeks)

Analysis of data Using R: Descriptive Statistic of data. Estimating a Multiple Regression Equation by Ordinary Least Squares, Violations of Classical Assumptions: multicollinearity, heteroscedasticity, autocorrelation and model specification errors, their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions, goodness of fit. Testing of stationarity. Panel data models estimation.

References:

Sekhar, Kumar and Kasa, Programming with R; Cengage Learning [9 and10]

Text Books:

1. Sekhar, Kumar and Kasa, Programming with R; Cengage Learning

Additional Readings:

1. Vishwanathan, Data Analytics with R- A hands on approach; Infivista Inc.
2. Chang, R Graphics Cookbook- Practical Recipes for Visualizing Data; OøReilly Media

Teaching Learning Process:

Class room lecture, Lab sessions, Workshop, Project Assignments.

Assessment Method:

1. Practical evaluation of 50% marks
2. End term University Exam of 50% marks

SOFTWARE FOR DATA EXTRACTION AND ANALYSIS

Teaching and Learning Process:

This course will be taught using a mix of the following tools:

1. Relevant Case studies
2. Hands on practice on prowess and R
3. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review,

Assessment Method:

- Internal Assessment : 25 marks
- Practical : 25 marks
- Written Theory Exam : 50 marks

Keywords:

Prowess, R- software, Stata, Multiple Regression and Classical Assumptions

SEC: MS 307: IT TOOLS FOR BUSINESS

Course Objectives:

To enable students develop IT skills that are a pre-requisite in today's work environment. With greater human-computer interaction in each sphere of work, this course will equip them with basic computing skills that will enhance their employability in general.

Learning Outcomes:

- Use word-processor to generate documents with appropriate formatting, layout, review and referencing.
- Manage data in worksheets and workbooks and analyze it using spreadsheet functions and inbuilt formulas.
- Draw analysis on data using spreadsheets to make decisions.
- Make meaningful representations of data in the form of charts and pivot tables.
- Manage data in database tables and use the same for generating queries, forms and reports.

Course Contents:

Unit I

(3 Weeks)

Spreadsheets

Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define; Exchanging data using clipboard, object linking and embedding; Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae; Implementing file level security and protecting data within the worksheet; Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions.

References:

Microsoft Excel 2016 Step by Step, by Curtis Frye (Chapter 1, 2, 3, 4, 6, 11)

Microsoft Office 2016 Step by Step, by Joan Lambert, Curtis Frye (Chapter 6 and 8)

IT TOOLS FOR BUSINESS

Unit II

(3 Weeks)

Data Analysis in Spreadsheets:

Consolidating worksheets and workbooks using formulae and data consolidate command; Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver), Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics, Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Introduction to recording and execution of macros.

Reference:

Microsoft Excel 2016 Step by Step, by Curtis Frye (Chapter 7, 8, 9, 10, 11, 12)

Microsoft Office 2016 Step by Step, by Joan Lambert, Curtis Frye (Chapter 8 and 9)

Unit III

(3 Weeks)

Word-processing:

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders; Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders; Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa; Create newspaper columns, indexes and table of contents, Spell check your document using inbuilt and custom dictionaries, checking grammar and style , using thesaurus and finding and replacing text; Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography; Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else; Linking and embedding to keep things together.

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References:

Microsoft Word 2013 Step by Step, by Joan Lambert, Joyce Cox (Chapter 2, 3, 4, 5, 6, 12, 13, 14, 15)

Microsoft Office 2016 Step by Step, by Joan Lambert, Curtis Frye (Chapter 3, 4, 5)

Unit IV

(3 Weeks)

Databases

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering; Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria; Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups; Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

References:

Microsoft Access 2013 Step by Step, by Joyce Cox, Joan Lambert (Chapter 1, 2, 3, 4, 5, 6, 7, 8, 9)

Microsoft Office Access 2003 Step by Step, Online Training Solutions Inc. (Chapter 1, 2, 4, 5, 6, 7)

Textbooks:

1. Microsoft Office Professional 2013 Step by Step by Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch.
2. Office 2019 for Dummies for Dummies by Wallace Wang, Wiley
3. Microsoft Office 2019 Step by Step, by Joan Lambert, Curtis Frye

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Additional Readings:

1. Excel 2013 Charts and Graphs, Jelen, Pearson, Microsoft Press, U.S.
2. Excel 2013 Pivot Table Data Crunching, Jelen, Pearson
3. Access 2019 Bible 2013 by AlexanderMichael, Wiley

Teaching Learning Process:

Lecture, demonstration of software application, videos, PowerPoint presentations, exercise based on data and lab assignments.

Assessment Methods:

- Internal Assessment : 25 marks
- Practical : 25 marks
- Written Theory Exam : 50 marks

Keywords:

Spreadsheet, workbook, worksheet, formula, function, data, document, formatting, mail merge, database, table, query, form, report.

SEC: MS 308: PERSONALITY DEVELOPMENT AND COMMUNICATION

Course Objective:

To develop inter personal, effective communication, problem solving skills and understand its influence on behaviour and attitudes of individuals.

Learning Outcomes:

- Understand the importance of oral and written communication in day-to-day working of the organisation
- Develop inter personal skills and problem-solving skills
- Understand the role of body language in effective communicate

Course Contents:

Unit I

(3 Weeks)

Introduction, need for Communication, Process of Communication, Written and Verbal Communication, Visual communication, Signs, Signals and Symbols, Silence as a Mode of Communication, Inter-cultural, Intra-cultural, Cross-cultural and International communication, Communication through Questionnaires, Business Letter Writing, Electronic Communication

References:

Kushal Jin-Business Communication,VK India,Chapter 1,2,11,18

Unit II

(3 Weeks)

Business Cases and Presentations, Letters within the Organizations, Letters from Top Management, Circulars and Memos, Business Presentations to Customers and other stakeholders, presenting a Positive Image through Verbal and Non-verbal Cues, Preparing and Delivering the Presentations, Use of Audio-visual Aids, Report Writing.

