The PGDM programme of Rajagiri Business School is designed with the objective to prepare the students to be excellent in managerial competence. This Two Years Management Program offers a comprehensive education in management as well as the opportunity to develop competence in a particular area of interest in management. Programme is designed specifically to meet challenging demands of leadership in the globalising world. The broad range of skills and knowledge needed for competent managerial functioning are inculcated among students with utmost care and dedication without diluting ethical and value dimensions.

Programme objectives are thus to provide a general management perspective to the candidates, with an appreciation of the theoretical frameworks, and analytical methods required for functioning effectively and efficiently in a management group and to relentlessly proceed towards excellence in career.

The programme structure contains two parts with a compulsory set of courses covering all foundation areas in management and building a holistic general management perspective, and a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen area of management. A strong emphasis is given to project work as a part of the courses offered and to interact with managers from the industry.

The participants should complete a total of 114 credits that includes 24 core courses with 64 credits, 14 elective courses with 42 credits; internship and dissertation of 3 credits each, over six trimesters each comprising twelve instructional weeks.

<table>
<thead>
<tr>
<th>Program Structure</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Courses (24)</td>
<td>66 credits</td>
</tr>
<tr>
<td>Electives (14)</td>
<td>42 credits</td>
</tr>
<tr>
<td>Dissertation</td>
<td>03 credits</td>
</tr>
<tr>
<td>Internship</td>
<td>03 credits</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>114 credits</strong></td>
</tr>
</tbody>
</table>

The specializations are available to students on following streams listed below

1. Marketing
2. Finance
3. Operations
5. Business Intelligence
6. International Business

For specialisation in any stream, a student needs to complete a total of 15 credits from an area of specialisations, during the program. The remaining credits in the elective group can be earned by choosing courses from the other areas of specialisations. If the student is able to complete another 15 credits in any other area of specialization then student will be awarded dual specialisations. The list of compulsory courses under each elective stream and scheme of cross-linking applicable to certain courses will be finalised before the commencement of the second year by the IQAC. A student can opt for two additional electives from any area of specialization or can undertake a course of independent study (maximum 2 in a program but limited to one per trimester).

Summer Internship (3 Credits)
At the end of the first year, students undergo summer training for a period 60 days with an industrial, business or service organization to experience the executive functions and to learn more about an organization. The student should submit a report to the school in the fourth trimester.

Dissertation Work (3 Credits)
The students are expected to do a dissertation or a problem centric study in the fifth trimester. The duration is kept as 60 hours. The study is expected to have extensive applications of research methodology. The report should be submitted before the completion of the fifth trimester.

Assessment and Evaluation
As per AICTE norms, each three credit course needs involvement of approximately 100 hours of total work, where classroom contact is thirty hours and out of class work is seventy hours. To students are thus need to be assessed and evaluated for both thirty hours of classroom contact and seventy hours of out of class work. (Roughly 2 hours of off-class room work for every hour of class room work) Out of class work involves reading, projects and other assignments/exercises, case study preparation, etc. The following pattern will be followed for evaluating student performance in total 100 hrs.

The evaluation of the students at Rajagiri will be a continuous process to ensure spaced learning and internalization of concepts and skill development. Multiple evaluation components such as end term exams, midterm exams, quizzes, assignments, projects, case reviews, term papers, Library work, presentations etc. will be used by the respective faculty to assess the students. Evaluation can be instructor centric, Moodle (Learning Management System) based, centralised by the institution or a combination of all. The following pattern will be adopted for student assessment and evaluation.
In principle, attendance has to be made compulsory for all students in all courses. However to accommodate absence on account of exigencies, a percentage of absence of up to 20% in a course is treated as permissible absence, not attracting any penal consequences with prior information of such absences. If the percentage of absence of a student in a course is more than 20% but is equal to or less than 30%, some level of penalty has to be imposed like lowering of one full grade point that secured by the concerned student in that course. Absence of more than 30% may not be allowed in any given course, and that may result in award of a grade of “Fail”, in that course.

The School follows a relative grading system

<table>
<thead>
<tr>
<th>GRADE</th>
<th>O</th>
<th>A+</th>
<th>A</th>
<th>B+</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Points</td>
<td>10</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>0</td>
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</tr>
<tr>
<td>% of Points of maximum marks</td>
<td>90-100</td>
<td>80-89</td>
<td>75-79</td>
<td>70-74</td>
<td>60-69</td>
<td>50-59</td>
<td>40-49</td>
<td>Below 40</td>
<td>Incomplete</td>
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</tbody>
</table>

A student will have to score C or above for a pass in individual papers and an overall CGPA of 5.5 or above for obtaining PGDM degree. He / she can have a maximum of 2 courses with D or 1 course with F grade in an academic year. But no ‘I’ grades are permitted for the successful completion of the programme. In case a student fails to obtain any of these requirements, he / she shall repeat the course with the subsequent batches as directed by the authority concerned. However he should complete the course within a period of 5 years from the date of his / her registration.

Guidelines for Course of Independent Study (CIS)

The CIS represents an opportunity to the students to explore a topic in depth in his/her field of concentration or in an area of special interest. It may be on any subject not included in the courses offered by the school or a course on any specific interest to the student. A study of relevant theoretical and empirical literature on a specific topic culminating into a position paper can also be consider with the proper approval of the concerned APGP. The consent from the faculty concerned may be obtained in advance in all such cases. However a student will not be permitted to opt for more than two courses of this kind during the entire program. CIS will be treated as equivalent to an elective course of 3 credits.
## TRIMESTER WISE CURRICULUM OUTLINE

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credit</th>
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<tr>
<td><strong>Trimester 1</strong></td>
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<tr>
<td>CRT1001</td>
<td>Microeconomics</td>
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<tr>
<td>CRT1002</td>
<td>Financial Accounting</td>
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<tr>
<td>CRT1003</td>
<td>Principles of Management</td>
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<td>CRT1004</td>
<td>Business Communication</td>
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<td>CRT1005</td>
<td>Business Law</td>
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<tr>
<td>CRT1006</td>
<td>Business Statistics</td>
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<td>Computer Applications in Management</td>
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<td>Macroeconomics</td>
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<td>CRT2002</td>
<td>Organisational Behaviour</td>
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<td>CRT 2003</td>
<td>Marketing Management – I</td>
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<td>CRT2004</td>
<td>Foundations of Financial Management</td>
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<tr>
<td>CRT2005</td>
<td>Operations Management - I</td>
<td>3</td>
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<tr>
<td>CRT2006</td>
<td>Cost and Management Accounting</td>
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<td>CRT2007</td>
<td>Quantitative Techniques</td>
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<td>CRT3002</td>
<td>Corporate Finance</td>
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<tr>
<td>CRT3003</td>
<td>Human Resource Management</td>
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<td>CRT3004</td>
<td>Operations Management - II</td>
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<td>CRT3005</td>
<td>Management Information System</td>
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<td>CRT3006</td>
<td>Research Methodology</td>
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<tr>
<td>CRT3007</td>
<td>Business Ethics and Corporate Governance</td>
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<td>CRT4001</td>
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<td>Summer internship</td>
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<td><strong>Trimester 5</strong></td>
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<td><strong>Trimester 6</strong></td>
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<tr>
<td>CRT6001</td>
<td>Global Business Environment</td>
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<td></td>
<td>5 Electives</td>
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## ELECTIVE STREAMS OF COURSES

### Marketing – List of Electives

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<tr>
<th>Code</th>
<th>Course</th>
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<tbody>
<tr>
<td>MM001</td>
<td>Consumer Behavior</td>
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<tr>
<td>MM002</td>
<td>B2B Marketing</td>
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<tr>
<td>MM003</td>
<td>Retail Management</td>
<td>3</td>
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<tr>
<td>MM004</td>
<td>Integrated Marketing Communication</td>
<td>3</td>
</tr>
<tr>
<td>MM005</td>
<td>Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>MM006</td>
<td>Brand Management</td>
<td>3</td>
</tr>
<tr>
<td>MM007</td>
<td>Rural Marketing</td>
<td>2</td>
</tr>
<tr>
<td>MM008</td>
<td>Services Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MM009</td>
<td>Event Management</td>
<td>3</td>
</tr>
<tr>
<td>MM010</td>
<td>Introduction to Media and Entertainment Business</td>
<td>3</td>
</tr>
<tr>
<td>MM011</td>
<td>Sales and Distribution Management</td>
<td>3</td>
</tr>
<tr>
<td>MM012</td>
<td>Digital Marketing</td>
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<tr>
<td>MM013</td>
<td>International Marketing Research</td>
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### Finance – List of Electives

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<tr>
<th>Code</th>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>FM001</td>
<td>Security Analysis and Portfolio Management</td>
<td>3</td>
</tr>
<tr>
<td>FM002</td>
<td>Commercial Banking and Finance</td>
<td>3</td>
</tr>
<tr>
<td>FM003</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FM004</td>
<td>Equity Research</td>
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<tr>
<td>FM005</td>
<td>Financial Derivatives and Risk Management**</td>
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<tr>
<td>FM006</td>
<td>International Financial Management</td>
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<tr>
<td>FM007</td>
<td>Financial and Capital Market Services</td>
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</tr>
<tr>
<td>FM008</td>
<td>Corporate Restructuring Strategies</td>
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</tr>
<tr>
<td>FM009</td>
<td>Project Finance and Capital Budgeting</td>
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</tr>
<tr>
<td>FM010</td>
<td>Financial Modeling using Spreadsheets</td>
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<tr>
<td>FM011</td>
<td>Strategic Financial Management</td>
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<tr>
<td>FM012</td>
<td>Working Capital Management</td>
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<tr>
<td>FM013</td>
<td>Microfinance</td>
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</tr>
<tr>
<td>FM014</td>
<td>International Taxation</td>
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** Financial Derivatives and Risk Management to be offered only after offering Security Analysis and Portfolio Management
### Human Resource Management – List of Electives

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credit</th>
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<tbody>
<tr>
<td>HRM001</td>
<td>Human Resource Development</td>
<td>3</td>
</tr>
<tr>
<td>HRM002</td>
<td>Employee Relations &amp; Labor Laws</td>
<td>3</td>
</tr>
<tr>
<td>HRM003</td>
<td>Organizational Development &amp; Change</td>
<td>3</td>
</tr>
<tr>
<td>HRM004</td>
<td>Strategic HR</td>
<td>3</td>
</tr>
<tr>
<td>HRM005</td>
<td>Performance Management</td>
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<tr>
<td>HRM006</td>
<td>PCMM</td>
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<tr>
<td>HRM007</td>
<td>Coaching</td>
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<td>HRM008</td>
<td>Reward Management</td>
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<td>HRM009</td>
<td>Competency Based HRM</td>
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</tr>
<tr>
<td>HRM010</td>
<td>Cross cultural Management</td>
<td>3</td>
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<tr>
<td>HRM011</td>
<td>Psychology for Managers</td>
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</tr>
<tr>
<td>HRM012</td>
<td>Manpower Sourcing</td>
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<tr>
<td>HRM013</td>
<td>Global HRM</td>
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</table>

### Operations Management – List of Electives

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credit</th>
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</thead>
<tbody>
<tr>
<td>OM001</td>
<td>Project Management</td>
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</tr>
<tr>
<td>OM002</td>
<td>Integrated Material Management</td>
<td>3</td>
</tr>
<tr>
<td>OM003</td>
<td>Production Planning and Control</td>
<td>3</td>
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<tr>
<td>OM004</td>
<td>Supply Chain Management</td>
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<tr>
<td>OM005</td>
<td>Service Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>OM006</td>
<td>Maintenance Management</td>
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<tr>
<td>OM007</td>
<td>Total Quality Management</td>
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<tr>
<td>OM008</td>
<td>Simulation Modeling</td>
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<tr>
<td>OM009</td>
<td>Revenue Management</td>
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<td>OM010</td>
<td>Game Theory for Managers</td>
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<tr>
<td>OM011</td>
<td>Global Supply Chain Management</td>
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## Business Intelligence – List of Electives

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credit</th>
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</thead>
<tbody>
<tr>
<td>BI001</td>
<td>Database Management System</td>
<td>3</td>
</tr>
<tr>
<td>BI002</td>
<td>E Commerce</td>
<td>3</td>
</tr>
<tr>
<td>BI003</td>
<td>Introduction to Business Analytics</td>
<td>3</td>
</tr>
<tr>
<td>BI004</td>
<td>Business Intelligence Architecture</td>
<td>3</td>
</tr>
<tr>
<td>BI005</td>
<td>Decision Support System</td>
<td>3</td>
</tr>
<tr>
<td>BI006</td>
<td>Business Process Modeling and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>BI007</td>
<td>Software Project Management</td>
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<tr>
<td>BI008</td>
<td>Advanced Business Analytics</td>
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<tr>
<td>BI009</td>
<td>No SQL Databases</td>
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<tr>
<td>BI010</td>
<td>Emerging trends of IT in Business</td>
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</tr>
<tr>
<td>BI011</td>
<td>Business Modelling using R (BMR)</td>
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<tr>
<td>BI012</td>
<td>Applied Business Analytics</td>
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<tr>
<td>BI013</td>
<td>Introduction to Programming: Python</td>
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<tr>
<td>BI014</td>
<td>Introduction to Visualization : Tableau</td>
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<tr>
<td>BI015</td>
<td>Social and Web Analytics</td>
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<td>BI016</td>
<td>Advanced Business Analytics</td>
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## General Management – List of Electives

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<th>Code</th>
<th>Course</th>
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<tbody>
<tr>
<td>GM001</td>
<td>International Economics</td>
<td>3</td>
</tr>
<tr>
<td>GM002</td>
<td>Export &amp; Import Procedures &amp; Documentation</td>
<td>3</td>
</tr>
<tr>
<td>GM003</td>
<td>International Shipping &amp; Transport</td>
<td>3</td>
</tr>
<tr>
<td>GM004</td>
<td>International Organisations</td>
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<tr>
<td>GM005</td>
<td>Intellectual Property Rights Management</td>
<td>3</td>
</tr>
<tr>
<td>GM006</td>
<td>Global Entry Strategies</td>
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</tr>
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<td>GM007</td>
<td>Entrepreneurship and Family Business Management</td>
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<td>GM008</td>
<td>Social Entrepreneurship</td>
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## International Business – List of Electives

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<tr>
<td>GM001</td>
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<td>GM002</td>
<td>Export &amp; Import Procedures and Documentation</td>
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<td>General Management</td>
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<tr>
<td>GM003</td>
<td>International Shipping and Transport</td>
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<td>GM004</td>
<td>International Organizations</td>
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<td>International Marketing Research</td>
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Trimester 1

CRT1001 MICROECONOMICS

Objective:
The emphasis in this course will be on application of basic economics principles and topics such as demand analysis, cost analysis, production and pricing under different market situations, pricing practices etc.

Contents
Module-1
Scarcity and deficiency – the twin themes of economics, the market command and mixed economies, the market mechanism, the invisible hand and perfect competition, the economic role of government, general and partial equilibrium.

Module-2
Supply and demand analysis: the demand schedule, the demand curve, the demand shift, elasticity of demand, price elasticity of demand, calculating elasticity, income elasticity, cross elasticity, analysis of supply, supply schedule, supply curve, shifts in supply, equilibrium of supply and demand, interpreting changes in price and quantity, simultaneous shift of supply and demand, rationing by prices.

Module-3
Consumer behavior: choice and utility theory, marginal utility and law of diminishing marginal utility, equal marginal utility per rupee for every good, substitution effect and income effect, the paradox of value, consumer surplus, indifference curve analysis, the equilibrium position of tangency, deriving the demand curve.

Module-4
Production analysis: the production function, total, average and marginal product, the law of diminishing returns, returns to scale, the law of diminishing marginal product, least cost factor combination for a given output, expansion path Analysis of costs: the link between production and cost, short run and long run economies of scale.

Module-5
Market structure and firm strategy: Features and assumptions of perfect competition, monopoly, monopolistic competition and oligopoly; profit maximization under prefect competition, monopoly and monopolistic competition; oligopoly and game theory, kinked demand curve – Economics of information: Asymmetric information, adverse selection and moral hazard.

Suggested Reading:
CRT1002 FINANCIAL ACCOUNTING

Objective:
The aim of this course is to provide students with an understanding of the basic concepts, principles, procedures and techniques underlying the accounting process so as to equip them with a foundation for studies of other accounting courses in the degree programme.

Contents
Module-1: Financial Accounting Basic Principles and Double Entry Book Keeping

Module-2: Adjusting Entries, Completion of Accounting Cycle/Final Accounts
Need for Adjusting Entries – Time period Assumption – Accrual Basis of Accounting – Matching – Conservatism – Consistency – Materiality – Adjustments for Deferrals – Adjustments for Accruals – Completing the Accounting Cycle – Preparation of Profit and Loss Account (Income Statement) – and Balance Sheet – Closing Entries - Accounting Standards on Presentation of Financial Statements (AS1, AS5 and IAS 1) and Revenue (AS9 and IAS 18)

Module-3: Cash Flow Statement

Module-4: Inventory, Receivables and Fixed Assets
Special Areas in Accounting – Inventory – Classification, Costing, Accounting and Presentation of Inventory – Accounting Standards on Inventory (AS2 and IAS 2) – Receivables – Types, recognition, valuation and presentation of Receivables – Plant Assets, Natural Resources and Intangible Assets – Cost Principle – Concepts of Depreciation, Depletion and Amortization – Disposal of Plant Assets - Accounting Standards on Plant Assets, Natural Resources and Intangible assets (AS6,AS10 and IAS16)

Module-5: Financial statement analysis
Ratio analysis - time series analysis - common size analysis - DuPont analysis – Benchmarking - Concept of Quality of Earnings – Concept of Earnings Power – Irregular Items - Discontinued Operations and Extraordinary items - difficulties associated with financial statement analysis Treatment of Irregular items under different Accounting Standards

Suggested Reading:
5. Financial Statements Presentation under Companies Act, 2013 Practitioner’s Perspective, ICAI
Objective:
The objective is to equip the students about various guiding principles in management for grooming future managers and to build skills of team-work, decision making and learning that would help them to perform successfully in today’s complex business environment.