References:

Kushal Jin-Business Communication,VK India,Chapter 16,17

Unit III

(4 Weeks)

Barriers to Communication, Improving Communication Skills, Preparation of Promotional Material, Non-verbal communication, Body language, Postures and gestures, Value of time, Organizational body language, Importance of Listening, Emotional Intelligence. Working individually and in a team, Leadership skills, Leadership Lessons, Team work and Team

PERSONALITY DEVELOPMENT AND COMMUNICATION

building, Feedback, Feed forward Interpersonal skills ó Delegation, Humour, Trust, Expectations, Values, Status, Compatibility and their role in building team ó work Conflict Management ó Types of conflicts, how to cope with conflict.

References:

Kushal Jin-Business Communication,VK India,Chapter 5,7

Krishnamacharyulu C.S.G,Ramakrishnan Lalitha-Personality Development, Interpersonal Skills and Career Management,Himalaya Publishing,Chapter 6

Unit IV

(2 Weeks)

Negotiation Skills, Types of Negotiation, Negotiation Strategies, Selling skills ó Selling to customers, Selling to Superiors Selling to peer groups, team mates and subordinates, Conceptual selling, Strategic selling, Selling skills ó Body language.

References:

Corvette Budjac-Conflict Management: A Practical Guide to Developing Negotiation Strategies,Pearson,Chapter 2,4,5,6

Text Books:

1. Kushal Jin-Business Communication,VK India.
2. Krishnamacharyulu C.S.G,Ramakrishnan Lalitha-Personality Development, Interpersonal Skills and Career Management,Himalaya Publishing.
3. Corvette Budjac-Conflict Management: A Practical Guide to Developing Negotiation Strategies,Pearson.

Additional Readings:

1. Mitra, B.K., Personality Development and Soft Skills, Oxford University Press
2. Kumar Sanjay and Pushplata,Communication Skills,Oxford University Press
3. Mandal S.K,Effective Communication and Public Speaking,Jaico Publishing

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, Role plays, Presentations, Group Discussions, Case studies

PERSONALITY DEVELOPMENT AND COMMUNICATION

Assessment Methods:

Practical + Internal assessment - 50 marks

Written exam - 50 marks

Keywords:

Process of Communication, Non Verbal Communication, Negotiations, Interpersonal skills

SEC: MS 405: STATISTICAL SOFTWARE PACKAGE

Course Objectives:

To familiarize students with data analysis using a statistical software package like SPSS or any other equivalent. To provide skills for research analysis and increase employability. To lay a foundation for advance data analysis work and higher education.

Learning Outcomes:

- Understand basic functions of statistical software package for managing variables and generate descriptive statistics to describe the data and analyze data through graphs and charts.
- Test differences in sample means.
- Identify relationships between variables and develop models for predicting dependent variables on the basis of independent variables.
- Understand data structures and identify clusters in data.
- Identify principal components that are relevant from a host of variables.

Course Contents:

Unit I

(3 Weeks)

Getting started with the software:

Introduction: Data Entry, Storing and Retrieving Files, Generating New Variables; Managing Data- Listing cases, replacing missing values, computing new variables, recoding variables, selecting cases, sorting cases, merging files, Graphs- Creating and editing graphs and charts; Descriptive Statistics Procedures: Frequencies, Descriptive, Explore, Cross Tabulation.

Reference:

Performing Data Analysis using IBM SPSS, Lawrence S. Meyers, Glenn C. Gamst, A. J. Guarino, Wiley Publication (Chapters 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 13, 14 and 16)

Unit II

(3 Weeks)

Hypothesis Testing for Means:

T-tests: One sample test, Independent samples and paired samples t-test; Anova - One way analysis of variance with post hoc analysis, Two way analysis of variance.

Reference:

Performing Data Analysis using IBM SPSS, Lawrence S. Meyers, Glenn C. Gamst, A. J. Guarino, Wiley Publication (Chapters 44, 45, 46, 47, 50 and 51)

STATISTICAL SOFTWARE PACKAGE

Unit III

(3 Weeks)

Testing for relationship between variables:

Parametric and Non-Parametric Chi-square analysis; Bivariate Correlation and simple scatter Plot; Linear Regression: Simple Linear Regression, Multiple regression analysis with matrix scatter plot; Binary Logistic Regression, Discriminant Analysis.

Reference:

Performing Data Analysis using IBM SPSS, Lawrence S. Meyers, Glenn C. Gamst, A. J. Guarino, Wiley Publication (Chapters 61, 62, 63, 65, 22, 24, 26, 30 and 55)

Unit IV

(3 Weeks)

Analysis of Structure:

Cluster analysis: Hierarchical Cluster analysis, K-Means Cluster Analysis; Factor analysis / Principal Components Analysis

Reference:

Performing Data Analysis using IBM SPSS, Lawrence S. Meyers, Glenn C. Gamst, A. J. Guarino, Wiley Publication (Chapters 59, 60, and 38)

Textbooks:

1. Performing Data Analysis using IBM SPSS, Lawrence S. Meyers, Glenn C. Gamst, A. J. Guarino, Wiley Publication
2. SPSS for Windows Step by Step A Simple Guide and Reference, Darren George and Paul Malley
3. SPSS in Simple Steps, Kiran Pandya, Smruti Bulsari, Sanjay Sinha, Dreamtech Press

Additional Readings:

1. Using SPSS in Research, Dr. Radha Mohan, Neelkamal.

Teaching Learning Process:

Lecture, demonstration of software application, videos, PowerPoint presentations, data analysis using software and lab assignments.

Assessment Methods:

- Internal Assessment : 25 marks
- Practical : 25 marks

STATISTICAL SOFTWARE PACKAGE

- Written Theory Exam : 50 marks

Keywords:

Data, variables, hypothesis, t-test, ANOVA, correlation, regression, cluster analysis, factor analysis, Discriminant analysis.

SEC: MS 406: E-Commerce

Course Objective:

The objectives of the course are to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general. In addition, this skill enhancement paper will provide elementary knowledge to students to acquaint with the art and skill of developing websites using relevant software tools.

Learning Outcomes:

The aim of the course is to introduce students to:

- (1) Fundamental principles of e-Business and e- Commerce and the role of Management,
- (2) Underlying used technologies with emphasis on Internet Technologies,
- (3) Application of tools and services to the development of small scale e-Commerce applications.

Course Contents:

Unit I (3 Weeks)

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C. E-commerce: Business Models and Concepts. Business to Business e-commerce: Meaning, benefits and opportunities in B2B, key B2B models and their main functions, EDI as a B2B tool. E-core values: ethical issues, legal issues, taxation issues and international issues.

References:

Elias. M. Awad, "Electronic Commerce", Prentice-Hall of India Pvt Ltd. (Latest Edition)
[Chapter 1, 11, 12]

Unit II (3 Weeks)

E-Commerce- A Consumer Oriented Approach: Traditional v/s E-Retailing, Key success factors in E-retailing, Models of E-retailing, and Characteristics of E-retailing. E-services: Categories of E-services, Web-enabled services, matchmaking services, Information selling on the web, E-entertainment, Auctions and other specialized services.

E-Commerce

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, e-broker and e-services like web-enabling services, information selling on the web, entertainment services and auction services.

References:

Elias. M. Awad, "Electronic Commerce", Prentice-Hall of India Pvt Ltd. (Latest Edition) [Chapter 10]

Dave Chaffey, e-Business and E-Commerce Management- Strategy, Implementation and Practice (Fifth Edition) [Chapters 8]

Unit III

(3 Weeks)

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, intranets and extranets ,The making of world wide web, web system architecture, ISP, URLs and HTTP, cookies.

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value.

References:

Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, e-commerce Fundamentals and Applications, Wiley Publications (Student Edition) [Chapters 2,11,14]

Dave Chaffey, e-Business and E-Commerce Management- Strategy, Implementation and Practice (Fifth Edition) [Chapters 3,9]

Elias. M. Awad, "Electronic Commerce", Prentice-Hall of India Pvt Ltd. (Latest Edition) [Chapters 7,8,9]

Unit IV

(3 Weeks)

Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.

Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams

Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL. Internet payment systems: Features of payment methods,

E-Commerce

4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH

References:

Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, *E-commerce Fundamentals and Applications*, Wiley Publications (Student Edition) [Chapters 3,7,8,10]

Text Books:

1. Laudon and Carol G. Traver, "E-commerce: business, technology, society," Kenneth Addison Wesley. (Latest Edition)
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, *E-commerce Fundamentals and Applications*, Wiley Publications (Student Edition)
3. Elias. M. Awad, "Electronic Commerce", Prentice-Hall of India Pvt Ltd. (Latest Edition)

Additional Readings:

1. Efraim Turban, Jae Lee, David King, H. Michael Chung, *Electronic Commerce ó A Managerial Perspective*", Addison Wesley. (Latest Edition)

Teaching Learning Process:

Lectures, Presentations, Case studies, Practical classes in labs, Test/ Term paper on a given topic, Virtual Website making project.

Assessment Methods:

Practical + Internal assessment - 50 marks

Written exam - 50 marks

Keywords:

E commerce, Technology, Consumer oriented, HTML, Business, Internet

SEC: MS 407: BASIC ECONOMETRICS USING SOFTWARE

Course Objective:

This course provides basic econometric concepts, understanding through software. It covers estimation and diagnostic testing of simple and multiple regression models.

Learning Objective:

After studying this course, you will be able to

1. Understanding of basic econometrics and its assumptions and impact of violations of classical assumptions
2. Interpretation of regression model
3. Interpretation of functional forms of regression model.

Course Contents:

Unit I (3 Weeks)

Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related to Parameters δ Simple and Joint.

References:

- Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 1-9]
Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill. [Chapter1-3]

Unit II (3 Weeks)

Assumptions Violations; understanding of assumptions, what is the consequences if violated, their identification, how to take care.

- **Zero Mean of error**
- **Homoscedasticity**
- **Autocorrelation**
- **Uncorrelatedness of regressor and disturbance**
- **Normality**
- **Non-Stochastic Regressor**

References:

- Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 10-13]
Gujarati, N. Damodar. Econometrics by Examples. New Delhi: McGraw Hill. [Chapter 4-7]

BASIC ECONOMETRICS USING SOFTWARE

Unit III (3 Weeks)

Outliers & Influential Points; understanding, deduction and how to take care. goodness of fit.

References:

Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 3 and 4]

Unit IV (3 Weeks)

How to report results of the Regression?

How to decide which Regression Model provides a better fit?

Interpretation of functional forms of regression model.

Scaling effect in Regression

Point and Interval Estimation of parameters of the Regression Model

References:

Gujarati, N. Damodar. Basic Econometrics. New Delhi: McGraw Hill. [Chapter 5]

Recommendation Computer Package to be Used: such as R, Stata.

Text Books:

1. Christopher Dougherty (2007). Introductory Econometrics (3rd ed.). Oxford University Press.
2. Gujarati, Damodar Basic Econometrics (4th ed.). New Delhi: McGraw Hill.

Additional Readings:

1. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.). Singapore: McGraw Hill.
2. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

Teaching Learning Process:

This course will be taught using a mix of the following tools:

1. Relevant Case studies
2. Hands on practice on stata and R
3. Relevant and important articles from academic linked journals in the domain of Management such as Harvard Business Review,

BASIC ECONOMETRICS USING SOFTWARE

Assessment Method:

Practical + Internal assessment - 50 marks

Written exam - 50 marks

Keywords:

Prowess, R- software, Stata, Multiple Regression and Classical Assumptions

SEC: MS 408: BUSINESS ANALYTICS

Course Objectives:

- To give introduction of machine learning techniques to students
- To provide knowledge of Python programming

Learning outcomes:

- Students will learn basics of Machine learning
- Students will understand Python programming language.
- Students will be able to apply these techniques on financial data

Unit I

(4 weeks)

Data Manipulation using Python: Introduction to Python, IDEs (Jupyter, Spyder), custom environment settings, Data Structure: basic data types (numeric, string, float, date timestamp), aggregate functions, conditions (if-elif-else), looping (for, while), inbuilt functions for data conversion, writing user defined functions. Concepts of packages/libraries ó important packages like NumPy, scikit-learn, scipy, sympy, math, Pandas, Matplotlib, etc. importing packages using pip, reading and writing data from/to different formats: Data frame, arrays, list of list, series, sets, dictionaries, plotting, functions, list comprehensions (index comprehension). Application of machine learning algorithm for solving problem in financial markets.