Contents
Module-1
The concept of Management, Development of Management thought: Schools of Management Thought: The Process of Management, the Process of Decision making

Module-2
Planning: The Nature and Purpose of Planning, Objective of Planning, Planning Premises, Policies Procedures and Methods, Forecasting and Planning, planning process, Introduction to strategic management, scope and application, generic strategy, strategy for competitive strategy, core competencies and strategy

Module-3
Organising: Nature and Purpose of Internal Organization of Business Enterprise, Principles of Organising, Span of Management, Departmentalising, Line and Staff Authority relationship, Service departments Managerial Hierarchy, Centralization vs. Decentralization of authority, Delegation of Authority, Committees

Module-4

Module-5
Globalization: concept of competitiveness, role of different internal and external actors in creating competitiveness, Changes in the international relations of countries, history of globalization, Global best practices of business, Future orientation of management, Ethics and social responsibility in management.

Suggested Reading:
2. L. M. Prasad, Principles and Practice of Management, Sultan Chand & Sons, 4th edition
CRT1004 BUSINESS COMMUNICATION

Objective:
The objective of this course is to equip students with basic and advanced tools for effective business communication in contemporary business requirements. They should be able to develop the skills that are needed to succeed, such as using ethical tools, working collaboratively, observing business etiquette, and resolving workplace conflicts and plan successfully for and participate in meetings and conduct proper techniques in telephone usage.

Contents
Module-1

Module-2
The objective of the section is that students should be well versed in Letter writing, Business and Technical Report writing, drafting Business Proposals and Business Mails.

Module-3
Use of articles, Prepositions, Punctuations and other mechanics of construction

Module 4
Planning & Writing Business Messages, Writing Routine & Positive Messages, Writing Negative Messages, Writing Persuasive Messages, Writing Messages for Electronic Media, Communicating Information through Visuals, Planning Reports and Proposals, Memorandum Writing, Netiquettes; Email – Importance of Email etiquettes, conveying the right information, using email features correctly and email management, Introduction to Outlook express

Module-5
Management presentations, Types of presentation-video conferencing, participation in meetings (marketing/Sales/Press etc)–chairing sessions-conferences, Application of PowerPoint, Prezi, flash etc, Evaluation of Business Proposals through Oral Presentations / Business Proposal Speech

Suggested Reading:

2. Courtland L. Bovee, John V. Thill, Barbara E. Schatzman, Business Communication Today, Publisher: Prentice Hall
CRT1005 BUSINESS LAW

Objective:
The objective of this course is to acquaint the student with various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization.

Contents
Module-1
Introduction to Law and Business, Meaning and Nature of Law, Indian Legal System, Law, Liberalization and Globalization, the Indian Constitution, PIL - Reading Legal Texts

Module-2

Module-3

Module-4
Prominent Labor Laws and a Brief Description of Regulatory Provisions, Consumer Protection Act: Consumer rights, exploitation of consumer, consumer protection, utility of consumerism

Module-5
Industrial and Licensing policy (Latest), Foreign Exchange Management Act, Environment Protection Acts, Law of Intellectual Property

Suggested Reading:
Objective:
The objective of this course is to explain statistical concepts to students. This will help the students to understand various statistical methods used for managerial decision making. The course also intends to introduce statistical tools such as SPSS, MS Excel.

Contents
Module-1
Introduction to measures of central tendency and dispersion, using SPSS to solve problems

Module-2
Univariate, Bivariate and Multivariate Distributions, Correlation and Regression, Different Measures of Correlation, Covariance, Karl Pearson’s Correlation Coefficient, Spearman’s Rank Correlation Coefficient, Scatter Diagram, Regression Lines, Regression Coefficients, Coefficient of Determination

Module-3
Probability: Random variables, Sets, Permutation and Combination, Different Approaches to Probability, Sample Space, Events, Operations of Events, Marginal, Joint Probability and Conditional Probability, Bayes Theorem and Application of Bayes Theorem

Module-4
Probability Distributions, Discrete Distributions, Binomial Distribution, Poisson distribution, Continuous Distribution, Normal Distribution and Application

Module-5

Suggested Reading:

Software Package:
Microsoft Excel/ SPSS to solve most of the problems involved in the course
CRT1007 COMPUTER APPLICATION IN MANAGEMENT

Module I

Module II

Module III
**Word Processing and Power Point:** Opening and Closing of documents; Text creation and Manipulation; Formatting of text; Table handling; Spell check, language setting and thesaurus; Printing of word document. Basics of presentation software; Creating Presentation; Preparation and Presentation of Slides; Slide Show; Taking printouts of presentation / handouts.

Module IV

Module V
**Microsoft Access** - Introduction to DBMS concepts, creating a Database. Database functions – Database creation – Sorting, Indexing and report- Programming using software. Applications of computers in documentation, Preparation and making reports.

References
1. [https://en.wikibooks.org/wiki/Microsoft_Office](https://en.wikibooks.org/wiki/Microsoft_Office)
Objective:
The course aims at enabling students on developing an ability to appreciate the linkages between macro environment changes and micro level decision-making, as a manager and as a consumer. This course focuses on macroeconomic concepts and policies to provide the theoretical base.

Module 1

Module 2
Theories of consumption and investment: theories of consumption, the investment function, relationship between investment function and loanable funds market, equilibrium in the loanable funds market using savings and investment, relationship between income & savings, derivation and meaning of IS curve - Money demand: Functions of money, determinants of money demand, demand curve for money - Money Supply: central bank role in money supply, measures of money supply, supply curve for money – Equilibrium in money markets: equilibrium between money supply and money demand, relation between income and money demand, derivation and meaning of LM curve – IS-LM Model – Derivation of AD Curve from IS-LM Model

Module 3
Theories of economic Growth: Classical, neo classical and endogenous growth models and the importance of aggregate production function, Capital output ratio in Harrod-Domar Model, Golden rule of saving in Solow model – Full employment level of output: short-run and long run aggregate supply curve; equilibrium between aggregate demand and aggregate supply curves.

Module 4
Business cycles: temporary deviations from AS-AD equilibrium, inflationary and recessionary gaps, unemployment and inflation, Philips Curve, Okun’s Law - Policies to counter-act business cycles: Fiscal policy, expansionary and contractionary policies and its impact on AD, budget and budget surpluses and deficit, government debt, crowding out – Monetary policy, expansionary and contractionary policies, instruments of monetary policy, transmission mechanism, central bank balance sheet and independence.

Module 5
External sector balances: Current account and capital account transactions, balance of payments, relationship between current and capital account, official reserves – Exchange rates, real and nominal, factors affecting exchange rates – Trade-off between the impossible trio – Introduction to globalization.

Suggested Reading:
Objective:
The course aims to enable the budding executives to understand and manage people at work effectively within this complex environment. The course covers the theories which will be applied to situations faced by managers in the real world.

Contents
Module-1
Definitions, concepts in Organizational Behavior, foundations of OB, contributing disciplines to the OB field, challenges and opportunities for OB, emotional intelligence in contemporary business context

Module-2
Individual behavior, Attitudes and values; Perception - concept, process, errors and applications; Personality concept, determinants, theories and applications; Learning concept and theories of learning, reinforcement, understanding individuals’ psychological mechanisms

Module-3
Motivation – concept, theories of motivation; Group behavior – concept, types of group, group development, group dynamics; Teams – types, creating effective teams; Empowerment significance, process and prerequisites; Conflict- concept, sources, types, management; Organizational power and politics.

Module-4
Organizational learning, organizational culture, organizational change concept, resistance to change, managing resistance to change, Lewin’s three step model of change, Stress – sources, consequences and management.

Module-5
Organizational culture and climate – Factors affecting organizational climate – Organizational processes and structure & design.

Suggested Reading:
Course Objective:
A comprehensive and practical introduction to Marketing Management – the course aims to make the student understand and appreciate the concept of marketing in theory and practice.

Module 1: An Introduction to Marketing
Defining Marketing, Core concepts of Marketing, Scope of Marketing, Company Orientation towards the Marketplace, Marketing Management Tasks, The New Marketing Realities

Module 2: Markets – Environment, Structure and Measurement
Scanning the Marketing Environment, Forecasting Demand, Marketing Information Systems, Conducting Marketing Research, Competitive Dynamics

Module 3: Consumer Analysis
Creating Customer Value and Relationships, Analyzing Consumer Markets, Analyzing Business Markets

Module 4: Identifying and Selecting Markets
Identifying Market Segments and Targets, Creating Brand Positioning, Creating Brand Equity

Module 5: Marketing Strategies

References:
CRT2004 FOUNDATIONS OF FINANCIAL MANAGEMENT

Objective:
This course is designed to introduce students to the fundamental issues of financial management and to the quantitative techniques used to address them.