References:

Dive into PYTHON 3 by Mark Pilgrim : Chapters 1, 2, 4

Python Machine Learning by Sebastian Raschka: Chapter 3

Unit II

(2 weeks)

Machine learning: Introduction, Definitions, Supervised, unsupervised, python libraries for machine learning, Sci-kit learn, Applications of Machine learning in Financial Technology (FinTech).

References:

Machine Learning by Tom M. Mitchell: Chapter 1, 2, 4

BUSINESS ANALYTICS

Unit III (2 weeks)

Regression: Linear regression univariate and multivariate, nonlinear regression, over-fitting and regularization, logistic regression, Case studies based on regression techniques (using financial market data)

References:

An Introduction to Statistical Learning by Gareth James: Chapter 3 and Chapter 4

Unit IV (3 weeks)

Classification: K Neighbors, K ó means, decision Trees and SVM.

Clustering: Partial based clustering, hierarchical clustering, intensity based clustering, Neural Network: Single layer perceptron, multi-layer perceptron, back propagation algorithm applying neural network on financial market data

References:

Machine Learning by Tom M. Mitchell: Chapter 3, 4, 6, 8

Practical:

The entire syllabus is based on practical exercise i.e. learning through doing in computer lab on specified SW like Python and Matlab. The exam will also have 50% weightage for practical in the lab with evaluation through external expert.

Text Books:

1. Dive into PYTHON 3 by Mark Pilgrim
2. Machine Learning by Tom M. Mitchell
3. An Introduction to Statistical Learning by Gareth James

Additional Readings:

1. Step-by-Step Machine Learning with Python By Yuxi (Hayden) Liu
2. Regression Analysis with Python By Luca Massaron, Alberto Boschetti
3. Principles of Soft Computing, by S. N. Deepa and S. N. Sivanandam
4. Python Machine Learning by Sebastian Raschka

Teaching Learning Process:

Class room lecture, Practical Lab Session, Problem solving, Class presentation on the assigned topic by students individually or in group, Workshop

BUSINESS ANALYTICS

Assessment Method

1. Practical exam of 50% marks inclusive of internal evaluation (25%). Internal evaluation will have:
 - a. Attendance 5% marks
 - b. Two internal evaluations by the teacher with 10% marks each out of which one must be a class test and other may be another test or home assignment or presentation. Faculty may take more than two assignments and (or) tests but total will be only 20% marks.
2. End term University Exam of 50% marks

Key words:

Data Structure, Python, Machine learning, Neural Network, Regression

GENERIC ELECTIVE

GE: MG 104: FUNDAMENTALS OF MARKETING MANAGEMENT

Course Objective:

This course aims to build a basic understanding of marketing management decisions. It will equip students with an understanding of marketing mix elements.

Learning Outcomes:

Students will be able to

1. Understand the concept of marketing and related concepts.
2. An understanding of various elements of marketing mix

Course Content:

Unit I (2 Weeks)

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Portfolio approach-Boston Consulting Group (BCG)

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson, [Chapter 2,9]

Kotler, P. & Keller, K. L.: Marketing Management, Pearson. ó [Chapter 1,23].

Unit II (4 Weeks)

Basis for Segmenting Consumer Markets; Targeting and Positioning strategies; Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling.

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. ó [Chapter 7,9,8]

Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition) ó Chapter 12

FUNDAMENTALS OF MARKETING MANAGEMENT

Unit III

(4 Weeks)

Pricing Decisions: Determinants of Price, Pricing Methods and strategies. Promotion Decisions: Factors determining promotion mix, Promotional Tools Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. ó [Chapter 10,11,12,16,13,14,15]

Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition) ó [Chapter 16, 20,21,22].

Unit IV

(2 Weeks)

Marketing of Services: unique characteristics of services, marketing strategies for service firms ó 7Ps.

References:

Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. ó [Chapter 8]

Text Books:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition)
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing: A South Asian Perspective, Pearson. (13th Edition)

Additional Readings:

1. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited. (Latest Edition)
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., Haq, ul Ehsan: Principles of Marketing, Pearson. (17th Edition)
3. Kotler, P. & Keller, K. L., Koshy A., Jha M.: Marketing Management: A South Asian Perspective, Pearson. (13th Edition)

FUNDAMENTALS OF MARKETING MANAGEMENT

Teaching Learning Process:

Lectures, Presentations, Role plays, Case studies, Term paper on a given topic

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Customer, Segmentation, positioning, product decisions, promotion, channels of distribution, pricing

GE: MG 105: INDIA'S DIVERSITY AND BUSINESS

Course Objective:

The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Learning Outcomes:

- To develop an understanding of different types of diversity
- To understand the inter linkages between diversity and socio economic challenges
- To understand impact of diversity on business opportunities and decisions

Course Contents:

Unit I (3 Weeks)

Recognizing, Accommodating and valuing diversity; Challenges and dilemmas posed by diversity and drive for homogenization; Source of dilemma and tension - immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements; Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

References:

General Studies Paper-1 Civil Services Mains Examinations, by McGraw Hill Education; First edition (16 October 2017)

Unit II (3 Weeks)

People, Livelihood and Occupational Diversity; Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

Reference Readings : Economic and Social Issues by Dhruv Kumar, Ramesh Publishing House; First edition (1 March 2018)

References:

General Studies Paper-1 Civil Services Mains Examinations, by McGraw Hill Education; First edition (16 October 2017)

INDIA'S DIVERSITY AND BUSINESS

Unit III

(3 Weeks)

Linkages between Diversity and India's Socio-economic challenges; Regional variations in terms of geographic and socio-economic factors- trends and emerging options; Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development

References:

Social Problems in India by Ram Ahuja, Rawat Publications; 3rd Revised & Updated edition (2014)

General Studies Paper-1 Civil Services Mains Examinations, by McGraw Hill Education; First edition (16 October 2017)

Unit IV

(3 Weeks)

Diversity and Business; Indian Consumers and marketing; Rural and Urban context; Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

References:

Rural Development in Indian Context by Manie Ahuja, GullyBaba Publishing House (P) Ltd.; First Edition edition (2013)

General Studies Paper-1 Civil Services Mains Examinations, by McGraw Hill Education; First edition (16 October 2017)

Textbooks:

1. Bhatt, B. L(1980)-ö India and Indian Regions: A Critical Overviewö in David E. Sopher ÷ An Exploration of India- Geographical Perspectives on Society and Cultureø Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992

Additional Readings:

1. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) Rural Sociology in India, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
2. Social Problems in India by Ram Ahuja, Rawat Publications; 3rd Revised & Updated edition (2014)

INDIA'S DIVERSITY AND BUSINESS

3. Chakravarti AK (2004) Regional Preferences: for Food: Some Aspects of Food Habit Patterns In India in Grover N and KN Singh (eds) 2004,Cultural Geography: Form and Process , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375).
4. Fernando Mart in-Alcazar, Pedro M. Romero-Fernandez, Gonzalo Sanchez Gardey, Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, 107:511-531.
5. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995.
6. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3.
7. Kaul, Vijay Kumar, Innovation Revolution: Harnessing India's Diversity Yojana, November 2014, also available at SSRN , <http://ssrn.com/abstract=2517855>.
8. Kaul, Vijay Kumar, India's diversity and globalisation: unifying forces and innovation, Working paper in Social Sciences Research Network(SSRN) ,June, 2014 <http://ssrn.com/abstract=2444668>.
9. Kaul, Vijay Kumar, India's diversity: from conflict to innovation, Working paper in Social Sciences Research Network (SSRN), June 2014 <http://ssrn.com/abstract=2444099>
10. Kaul, Vijay Kumar, Managing Diversity, in Business Organisation and Management, chapter 35, Pearson Education, 2012.
11. Nehru J (1946) The Discovery of India, OUP, chaps 4-8
12. Sopher, D.E-öThe Geographical Patterning of Culture of Indiaö in David E. Sopher -An Exploration of India- Geographical Perspectives on Society and Cultureø Cornell, Pages- 289-326.
13. Thomas Kochan, Katerina Bezrukova, Robin Ely, et al, The effects of diversity on business performance: report of the diversity research network, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21

Teaching Learning Process:

Lectures, Presentations, Role plays, Case studies, Term paper on a given topic

INDIA'S DIVERSITY AND BUSINESS

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Regional diversity, livelihood, socio economic challenges, diversity and business

GE: MG 204: BUSINESS LEGISLATION

Course Objectives:

To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also to understand the applications of these laws to practical commercial situations.

Learning Outcomes:

1. To develop awareness of legal rights and duties from the business point of view.
2. To explain practical aspects of implementing and adherence of various laws affecting the business.
3. To enhance critical thinking through the use of law cases.

Course Contents:

Unit I (5 Weeks)

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

References:

Kucchal M.C. & Kucchal Vivek. Business Legislation for Management. Vikas Publishing House (P) Ltd.: Part I

Unit II (2 Weeks)

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

References:

Kucchal M. C. Business Law/Mercantile Law. Vikas Publishing .House (P) Ltd: Part II & Part IV

Unit III (3 Weeks)

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of

BUSINESS LEGISLATION

directors, share qualification, company meetings.

The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

References:

Kapoor G. K. & Dhamija Sanjay. Company Law and Practice-A comprehensive text book on Companies Act 2013. Taxmann: Chapter 1, 2, 3, 4, 5, 6, 7, 14, 16 & 17

Kucchal M.C. & Kucchal Vivek. Business Legislation for Management. Vikas Publishing House (P) Ltd.: Part IV

Unit IV

(2 Weeks)

Insolvency and Bankruptcy Code 2016 and Competition Act 2002: Salient features of the Act and their relevance to the business; Information Technology Act 2000: Rationale behind the act, Digital Signature, Electronic Governance.

References:

Kucchal M.C. & Kucchal Vivek. Business Legislation for Management. Vikas Publishing House (P) Ltd: Part VIII & Part XII

Text Books:

1. Kucchal M.C. Business Law/Mercantile Law. Vikas Publishing .House (P) Ltd.
2. Kucchal M.C. & Kucchal Vivek. Business Legislation for Management. Vikas Publishing House (P) Ltd.
3. Kapoor G. K. & Dhamija Sanjay. Company Law and Practice-A comprehensive text book on Companies Act 2013. Taxmann.

Additional Readings:

1. Singh Avtar. Principle of Mercantile Law. Eastern Book Company
2. Kapoor Gulshan. Business Law. New Age International Pvt Ltd Publishers.
3. Maheshwari & Maheshwari. Principle of Mercantile Law. National Publishing Trust
4. Aggarwal Rohini. Mercantile & Commercial Law. Taxmann.

BUSINESS LEGISLATION

Teaching learning Process:

Lectures, Discussion with decided cases, new trends in judgements, Rationale behind new laws and amendments.

Assessment Methods: Internal

Assessment: 25 Marks Written

Theory Exam: 75 Marks

Keywords:

Contract, Goods, Negotiable Instruments, LLP, Company, Bankruptcy, Digital Signature, Electronic Governance

GE: MG 205: ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Course Objective:

The objective of this paper is to make the students aware about the importance of ethics and role of CSR in the business to encourage moral practices and sensitivity towards the ethical dimension of managerial problems.

Learning Outcomes:

- Understand the importance of ethics and CSR in the day-to-day working of organizations
- Learn the issues involved in maintaining ethics and how to deal with such situations
- Learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.

Course Contents:

Unit I

(3 Weeks)

Business ethics: Meaning of ethics, why ethical problems occur in business. Theories of ethics: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, teleological theories, egoism theory, relativism theory, Moral issues in business: Worker's and employee's rights and responsibilities. Scope of Business Ethics, Ethics in Compliance, Ethics in Finance, Ethics in Human Resources, Ethics in Marketing, Ethics in Production, Advantages of Business Ethics.