Contents
Module-1 Introduction to financial management, financial system and types of firms
Introduction: Objectives - Functions and Scope - Interface of FM with Other Functional areas.

Module-2 Time Value of Money and Personal Finance

Module-3: Interest Rates and Bonds
Bonds and Their Valuation: Characteristics and Types of Bonds - Valuation – Yields - Concept of Duration

Module-4 Risk and Return and Stocks and Their Valuation
The concept of Risk and return - hurdle rate - CAPM - measuring risk and return - the concept of beta - the concept of diversification Stocks (Equity): Legal rights and Privileges of Shareholders – Types – Market Price v/s Intrinsic Value – Discounted Dividend Model – Constant Growth Stocks

Module-5 : Management of Working Capital
Estimation of working capital - factors affecting composition of working capital - inventory management - receivables management (credit policy variables like credit period, cash discount, collection program) - cash management (cash forecasting and budgets, factors affecting efficient cash management) – Cash Conversion Cycle

Suggested Reading:
3. Van Horne James, Financial Management Policy, Prentice Hall India
Objective:
The course aims to provide a basic, broad-based understanding of business process design and gaining knowledge about process planning, project analysis and implementation.

Contents

Module 1

Module 2
Process as a unit of measurement in Operations - Process Fundamentals, Types, Metrics, Elements Little’s Law, Process analysis, process design, process capacity,

Module 3
Designing Manufacturing Processes – Manufacturing Layouts- Assembly Line Balancing, Designing Service Delivery Processes - Service Blueprinting

Module 4
Demand Forecasting - Quantitative Methods & Qualitative Methods of Forecasting Facility Location Planning Capacity Planning

Module 5

Suggested Reading:
CRT2006 COST AND MANAGEMENT ACCOUNTING

Objective:
Management accounting focuses on the use of accounting information to facilitate the success of manufacturing, service, governmental, and not for profit organizations. Business processes and organizations have been changing in response to increased global and domestic competition.

Module I

Module - II

Module - III
Marginal Costing Meaning-Definition-Difference between marginal costing and absorption costing and differential costing-Advantages and disadvantages Break Even Analysis - Cost Volume Profit analysis Simple break even chart Applications of Marginal costing – Break even Point, Determining the desired sales level; Make or buy- Sales mix decisions.

Module - IV

Module 5
Budgetary control – cash budget and flexible budgets Activity based costing - cost drivers; Life cycle costing

Reference books:
CRT2007 QUANTITATIVE TECHNIQUES

Objective:
The purpose of this course is to provide the participants with a sound conceptual understanding and application of various mathematical methods and techniques for business decision making in an efficient and effective way. The course is application oriented and uses a problem solving approach. It is expected that after going through this course, the participants will be able to structure, analyze and solve real life problem situations in their working environment.

Contents

Module-1
Matrices – Multiplication, Inverse and solving systems of equations, algebraic operations involving matrices, Determinants, Inverse of a matrix, Solution of simultaneous equations up to 3 variables using matrices

Module-2
Model Formulation, Introduction to LP and Graphical Method to solve LPP, Introducing the software QM for Windows-Solution to LPP - Simplex Method using QM for Windows-Solution to LPP,

Module-3
Introduction to Transportation Models (TP), Initial Feasible Solution, NW, LCM & VAM, CAM, TP, Optimal Solution , MODI Method, Assignment Model Introduction and Optimal Solution (Hungarian Method)

Module-4
Introduction to Queuing Models, Queuing Models (M/M/1), Problems involving Queuing Models (M/M/1), Simulation, Basic concepts, Simulation, Monte Carlo Simulation

Module-5
Introduction to Decision Theory, Game theory

Suggested Reading:
Trimester 3

CRT3001 MARKETING MANAGEMENT - II

Course Objective: The course deals with designing, implementing and monitoring the marketing mix elements of an organization.


Module 2: Pricing Value – Setting the Price, Developing Pricing Objectives, Strategies and Programs, Price Adjustments-Adapting the Price, Initiating and Responding to Price Changes, Pricing and the Law


Module 4: Sustaining Value – Organizing and Controlling the Marketing Function – Marketing Control, Annual-Plan Control, Profitability Control, Efficiency control and Strategic Control, The Marketing Audit, Rural Marketing, Introduction to Neuro Marketing

Module 5: Sales Management - Salesmanship – Process - Preparation, Prospecting, Pre-Approach, Sales Presentation, Closing of Sales – Modes of Sales Presentation – Sales Resistance – Objections and Obstacles – Buyer Dissonance – Reducing Buyer Dissonance; Sales force Management: Recruitment and Selection, Sales force Training, Sales force Compensation

References:


CRT3002 CORPORATE FINANCE

Objective:
The topics given in the subject shall cover the investment decision, financing decision and the dividend decision of a firm and all these put together maximizes the value of a firm.

Contents

Module 1: Introduction, Goal of Financial Management and Agency Problem
Management objectives: maximize firm value - maximize equity value - stock holder objectives versus bond holder objectives-- investment decision - financing decision- dividend decision Agency Problem – Control of the Corporation

Module 2: Net Present Value and Other Investment Rules, Project Analysis and Evaluation

Module 3: Capital Structure and Leverage

Module 4: Making Capital Investment Decisions

Module 5: Dividends and Other Payouts
Different types of payouts - Steps in dividend decision - measures of dividend policy- dividend payout ratios- dividend yields - MM hypothesis on dividends - Gordon model - Walter model – The Clientele Effect - Information Content of Dividends - Dividend Signaling - formulation of dividend policy - Stock Dividends - Stock Splits

Suggested Readings:
2. Principles of Corporate Finance, 10/e (SIE). Brealey, Myers, Allen, and Mohanty McGraw Hill Education (India) Private Ltd,
Objective:
Human Resource Management basically deals with managing the Human Resources in an organization as an indispensable part of an organization. The course will help the students in understanding various dimensions of human resources management with special reference to policies and practices followed in India.

Contents
Module-1

Module-2
Job Analysis, Job Description and Job Specification, Activity, Job Analysis using O*NET Online, Role Analysis, Role Ambiguity and Role Conflict, Competencies Competence Analysis, Competency Mapping & Competency Based HRM

Module-3
Recruitment, Cost of a Bad Hiring, Selection – Resume, Tests, Selection Interviews and Employee Reference Checks, Induction and Placement, Promotion and Transfer.

Module-4

Module-5

Suggested Reading:
**Objective:**
The objective of this course is to provide insights into the management of strategic and functional issues in the operational environment of any organization. The course will also familiarize the students with the issues involved in managing supply chain and quality in an organization.

**Contents**

**Module 1**
Supply Chain Management – Concept, Types, Components, Metrics 
Materials Management – Procurement Process Material Handling, Value Analysis

**Module 2**
Inventory Management - Role, Types and Functions of Inventory – Independent versus Dependent Demand- Inventory Costs, Inventory Control Systems – P & Q Systems, Basic EOQ Model Selective Control of Inventory – ABC, VED, FSN Analysis

**Module 3**
Production Planning System, Aggregate Production Planning – Chase and Level strategies 
Master Production Schedule- Bill of Material- Materials Requirement Planning Systems 
MRP II- ERP Capacity Requirement Planning

**Module 4**
Lean Thinking and Just-in-Time Production – Kanban System Automation-General and Specific Technology Applications in Services-Technology Applications in Manufacturing Systems and Procedures Maintenance Management- Preventive and Breakdown Maintenance-Total Productive Maintenance

**Module 5**
Quality Management-Concept of Quality- -Quality Control and Quality Assurance Statistical Quality Control, Total Quality Management, ISO 9000, Six Sigma

**Suggested Readings:**

CRT3005 MANAGEMENT INFORMATION SYSTEM

Objective:
Upon completion of this course the student should be able to understand the components and types of computer-based information systems and describe the role of information systems in decision making.

Contents
Module-1

Module-2
Information Technology Infrastructure, Databases and Information Management, Telecommunications, Internet and Wireless Technology, Acquiring IS – Custom Vs Package – In-House vs. Outsource.

Module-3
Approaches to System Building- SDLC, Prototype - Stages in SDLC – Issues in System Feasibility, System Analysis, Design and Implementation–ER Diagram, DFD.

Module 4
Introduction to Enterprise Resource Planning, Customer Relationship Management, Concept & Features

Module-5

Suggested Readings:
3. Mahadeo Jaiswal & Mital, Management Information Systems
CRT3006 RESEARCH METHODOLOGY

Objective:
The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making

Contents
Module-1
Introduction, Types of Business Research: Basic and Applied, Types and sources of data, the Research Process: Broad Problem Area, Relevance of Literature Review, The Research Process, Theoretical framework and Hypothesis Development

Module-2
Elements of research design: Purpose of the study: Exploratory, descriptive and hypothesis testing, Types of investigations: Casual & Correlation, Study settings: Contrived and non-contrived Units of Analysis, Cross sectional & Longitudinal studies, Types and Measurement of variables Scales: Nominal, Ordinal Interval, and other types

Module-3
Collection of data:- Data collection methods: Questionnaires, interviews, focus groups, surveys, observations, Advantages and disadvantages of data collection methods, Sampling, Population, sample frame, sample, sampling unit, Reasons for sampling, sampling process, Probability and non-probability sampling.