References:

Velasquez Manuel G: Business ethics- concepts and cases. (Chapter 1, 2, 6, 7)

Fernando A.C.: Business Ethics ó An Indian Perspective. (Chapter 1, 2, 3, 4, 14, 15)

Crane Andrew & Matten Dirk: Business Ethics, Oxford. (Chapter 1, 7, 8)

Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill (Chapter 9, 11)

DeGeorge Richard T.: Business Ethics, Pearson. (Chapter 13)

Unit II

(3 Weeks)

Ethical Principles In Business: introduction, Organization Structure And Ethics, Role of Board of Directors, Ethics Programme, Best Practices in Ethics Programme Features of Good Ethics Programme Code of Ethics, Code of Conduct, Model Code of Business Conduct & Ethics Credo, Ethics Training and Communication, Ethics Committee, Functions of Ethics

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Committee, Integrity Pact, Whistle Blower Policy and Whistle Mechanism Social and Ethical Accounting, Principles of social and ethical accounting Ethics Audit, Ethical Dilemma.

References:

Fernando A.C.: Business Ethics ó An Indian Perspective. (Chapter 6)

Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill (Chapter 10, 12, 13, 15)

DeGeorge Richard T.: Business Ethics, Pearson. (Chapter 14)

Unit III

(3 Weeks)

Meaning and definitions of CSR, CSR is not philanthropy, CSR is a contract with society, why CSR is required, Factors influencing CSR, Triple bottom line approach of CSR, CSR in India, Corporate Social Responsibility Voluntary Guidelines, 2009, National Voluntary Guidelines on Social, Environmental and Economic, Responsibilities of Business, CSR under the Companies Act, 2013, Corporate Citizenship ó Beyond the Mandate of Law, Global Principles and Guidelines, CSR Audit, Profit maximization vs. social responsibility.

References:

Fernando A.C.: Business Ethics ó An Indian Perspective. (Chapter 9)

Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill (Chapter 17)

Crane Andrew & Matten Dirk: Business Ethics, Oxford. (Chapter 1, 2, 7)

Unit IV

(3 Weeks)

Sustainable Development, Role of Business in Sustainable Development, Sustainability Terminologies, Corporate Sustainability, Corporate Sustainability and Corporate Social Responsibility, Sustainability is Imperative, Government Role in improving Sustainability Reporting KYOSEI, Triple Bottom Line (TBL), Sustainability Reporting, Benefits of Sustainability Reporting, Global Reporting Initiative (GRI) - Sustainability Reporting Framework Global Reporting Initiative (GRI) - Sustainability Reporting Guidelines UN Global Compact ó Ten Principles, 2000, Sustainability Indices, Sustainability Reporting Framework in India, Challenges in Mainstreaming Sustainability Reporting, Contemporary Developments- Integrated Reporting, Integrated Reporting by Listed Entities in India, Relation between Integrated Reporting and Sustainability Reporting.

References:

Crane Andrew & Matten Dirk: Business Ethics, Oxford. (Chapter 11)

Sharma J P: Corporate Governance, Business Ethics & CSR, Ane Books. (Chapter 12)

ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Textbooks:

1. Velasquez Manuel G, Business Ethics: Concepts and Cases, Pearson.
2. Fernando A.C.: Business Ethics, Pearson Education.
3. Luthans Fred, Richard, M. Hodgetts and Kenneth, R. Thompson, Social issues in business, Macmillan, USA
4. Kevin Gibson, Ethics and Business: An Introduction (Cambridge Applied Ethics), Cambridge University Press

Additional Readings:

1. Fernando A.C., Corporate Governance: Principles, Policies, and Practices, Pearson Education.
2. Davies Adrian: Strategic approach to corporate governance, Gower Publishing Ltd.
3. Gopalswamy N.: Corporate governance a new paradigm, A H Wheeler Publishing Co Ltd.
4. Jennings Marianne M: Cases in Business Ethics, Indian South-Western College Publishing
5. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

Teaching Learning Process:

The teaching learning process will consist of imparting key concepts of Business Ethics. The importance of ethics should be emphasized through examples and case studies. To make the lectures interesting use of PPTs and audio visual presentation is advisable as and when needed.

Assessment Methods:

Assessment of the students will take place on a continuous evaluation basis. It will primarily consist of class test, assignment, presentation and attendance.

Internal Assessment: 25 marks (including 5 marks for attendance)

End term written examination: 75 marks

Keywords:

Business Ethics, Utilitarian, Corporate Social Responsibility (CSR), Affirmative Action, Social Responsiveness, Whistle blowing, Sustainable Development, Triple Bottom Line

GE: MG 304: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of this course is to help the students to develop an understanding of the concept and functions of human resource management. The course also aims to explore the recent practices and trends in human resource management.

Learning Outcomes:

The course aims to:

- i. Enhance the understanding of role of human resource management and explore the recent trends of human resource management
- ii. Develop an understanding of human resource management functions and practices.
- iii. Enhance awareness of certain important issues in industrial relations.

Course Contents:

Unit I

(2 Weeks)

Introduction, Concept and Importance of Human Resource Management, Functions and Role of Human Resource Management; Globalization and its Impact on HR trends of Human Resource in India; Work life balance; Human Resource Information Systems; Overview of International HRM polycentric geo centric ethnocentric approaches.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 1
Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons, Chapter 1,2

Unit II

(3 Weeks)

Human Resource Planning, Need and process, HR Forecasting Techniques Skill inventories; Job analysis-Uses, methods, Job description & Job specifications; Recruitment: Factors affecting recruitment, internal & external sources; Selection process; Orientation: Concept and process.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 4,5,6,7
Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons, Chapter 8

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Unit III

(4 Weeks)

Training: Concept, Training Process, Methods of training; Management development: Concept & Methods; Performance Management System: Concept, uses of performance appraisal, performance management methods; Career planning: Importance and stages.

Compensation: Components of pay, factors influencing compensation, steps in determining compensation, job evaluation; Incentives: Importance and types; Benefits: Need, types of benefits.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 8,9,10,11,12,13
Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons, Chapter 10,11

Unit IV

(3 Weeks)

Introduction to Industrial Relations; Industrial disputes: concept, causes & machinery for settlement of disputes; Employee Grievances- concept, causes, grievance redressal procedure; Discipline- concept, aspects of discipline & disciplinary procedure; Collective bargaining: concept, process, problems, essentials of effective collective bargaining.

References:

Dessler Gary, Warkkey Biju- Human Resource Management, Pearson, Chapter 15
Chhabra T.N- Human Resource Management Concept & Issues, Dhanpat Rai and company, Chapter 32,33,34,36,37

Text Books:

1. Dessler Gary, Warkkey Biju- Human Resource Management, Pearson.
2. Decenzo and Robbins- Fundamentals of Human Resource Management, John Wiley and sons.
3. Chhabra T.N- Human Resource Management Concept & Issues, Dhanpat Rai and company.

Additional Readings:

1. Aswathapa K. Human Resource and Personal Management: Text and Cases. Tata McGraw-Hill Publishing Company Limited. New Delhi.
2. Rao V.S.P. Human Resource Management, Pearson

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Note: Latest edition of the readings may be used.

Teaching Learning Process:

Lectures, Presentations, Case studies, Term Paper on a given topic

Assessment Methods:

Internal assessment 25 marks

Written exam 75 marks

Keywords:

Human resource planning, Training and development, Performance management, Job analysis, Benefits, Collective bargaining, Recruitment and selection

GE: MG 305: ENTREPRENEURSHIP AND NEW VENTURE CREATION

Course Objectives:

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. By linking theory and practice the course aims to provide students an entrepreneurial perspective and a hands-on experience in the development of new business ventures.

Learning Outcomes:

- Develop creative skills essential for being an entrepreneur
- Perform feasibility analysis to identify potentially successful new venture.
- Demonstrate effective teamwork and leadership skills
- Identify funding options for setting up a new venture

Course Contents:

Unit I

(2 Weeks)

Concept of Entrepreneurship:

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, entrepreneur's role, task and personality, types of entrepreneurship, Importance of entrepreneurship, developing creativity and understanding innovation, stimulating creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

References:

Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson. [Ch 1 and 2]

Agrawal, R. and Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi. Taxmann Publications [Ch 10]

Unit II

(4 Weeks)

Developing Successful Business Ideas:

Recognizing Opportunities and Generating Ideas, Entry strategies: New product, Franchising, Buying an existing firm, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise evaluation checklist, Feasibility Analysis : Marketing,

ENTREPRENEURSHIP AND NEW VENTURE CREATION

Technical and Financial Feasibility analysis, Industry and Competitor Analysis, Assessing a New Venture's Financial Strength and Viability, Writing a Business Plan, Developing an Effective Business Model

References:

Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson. [Ch 3,4 and 6]

Agrawal, R. and Mehra, Y.S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications [Ch 2,3 and 4]

Holt, D. H. (2004). Entrepreneurship: New venture creation. Englewood Cliffs, NJ: Prentice Hall. [Ch 3]

Unit III

(2 Weeks)

Moving from an Idea to a New Venture:

Preparing the Proper Ethical and Legal Foundation, Building a New-Venture Team, Leadership; Corporate Entrepreneurship, Social Entrepreneurship, Strategic planning for business; Steps in strategic planning, Forms of ownership ó Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages.

References:

Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson. [Ch. 5,8 and 16]

Agrawal, R. and Mehra, Y.S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications [Ch 10]

Unit IV

(4 Weeks)

Financing the New Venture:

Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions,

Alternate Source of Funding: Venture capital, Angel Investment, Crowd Funding, Boot Strapping, Business Incubators, Government grants and Subsidies.

ENTREPRENEURSHIP AND NEW VENTURE CREATION

Financial schemes offered by various financial institutions and study of Government Schemes that support Entrepreneurs, Start-ups, MSMEs, any new venture, rules and regulations governing support by these institutions.

References:

Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson. [Ch 9,10,11 and 13]

Agrawal, R. and Mehra, Y. S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications [Ch 11]

Textbooks:

1. Scarborough, N. M., Cornwall, J. R., & Zimmerer, T. (2016). Essentials of entrepreneurship and small business management. Boston: Pearson.
2. Agrawal, Rashmi and Mehra, Yogieta S. (2017). Project Appraisal and Management. New Delhi: Taxmann Publications
3. Holt, D. H. (2004). Entrepreneurship: New venture creation. Englewood Cliffs, NJ: Prentice Hall.

Additional Readings:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Kuratko F. Donald and Hornsby S. Jeffery (2009), New Ventures Management, Entrepreneur Road Map, Pearson Education.

Teaching Learning Process:

Lecture, discussion, PowerPoint presentations, case studies on entrepreneurs, workshop on various funding options for entrepreneurs and to prepare a business plan.

Assessment Methods:

Internal Assessment:	25 marks
Written Theory Exam:	75 marks

ENTREPRENEURSHIP AND NEW VENTURE CREATION

Keywords:

Entrepreneurship, Innovation, Creativity, Franchising, Business Plan, Feasibility Analysis, New Venture, Leadership, Corporate and Social Entrepreneurship, Valuation, Sources of Funding

GE: MG 404: PRODUCTION AND OPERATIONS MANAGEMENT

Course Objectives:

To familiarize the students with the role of operations and its interaction with other activities of a firm and their integration in a highly competitive global environment. To enable the students to apply the understanding of production processes in quantitative analysis of problems arising in the management of operations.

Learning Outcomes:

- Understand the role of operations management in achieving organizational competitiveness.
- Appreciate the concepts of lean production and maintenance management in operations.
- Comprehend key decision areas of operations and analyze data for effective decision making in operations management.

Course Contents:

Unit I

(3 Weeks)

Introduction to Operations Management: Definition, need, key decisions of OM, goods vs. services. Operations as a key functional area in an organization; Operation Strategies: Definition, relevance, strategy formulation process; Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, 2 card kanban Production Control system; Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous.

References:

Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education

[Chapter 1: 1.1 to 1.6, page 2-15]

[Chapter 2: 2.1 to 2.2, page 22-28]

Mahadevan, B, Operations Management: Theory & Practice, 2nd ed., Pearson Education

[Chapter: 19, 19.1-19.3, page 609 to 615]

[Chapter 13: 13.1 to 13.5, 13.7, page 358-366, 370-374]

[Chapter 9: 9.1 to 9.2, page to 218-229]

PRODUCTION AND OPERATIONS MANAGEMENT

Unit II

(3 Weeks)

Layout Decision: Layout planning, Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Facility Location: Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity planning: Definition, input and output measures of capacity, types of capacity planning over time horizon. Decision trees analysis for capacity planning.