Module-4
Analysis and Presentation of Data, Getting data ready for analysis, Getting feel for the data Descriptive Statistics, Testing of hypothesis, Data display and interpretation

Module-5

Suggested Reading:
2. Kothari C.R, Wishwa Prakashan, Research Methodology Methods and Techniques, 2004
CRT3007 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objective: Business Ethics and Corporate Governance discusses the theories of ethics and corporate governance, and explains how they can be applied in various business situations with a view to:

- To familiarize the learners with the concept and relevance of Business Ethics in the modern era.
- To enable learners to understand the scope and complexity of Corporate Governance in the global and Indian context.

Module I
Introduction – Ethics and Morality, Ethics and Law, Business Ethics- Importance and Benefits, Ethical Theories, Values and Its Relevance in Management, Various Approaches to Ethics

Module II
Ethical Corporate Behavior, Ethical leadership with Examples, Ethical Decision Making, Work Ethics, Ethics and Cultural issues, Environmental Ethics, Ethical Dilemma

Module III

Module IV
Corporate Governance, Desiderata of Corporate Governance, Corporate Governance Initiatives in India and Abroad, Benefits to Society, Benefits to Corporations, Corporate Governance Failures with Examples, ‘Good’ Corporate Governance

Module V
Corporate Social Responsibility, Theoretical Justification for CSR, Models for Implementation of CSR, Scope of CSR, Advantages of CSR, External Standards on CSR, Social Audit

References

1. Feranando A.C., Business Ethics and Corporate Governance, Dorling Kindersley (India) Pvt. Ltd, Noida
CRT4001 SUSTAINABLE DEVELOPMENT

Objectives
The primary objective of the course is to consider the concept of sustainability, along with related ideas about development, resilience, productivity, etc. from the combined viewpoints of natural science, social science, and natural resource policy.

Module -1: Introduction to Sustainable Development

Module -2: Ecosystem and Biodiversity
Structure and Function of Ecosystem-Functional components of Ecosystem- Different ecosystems- Biodiversity- Threats to biodiversity- Man-wildlife conflict-Conservation of Biodiversity

Module-3: Challenges to Sustainable Development

Module -4: Business Organizations and Concern for Environment
Principles of Industrial Ecology, Eco-friendly Production, Packaging, Green Marketing, Green Funding, Managing Industrial Pollution and Waste - Environment Accounting and Audit - Environment Management System (EMS) - ISO 14000

Module -5: Global Responses

Suggested Readings
Objective:
This course will help the students in developing a strategic thinking mode by understanding strategic landscapes of industries, including the interface with law and regulation, and institutional variation across nations.

Contents
Module-1
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility

Module-2
External Environment - Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- National Context and Competitive advantage Resources-Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage -Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage

Module-3

Module-4
Managing Technology and Innovation- Strategic issues for Non Profit organizations, New Business Models and strategies for Internet Economy

Module-5
The strategy implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control

Suggested Reading:
Objective:
This course is designed to develop an understanding of macro-environment issues relating to international businesses and the global economy with emphasis on non-business actors, institutions, and events.

Contents
Module-1
Introduction, concepts, open economy, theories of International trade, globalization debate, cultural dimensions, economic integration

Module-2
Environments facing IB, Globalization of Markets and the Internationalization of the Firm, Organizational Participants that Make International Business

Module-3

Module-4

Module-5
Introduction to Export and Import Finance - Methods of payment in International Trade, The International Monetary and Financial Environment, Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems & Jewelry etc. - Potential and threats

Suggested Reading:
3. Various contemporary news articles and journal articles as prescribed by the course instructor
Objective:
The objective of the course is to give students a critical understanding of factors influencing Consumer behavior which can be used in the development of effective marketing strategies.

Contents
Module-1

Module-2

Module-3
Change in the Consumer Market Structure (Generation Y, Generation X, Baby boomers, young again Market) – Personality (Psychoanalytic, Socio-psychological and Trait theories) — Consumer motivation (Need priorities, Motivational conflicts and Motivational intensity) – Consumer Knowledge (product knowledge, Purchase knowledge, Self-knowledge, Consumption and usage knowledge) – Consumer attitudes (Multi attribute model) - How important are Consumer Intentions, Consumer Learning( Behavioral learning, Information Processing and Cognitive Learning, Consumer Involvement and Passive learning, Outcomes and measures of Consumer Learning) and Consumer Perception (Sensory Dynamics of Perception, Elements of Perception and Consumer Imagery).

Module-4

Module-5
Reaching the Consumer (Distribution Channels, Internet) – Communication and Consumer Behavior, Marketing Ethics and Social Responsibility (Exploitive Targeting, Manipulating Consumers, Social Responsibility)

Suggested Reading:
1. Leon G. Schiffman, Leslie Lazar Kanuck, Consumer Behavior, Pearson Education. 8th Edition
MM002 BUSINESS TO BUSINESS (B2B) MARKETING

Objective:
To understand how organizations make buying decisions, the organizational influences and the variety of methodologies for addressing the various concerns of these influences. To understand the various occasions of organizational decision making, the role of B2B market research, branding of B2B brands and the new field of B2B Services.

Contents
Module-1

Module-2

Module-3

Module-4

Module-5
Price Determinants, Customers, Competition and Costs – Pricing Decision Analysis – Competitive Bidding – Price Negotiations – Expected Pay off Analysis

Suggested Reading:
MM003 RETAIL MANAGEMENT

Objective:
Develop Knowledge of contemporary retail management issues at the strategic level. To describe and analyse the way retailing works, specifically the key activities and relationships. To provide an academic underpinning to the above through the application of retailing theory and research.

Module 1
Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

Module 2
Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory;

Module 3
Retail Location Decisions - Trading Area Analysis; Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP.

Module 4

Module 5
Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing Role of Web, Online Retailing, Factors to be considered in having a Website

Suggested Reading:
1. Michael Levy, Barton Weitz, Retail management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford Publishing, India
3. Barry Berman and Joel R. Evans; Retail Management: A Strategic Approach, PHI, Tenth Edition
**MM004 INTEGRATED MARKETING COMMUNICATION**

**Objective:**
This course is designed for students who seek careers in which they will make marketing communication decisions. The overall emphasis is on developing sound approaches to addressing marketing communication problems and relating these decisions to the firm's strategic orientation.

**Contents**

**Module-1**
Overview of IMC, Impact of IT on IMC approaches, Corporate Image and Brand Management, Measuring brand equity, Consumer Buyer Behaviour (process), Models of Information search (Consumer attitude, consumer values, cognitive mapping)-Evaluation of alternatives, Modern trends in consumer buying environment. Promotions and Opportunity Analysis- Conduct Communication analysis, Promotional strategy, Budget, Types of budgets.

**Module-2**

**Module-3**
E-Marketing-Concerns. Interactive marketing-Banner Ad, Blogs, Email marketing/newsletter, podcast, social networks, viral campaigns, search engine optimization. Buzz marketing, Guerilla marketing, Product placement and branded entertainment, Life style marketing. Alternative Media venues- Video game advertising, Cinema advertising, In-Tunnel advertising, Parking lot advertising, Escalator advertising, Airline inflight advertising, Carry home menus, POP tactics, Brand communities.

**Module-4**
Database and direct response marketing- Life time value analysis, RFM analysis, Permission marketing. Sales promotion- Coupons, premiums, contest and sweep stales, refunds, sampling-types of sampling, Price-off, Trade promotions- Allowances, Incentives, Shows, and Contests. PR and sponsorship programmes, cause related marketing, Green marketing. Preventing or reducing image damage. Sponsorship and event marketing.

**Module-5**
Evaluating IMC- Concept testing, Copy testing, Recall, Recognition test, Attitude and opinion test, Emotional reaction test, Physiological arousal test. Evaluation criteria- principles of PACT. Evaluating PR and overall IMC.

**Suggested Reading:**

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MM005 MARKETING RESEARCH

Objective:
The objective of the course would be to give the students an understanding of marketing research from both user’s (management) and doer’s (the researchers) perspective.

Contents
Module 1
Introduction to Marketing Research, Defining the Marketing Research Problem and Developing an Approach

Module 2
Research Design Formulation, Exploratory Research Design, Secondary Data, Qualitative Research, Descriptive Research Design, Causal Research Design

Module 3
Measurement and Scaling, Fundamentals and Comparative Scaling, Non comparative Scaling Techniques, Questionnaire and Form Design, Sampling; Design and Procedures

Module 4
Data Collection, Preparation, Analysis, and Reporting

Module 5
Advanced statistical overview; logit and discriminant analysis, step wise regression, cluster analysis, factor analysis and multi-dimensional scaling and conjoint analysis.