References:

Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education

[Chapter: 9, 9.4-9.5, page 230 to 236]

Jacobs, F.R., Chase, R.B. and Ravi Shankar, Operations and Supply Chain Management, 14th ed., McGraw Hills.

[Chapter: 8, page 215-221]

Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education

[Chapter: 6, 6.1-6.3, page 126-136]

[Chapter: 8, 8.6-8.8, 8.11, page 192 to 198, 206 to 208]

Unit III

(3 Weeks)

Forecasting: Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD, issues related with forecasting in services; Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning- level plan, chase plan and mixed plan (keeping in mind demand, workforce and average inventory); Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

References:

Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education

[Chapter: 14, 14.1-14.3, 14.7, 14.9, page 392 to 396, 400 to 403, 411 to 415]

Russell & Taylor, Operations & Supply Chain Management (International Student Version), 8th ed., Wiley

[Chapter: 12, page 369 to 384, 391 to 397]

PRODUCTION AND OPERATIONS MANAGEMENT

Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education

[Chapter: 15, 15.1-15.6, page 426 to 447]

[Chapter: 18, 18.1-18.5, page 542 to 555]

Unit IV

(3 Weeks)

Statistical Quality control: Variations in process (common & assignable causes); Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables; Elementary Queuing Theory: need of queuing theory in service and manufacturing operations, Poisson- Exponential Single Server Model with Infinite Population.(M/M/1 queuing model).

References:

Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education

[Chapter: 19, 19.4-19.6, page 577 to 599]

Russell& Taylor,Operations & Supply Chain Management (International Student Version), 8th ed., Wiley

[Chapter: 5, page 157 to 167]

Textbooks:

1. Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education.
2. Russell& Taylor,Operations & Supply Chain Management (International Student Version), 8th ed., Wiley.
3. MohanMan, GuptaP. K., SwarupKanti, Introduction to Management Science Operations Research, 19th ed. Sultan Chand & Sons.
4. Kapoor V.K., Operations Research: Quantitative Techniques for Management, 9 ed., Sultan Chand & Sons.

Additional Readings:

1. Jay, H. and Barry, R., Operations Management: Sustainability and Supply Chain Management, 1^{2th} ed., Pearson Education.
2. Jacobs, F.R., Chase, R.B. and Ravi Shankar, Operations and Supply Chain Management, 14th ed., McGraw Hills.
3. SharmaJ.K., Operations Research: Theory And Applications, 6th ed. Trinity.

PRODUCTION AND OPERATIONS MANAGEMENT

Teaching Learning Process:

Lecture, PowerPoint presentations, discussion, videos, solving numerical problems. Content would be covered through text and relevant cases.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Operations management, maintenance management, layout, location, capacity, forecasting, aggregate planning, scheduling, statistical quality control, queuing.

GE: MG 405: MONEY AND BANKING

Course Objectives:

This course is designed to provide the students with a thorough understanding of the importance of money and banking in various economies. It aims to provide the students with an introduction to understand the concept of money, theories of money supply and money demand and working of monetary policy. It provides an insight into the Banking system.

Learning Outcomes:

- Explain and discuss why people hold money
- Understand the working of the monetary policy
- Describe the working of commercial banks
- Understand the role and functioning of RBI

Course Contents:

Unit I

(3 weeks)

Money: Functions, kinds of money, kinds of deposits and measures of money supply; Demand for money: classical, neo classical, Keynesian, Baumol's and Tobin's; Supply of money: H theory of money supply, money multiplier process, determinants of money multiplier.

References:

P.N. Hajela. (2009). Money and Banking Theory with Indian Banking. Ane Books Pvt. Ltd (Chapter 1, Chapter 4 and Chapter 5)

N.Jadhav, (2006). Monetary Policy, Financial Stability and Central Banking in India. Macmillan (Chapter 2)

Unit II

(2 weeks)

Monetary Policy: Objectives, targets, Indicator, Instruments of monetary policy; monetary policy during depression; monetary policy during inflation; role of monetary policy in developing countries; current monetary policy of Reserve Bank of India

References:

P.N. Hajela. (2009). Money and Banking Theory with Indian Banking. Ane Books Pvt. Ltd (Chapter 25)

N.Jadhav, (2006). Monetary Policy, Financial Stability and Central Banking in India. Macmillan (Chapter 6)

RBI latest publication

MONEY AND BANKING

Unit III

(4 weeks)

Indian Banking System: Development of Banking since independence; increase in effectiveness of Reserve Bank of India; shortcomings of Indian Banking System; Banking Sector Reforms;

Commercial Banks: classification, functions, organization, structure and credit creation; progress of commercial banks and failures of commercial banks in India.

References:

N.Jadhav, (2006). Monetary Policy, Financial Stability and Central Banking in India. Macmillan (Chapter 15, Chapter 16, Chapter 21 and Chapter 22)

Unit IV

(3 weeks)

Reserve Bank of India: establishment of RBI; Organizational structure of RBI; objectives of RBI; functions of RBI, Monetary Policy of RBI; achievements of RBI, failures of RBI.

References:

P.N. Hajela. (2009). Money and Banking Theory with Indian Banking. Ane Books Pvt. Ltd (Chapter 24 and Chapter 25)

Text Books:

1. N.Jadhav, (2006). Monetary Policy, Financial Stability and Central Banking in India. Macmillan
2. P.N. Hajela. (2009). Money and Banking Theory with Indian Banking. Ane Books Pvt. Ltd.

Additional Readings:

1. S.Natarajan and R.Prameswaran.(2013) Indian Banking. S.Chand Publishing

Note: Latest edition of all References: should be used

Teaching Learning Process:

Lectures, class room discussions, team paper, presentations, and case studies

Assessment Methods:

- Internal Assessment 25 marks
- Written Theory Exam 75 marks

MONEY AND BANKING

Keywords:

Money, money multiplier, monetary policy, commercial bank, central bank