Suggested Reading:
2. Beri, Marketing Research, Tata Magraw Hill, 5th edition
3. Rajesh Nargundkar, Marketing research, Tata Magraw Hill, 3rd edition
Objective:
This course is about how brands are viewed, built, managed, and measured to ensure firms’ superiority and sustainability in profits. To explore such issues, this course provides relevant and up-to-date theories, concepts, techniques, and models in branding. The course will interweave lectures, exercises, guest speakers, case discussions, and a brand audit group project.

Contents
Module-1
Introduction to Branding - Brand Identity, Strong Brands, How are brands built, Brands Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance, Brand Personality.

Module-2
Brands for Customers, Choosing Brand Elements, Brand Names, Developing an effective integrated marketing communication programme, Creating new brand associations, Co-branding, Celebrity endorsements, Brand Value Chain, Consistency in branding, Strategic Brands, Sub Brand Roles, Managing and leveraging brand, Aaker’s model and Keller model, Customer Based Brand Equity

Module-3

Module-4

Module-5
Strategic Brand Management Guidelines, Special Applications – (Industrial, High-tech products, Services, Retailers, Small Businesses, Online), Future Brand Priorities – (Building Brand Equity, Measuring Brand Equity, Achieving Marketing Balance), Integrated Marketing Communications to build Brand Equity.

Suggested Reading:
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 2008 Prentice Hall, 3rd edition,
**Objective:**
The objective of the course is that students should be able to understand different segmentation for rural markets and key differences in rural consumers and urban consumers and the challenges in rural marketing and recent trends in marketing-mix elements for rural markets.

**Contents**

**Module 1**
Introduction: Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets, Rural & marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, problems in rural marketing, rural demand, rural market index.

**Module 2**

**Module 3**

**Module 4**

**Module 5**

**Suggested Reading:**
Objective:
To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.

Contents
Module-1
Introduction to Services Marketing: Definition – Role of services in economy – Evolution and growth of service sector – Nature and Scope of services, Services and Technology – potential for new services, new ways to deliver and enabling both Customers and Employees - Unique Characteristics of Services – Challenges and issues in Services Marketing.

Module-2
Consumer behavior in services – search, experience and credence properties of services, Assessing services market potential, Classification of services – Inadequacy of 4 Ps, Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning, 7Ps of Services Marketing

Module-3

Module-4
Service Recovery - Impact of service failure and recovery, How customers respond to service failures, Designing service delivery System - Pricing of services, building customer relationships – relationship marketing, relationship value of customers, service marketing triangle, Integrated Service marketing communication.

Module-5
Delivering and Performing services - Employees’ role in service delivery: service culture, critical importance of service employees, Boundary-spanning roles, Delivering services through intermediate and Electronic Service Channels

Suggested Reading:
5. Helen Woodruff, Services Marketing, Longmen Group, New Delhi.
6. Adrian Payne, The Essence of Services Marketing, Prentice Hall, India
MM009 EVENT MANAGEMENT

Objective:
The purpose of this course is to acquire an in-depth knowledge about the specialized field of "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of events.

Contents

Module 1
Introduction to event management, Key elements of events, Event infrastructure: Core concept, Core people, Core talent, Core structure Target audience. Clients: Set objectives for the event, Negotiating contracts with event organizers, Locating interaction points, banners, displays etc. at the event. Preparing the Company’s staff for the event, Post event follow up. Event organizers; Targeting clients, Selecting event categories to serve, Selecting and contracting with other key elements in chosen categories, marketing intelligence and information systems; three stages of media campaign for events, Benefits that media can derive out of events, negotiating with the media owner.

Module 2
Event Marketing - Understanding the event market: Concept of product in events: Concept of pricing event. Concept of promotion in events.

Module 3
Activities in Event Management, Strategic Market Planning, Strategic alternatives for growth.

Module 4
Pricing objectives and strategies, Promotion, public relations objectives and strategies; Production and logistics objectives and strategies, Implementation of strategic decisions, Potential organizational and behavioral problems that may arise during implementation.

Module 5
Evaluation of event performance: The basic evaluation process. Establishing tangible objectives and sensitivity in evaluation, Measuring performance, Concept research; Formative evaluation, Objective evaluation, Summative evaluation, correcting deviations; Critical evaluation points, Critical evaluation points from event organizer’s point of view, Critical evaluation points from client’s point of view. Event evaluation - world cup games / event evaluation Olympic Games, Film festival evaluation.

Suggested Reading:

MM010 INTRODUCTION TO MEDIA AND ENTERTAINMENT BUSINESS

Objective:
The objective is to define and discuss the functions, levels, skills and influences of Management in Media, as well as be able to identify, define and understand the key characteristics and structure of the media and entertainment industry.

Contents

Module-1
Introduction to Media Industry-Global and Indian market, Organisational structure, Process and Flow, study on the Industry structure and size, market scenario and business and revenue model. Media Management- overview of people and Skill requirement, Mass media communication

Module-2

Module-3
Media Planning - Media planners, Media vendors, basic Media concepts reach, frequency, average OTS, CPRP, GRP, TRP, Campaign Management platforms, Compute ROI of media activity, developing media strategies, Developing a competitive strategy, External Influences on Print Media, Print Advertising and revenues, Media Net and Integrations, Regional V/s English, Youth marketing, digital & new media marketing

Module-4
Entertainment industry - sports, movie, reality shows and their size, characteristics. Movie Marketing, Sports marketing, Branding building through entertainment industry, celebrity endorsements, Challenges

Module-5
Socio-economic effects of Mobile Communication, Socio-Political effects on Media, HR in Media: Introduction to HRM in the media Industry, Best practices in managing the creative and technical professionals in the industry, Cyber Journalism: e-Newspapers, Merits and demerits of Cyber Journalism over traditional newspapers and magazines; Socio-economic impact of Cyber Journalism.

Suggested Reading:
Course Objectives:

This course is designed with an objective to prepare the student to develop and implement a sound salesforce strategy as well as a distribution strategy.


**Module III: Motivating and Controlling the Sales Force** - Motivation, Compensation to Sales Force and Controlling – Personal Selling: Motivating the Sales Team: Motivation Programs, Monetary and Non-monetary Compensation, Evaluation of Sales Force - Controlling of Sales Force – Sales Records and Reporting Systems – Controlling of Expenses – Sales Budget – Sales Audit. Sales Planning and Control: Goal Setting, Performance Measurement, Diagnosis and Corrective Actions


References:

MM012 DIGITAL MARKETING

Course Objective:
The main goal of the course is to understand, evaluate and formulate digital marketing campaigns from a variety of perspectives – as analysts, consumers, entrepreneurs and investors.

Module 1: Introduction to Digital Marketing - Transforming from Traditional to Digital Values, Introduction to digital marketing- Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing, Affiliate Marketing and Video Marketing, Drivers of change

Module 2: Search Engine Optimization, Online Advertising and E-mail marketing - Understanding Search Engine Marketing, (Essentials of Search Engine Optimization, Search Engine Result Pages – Positioning, Search Behaviour – On-Page Optimization, Off-Page Optimization), Online advertising- (Understanding Online Advertising, Pay-per-Click Advertising, Display Advertising and Tracking Ad Performance), Email marketing- (Understanding Email Marketing, Building Email Mailing Lists, Developing an Email Marketing Campaign and Tracking Email Marketing Performance).

Module 3: Social Media Marketing, Blog Marketing and Multimedia Marketing - Social media marketing- (Understanding Social Media, Participating in Social Networking, Marketing on Facebook, MySpace, and Twitter and Tracking Social Media Marketing Performance), Blog marketing- (Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Tracking Blog Marketing Performance), Multimedia marketing- (Understanding Multimedia Marketing, Podcast Marketing, Video Marketing and Tracking Multimedia Marketing Performance).

Module 4: Mobile Marketing, & Affiliate Marketing - Mobile marketing- (Understanding Mobile Marketing, Designing a Mobile-Friendly Website, Advertising on Mobile Devices, Marketing via Mobile Apps and Tracking Mobile Marketing Performance), Affiliate marketing- (The building blocks of affiliate marketing, Tools of the trade and Setting up a campaign).

Module 5: Web Analytics - Introduction to web analytics, What are analytics? The data landscape, the reliability of data-based decisions, tools and technology, Attribution modelling, Reporting.

Reference Books
MM013 INTERNATIONAL MARKETING RESEARCH

Objective:
The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade

Contents
Module-1
Introduction: nature and scope of marketing research, marketing research in international context-importance, complexities and issues, Organizational framework for international marketing research, International Marketing Information System (IMIS).

Module-2
Marketing Research Process: An overview, problem identification and definition, preparing research proposal, Exploratory, descriptive and experimental research designs, international secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research.

Module-3
Questionnaire preparation – etic and emit dilemma, Sample design – sampling methods and sample size determination, Fieldwork and data collection, Sampling and non- sampling errors.

Module-4
Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques discriminate analysis, factor and conjoint analysis: (including application software),Issues in multi-country data analysis, Data comparability and validity problems, Report preparation and presentation.

Module-5
Cross-cultural Consumer research – Attitude measurement and scaling techniques, Product research, Advertising research, International market opportunity analysis, Ethical issues in international marketing research

Suggested Reading:
Objective: The focus of Security Analysis is on how others analyze your company’s securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company’s securities in comparison with others’ on the security market.

Module 1

Module 2

Module 3
Share Valuation; Share Valuation Models Cash Flow Valuation Models-Earnings Valuation Models Fundamental Analysis-E.I.C.

Module 4
Technical Analysis Chart patterns/Moving Average/RSI/ROC/MACD Efficient Market Hypothesis

Module 5
Portfolio Management Portfolio Analysis, Portfolio Selection Markowitz Model, Sharpe Model CAPM Portfolio Revision &Portfolio Evaluation.

Suggested Reading:
Objective:
The course aims to introduce students to commercial banks and how they deliver their services. The topics covered include an overview of commercial banking, financial statements of banks, measuring and evaluating bank performance, asset and liability management of banks, management of the bank’s investment and lending functions.

Contents

Module 1: Commercial Banking functions, regulation and evaluation

Module 2: Asset-Liability Management (ALM)

Module 3: Investment, Liquidity Management

Module 4: Capital, Liabilities and Off-Balance Sheet Management

Module 5: Lending, and Liquidity Management

Suggested Reading:
1. Peter S. Rose and Sylvia C. Hudgins, Bank Management & Financial Services, 9/e, MGH
5. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson
FM003 FINANCIAL STATEMENT ANALYSIS

Objective
The main objective of the course is to advance the student’s understanding of how financial reporting is used in a variety of decision making under various context. (e.g., equity analysis and credit analysis). The course is designed to improve the student’s ability to analyze financial statements and firm’s accounting policies. It will also enhance the ability to use financial statements as part of an overall assessment of a firm’s strategy and valuation. The course provides both a framework for and the tools necessary to analyze financial statements.

Contents
Module 1: Overview and Financial Reporting and Analysis

Module 2: Analyzing Financing and Investing Activities

Module 3: Analyzing Operating Activities

Module 4: Cash Flow Analysis and Return on Invested Capital and Profitability Analysis

Module 5: Prospective Analysis, Credit Analysis and Equity Analysis

References:
FM004 EQUITY RESEARCH

Objective:
The course objective is to provide students with thorough knowledge of equity research practices in brokerage firms. This course focuses on building professional models and using sophisticated valuation methodologies to arrive at company's fair valuation.

Contents
Module 1
Equity valuation process, Understanding the business, forecasting company performance

Module 2
Selecting appropriate valuation model, Converting forecast to a valuation, making the investment decision

Module 3
Discounted cash flow valuation models, Dividend discount models, free cash flow to equity discount models, Free cash flow to the firm models , when and why to use different models

Module 4
Market based valuation techniques or relative valuation techniques, Price /Earnings ratio, Price /Sales ratio,

Module-5

Suggested Reading:
FM005 FINANCIAL DERIVATIVES & RISK MANAGEMENT

Objective:
The objective is to explain the basics of derivative instruments and their applications in the real world scenario

Contents

Module 1
Introduction - Derivatives Markets Types of derivatives - Forwards, Futures, Options, Swaps
Uses of Derivatives – Derivatives and risk management Role of Derivatives Markets, Participants in Derivatives market Price convergence of futures and cash market

Module 2
Forward and Futures- Market Structure Types of Future Contracts, Stock futures and stock index futures Specification of a futures contract Forward vs futures contracts Futures pricing – Cost of carry model Hedging Strategies using futures

Module 3
Options- Types of options, Option positions Specification of stock options Options markets, Properties of an option contract – Option boundaries, put-call parity;

Module 4
Options pricing- Binomial pricing and Black Scholes Option pricing Introduction to Option Greeks; Option Trading Strategies

Module 5
Swaps – Currency swaps and interest rate swaps – using swaps for speculation and for economic advantage; Credit derivatives - CDO and CDS

Reference books
Objective:
The objective of the course is to provide an understanding of both the key features of foreign exchange markets and the actual problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates.

Contents
Module-1

Module-2
Forward Foreign Exchange, Spot rate, forward rate, Forward Exchange premium and discounts, Forward rates versus expected future spot rates, Currency Futures, Currency Options Forwards, Futures and options Compared

Module-3
Purchasing Power Parity Principle- Law of one price, Absolute (static) form of PPP condition, Relative(or dynamic) form of PPP, Empirical evidence on PPP, Statistical problems for evaluating PPP, Practical Importance of PPP, Interest rate Parity Theory-Investment and borrowing Criteria, covered interest-parity condition, Combining PPP and interest parity, analyzing why covered interest differences persists- practical case studies

Module-4

Module-5
Factors to consider in Multinational Capital Budgeting- Exchange rate Fluctuations, Inflation, Financing arrangement, blocked funds, uncertain salvage value, impact of project on prevailing cash flows, real options

Suggested Reading:
Objective:
This elective course is expected to familiarize the students with the various aspects of financial services. The emphasis will be on the practical, operational aspects as well as risk management. The purpose of the course is to provide students with a general understanding of the Financial Services and Capital Markets in India as well as the operations and processes involved. It will enable the students to appreciate and understand the role, responsibilities and scope of activities carried out by financial Intermediaries as well as the regulators.

A general understanding of Banking & Insurance (as a financial service) will also be gained by the students. They will also understand the means adopted by corporates for raising short term funding as well as long term capital. They will also understand the use of Mutual Funds from a corporate perspective, mainly for investing short term surpluses. This course is expected to impart useful knowledge and skills to those who are looking for careers in the financial services and back office operations.

Contents
Module-1
Financial services and Intermediaries. SEBI's regulation and compliance requirements applicable to Intermediaries. Stock exchange and clearing house operations (Trading, Clearing & Settlement), Risk Management by stock exchanges. Securities broking operations, risk management and compliance. Other services offered by brokers

Module-2
Instruments and methods available for raising capital (including foreign capital). Regulations applicable to issue of capital. Role of intermediaries like Merchant banker, underwriter, brokers, and RTAs in issue of capital. Methodology applicable to pricing of public issues.

Module-3

Module-4
Venture capital and private equity. Leveraged buyouts, Mergers (conglomerate merger, horizontal merger, market extension merger, vertical merger and product extension merger) and acquisitions (Six McKinsey types). Current regulations on Inter corporate investments and loans.

Module-5
Money markets (Products, regulators, processes and services). Special emphasis on instruments used for direct finance by corporates and institutions). Mutual Funds (Concept & Role of a mutual fund, Fund structure and constituents, Products, Distribution and RTA services).

Suggested Reading:

1. NISM-SERIES-IX--MERCHANT-BANKING-EXAM-WORKBOOK (NISM IX)
2. NISM-Series-XV-Research Analyst Certification Examination Workbook - January 2016 (NISM XV)
3. NISM-SERIES-II-A--REGISTRAR-TO-AN-ISSUE-EXAM-WORKBOOK (NISM IIA)
4. SEBI (Merchant Bankers) regulations 1992
6. Making Sense of Corporate Venture Capital by Henry W. Chesbrough HBR Reprint r0203g (HBR 1)
7. How Venture Capital Works by Bob Zider HBR Reprint 98611 (HBR 2)
9. M. Y. Khan ; Financial services 7th edition; McGraw Hill Education India (MYK)
10. Stephen g. Cecchetti; Money, banking & Financial Markets; McGraw hill international edition (SGC)
11. RBI Reports, Guidelines and Master circulars on Banking (RBI)
12. IRDAI General guidelines and circulars on Insurance (IRDAI)
13. NISM Series VII Stock Market operations & Risk management (NISM VII)
FM008 CORPORATE RESTRUCTURING STRATEGIES

Objective:
The course aims to develop proficiency in Business Valuation and Corporate Restructuring Techniques and methods by undergoing a learning process with appropriate conceptual and practical blend.

Module-1
Overview of corporate restructuring. Terms of corporate restructuring – expansion, sell-offs, corporate control, changes in ownership structure.

Module-2
Mergers and acquisitions Concept and implications; Motives and rewards Types of mergers; Corporate spin offs; demergers Organization/Process of M&As Mergers and value creation Regulation on mergers and acquisitions. Tax implication of mergers.

Module 3
Theories of M&A, efficiency, undervaluation, agency problems, tax considerations, market power, operating synergy, financial synergy.

Module -4
Valuation of M&A, basic principles of valuation, discounted cash flow, steps in DCF, synergy valuation.

Module-5
Leveraged Buy Outs (LBO) concept and process Motives and implications of LBOs Regulatory framework of LBOs Employee buy outs, Concept and process Bankruptcy.

Suggested Reading:

7. AS14 of ICAI.
FM009 PROJECT FINANCE & CAPITAL BUDGETING

Objectives
In this course, students learn the types of capital investments for which project financing is suitable and how to engineer the financing arrangements that support it. Because of project financing’s enormous practical value, students of finance would be wise to learn about it so they can include it in their financing skill set.

Contents
Module 1 Introduction, Rationale and Structuring a Project

Module 2: Project’s Viability, Valuation and Appraisal

Module 3: Assessing and Managing Project Risks

Module 4: Project Financing Plan and Methods

Module 5: Social and Governmental aspects

Suggested Reading:
1. Dr. John D. Finnerty Asset-Based Financial Engineering Second Edition John Wiley Sons
5. Haldea, G, Infrastructure at Cross Roads: The Challenges of Governance
6. Esty, B.C., Modern Project Finance A Casebook
FM010: FINANCIAL MODELING USING SPREADSHEETS

Objective:
Spreadsheets are used widely in finance. It is a powerful tool for a manager which (s)he will have to develop as one of her/his core skills. Skills in MS Excel, which is the most widely used spreadsheet software worldwide, is a something which will help managers to create models on the fly to take informed decisions. This course looks at this tool from a finance manager’s view.

Contents
Module 1: Excel Skills for Financial Modeling

Module 2: Basic Financial Calculations
Present Value and Net Present Value - Internal Rate of Return and Loan Tables - Multiple Internal Rates of Return - Flat Payment Schedules - Future Values and Applications – Continuous Compounding - Discounting Using Dated Cash Flows – Pension and Annuity

Module 3: Calculating the Cost of Capital
The Gordon Dividend Model - Capital Asset Pricing Model to Determine the Cost of Equity (rE) - Using the Security Market Line to Calculate Cost of Equity - Three Approaches to Computing the Expected Return on the Market E(rM) - Calculating the Cost of Debt - Computing the WACC - When the Models Don’t Work

Module 4: Financial Statement Modeling

Module 5: Portfolio Models

References:
FM011 STRATEGIC FINANCIAL MANAGEMENT

Objective
The financial strategies of corporations are very complex in nature. The industry characteristics within which a company operates plays a key role in determining its assets and cost structure. The financial strategy of a company that raises funds from market is influenced by investor demand and market conditions. Companies continuously transform themselves to meet the emerging challenges and financial policies which are important vehicles to communicate and execute some of these initiatives. The complexity and economies of large projects pose challenge in developing risk mitigation strategies. The corporate financial policies are continuously shaped by interactions of many of these forces. Strategic Financial Management course deals with these complex situations and makes to understand in comprehensive manner how finance managers contribute to the effective decision making and what strategies lead to the enhancement of firm’s value and reduction of risk. This course also aims at integrating corporate financial decisions, corporate strategy and financial markets.

Contents
Module 1: Corporate Strategy and Financial Policy

Module 2: Financial Strategies

Module 3: Investments in Risky Projects and Real Options
Investment Opportunities as Real Options – Mapping a Project Onto an Option – Linking NPV and Option Value – NPVq – Valuing the Option – Seven Steps Framework – Option to Delay a Project – Option to Expand – Option to Abandon

Module 4: Corporate Strategies, Capital Structure Choices and Liability Management Policy

Module 5: Corporate Strategies, Dividend decisions, Cost of Financial Distress, Information Asymmetry and Conflict of Interest.
Why Companies Pay Dividends – Why Companies Repurchase Shares – Cash Distribution versus Common Stock Repurchases - Setting the Right Mix - Financial Distress – Debt Holder Equity Holder Conflicts – Conflicts between Different Classes of Creditors

References:
Objective:
The objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

Contents

Module 1

Module 2

Module 3
Receivable Management- Determining the Appropriate Credit policy Policy, dimensions of credit policy; Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant analysis, Sequential Decision Analysis

Module 4

Module 5
Sources of working capital finance – Long term – Short term; Approaches to working capital financing; Bank finance for working capital

Suggested Reading:
Objective:
The objective of the course is to understand the mechanism of microfinance and the various microfinance models.

Contents
Module-1
An Introduction to Microfinance, Microfinance Debates, Approaches in Microfinance Delivery, Mobile telephony, internet and other technology solutions for distributing MFI products

Module-2
Microfinance Models, MFI Models and Loan products, MFI group lending models, MFI individual lending models, MFI loan products and related issues,

Module-3
Microfinance financial Products and other products, MFI savings and savings products, MFI Micro insurance, Target Segments

Module-4
Government Initiatives, Innovations in Microfinance, Role and Scope for Formal Financial Institutions and Corporate, Legal Forms – Covers Issues in Transformation

Module-5
Key Functional Areas in MFIs, Interest Rate, Other Charges, Real Interest Rates and Their Calculations, MFI Ratings, Strategic Issues in the Growth of MFIs

Suggested Reading:
FM014 INTERNATIONAL TAXATION

Objective:
This course will help the students in understanding the basic principles of how taxation applies to international transactions and make them aware the role of the India in international tax as how the Indian tax rules interact with international structures

Contents
Module-1
Introduction to International Taxation with Basic Concept of Double Tax Avoidance, Agreements, Persons Covered, Taxes Covered, General Definitions Concept of Residence, Permanent Establishment,

Module-2
Business Profits, Income from Immovable Properties, Capital Gains, Shipping, inland waterways transport and air transport

Module-3

Module-4
Dividend, Interest, Royalties and Fees for Technical Services, Foreign Exchange Management Act – Concepts, Methods of Elimination of Double Taxation: A – Exemption Method, B - Credit Method,

Module-5

Suggested Reading:
HRM001 HUMAN RESOURCE DEVELOPMENT

Objective:
This course will develop a critical understanding of the potential and limitations of the contribution of human resource and talent development policies and strategies to formulating and achieving objectives at national, organizational, group and individual levels and will enable the development of intellectual, social, professional and personal skills to perform effectively in associated professional roles.

Contents

Module-1
Concept; Origin; Evolution; Theoretical Foundations; Scope of HRD, Aligning HRD with Business strategy; Competency models; Learning theories & HRD, Application of Motivation theories in HRD.

Module-2
Training & Development: Need Identification; Training Design, Traditional & Modern Methods of training; Training Development & Implementation; Evaluation of training; Kirkpatrick’s model;

Module-3
HRD Interventions: Performance Appraisal; Potential Appraisal; Employee Counseling; Coaching; Mentoring, Organization Development & Change; Modern HRD Interventions.

Module-4
HRD Interventions: Employee Empowerment; Employee engagement; Employee involvement; QWL; Career Planning; Career Development; Learning Organization;

Module-5
Strategic HRD; Assessment Centre; E-learning; Knowledge Management; Intellectual Capital, Business Results & Employee Growth, HRD & Return on Investment

Suggested Reading:
1. John P. Wilson, *HRD*, Kogan Page
Objective:
This course will enable students to develop better understanding of contemporary industrial relations practices. It will also make students aware of fundamentals of prevailing labor laws. This course will instill a better understanding of the importance of various employment related legal issues with reference to industry and labor. This will also facilitate students understanding about departmental enquiry procedures and code of discipline.

Contents

Module-1
Background to Industrial Relations-Understanding/Appreciating Industrial Relations/Employee Relations-Approaches to Industrial Relations-Forms of Industrial Relations-Theories of Industrial Relations-Evolution of Industrial Relations in India

Module-2

Module-3
ILO-International Industrial Relations-Recognition of Trade Unions- Practices in some foreign countries-International Workers’ Organization.

Module-4

Module-5 -Labor Laws
Trade Union Act, 1926-Industrial Dispute Act, 1947-Standing Orders.

Suggested Reading:
1. B.D Singh, Industrial relations – Emerging Paradigms
2. C.S Venkata Ratnam, Industrial relations
3. Arun Monappa, Industrial relations
Objective:
The course aims at sensitizing the students about the dynamics involved in the management of change. The basic concepts, approaches, change initiatives along with the OD interventions are introduced to the students to manage the change processes.

Contents

Module-1
Introduction to Change Management - Perspectives on Organizational Change - Managing/creating a positive organizational culture - Models of Change. Stages of change management, Dimensions of change

Module-2
Resistance to Change- Culture and Change Management, Emotional intelligence, Leadership development,

Module-3

Module-4

Module-5
OD and the Changing Environment, Organizational effectiveness

Suggested Reading:
**HRM004 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Objective:**
The objective of the course is to develop the perspective of strategic human resource management. This course will facilitate the students to distinguish the strategic approach to human resources from the traditional functional approach. This will help the future managers to understand the relationship of HR strategy with overall corporate strategy, understand the strategic role of specific HR systems, and appreciate SHRM in the context of changing forms of organization.

**Contents**

**Module-1**

**Module-2**

**Module-3**

**Module-4**

**Module-5**
Case 1- Case 2- Case 3 (Capstone Cases)

**Suggested Reading:**
2. Michael porter What is Strategy

65
Objective:
This course examines the significance of an effective performance management system in helping organizations in defining and achieving short and long term goals. Students will be oriented that it is an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. This course will help students to understand that performance management is concerned with identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic objectives of the organisations.

Contents
Module-1


Module-2


Module-3

Performance Appraisal: Performance goals and standards, need and objectives of PA; Uses and process of Performance Appraisal, Characteristics of effective appraisal system; Different Methods of PA (Traditional and Contemporary).

Module-4

Appraisal for managers, supervisors and workers, Performance measurement and the balanced scorecard. Performance measurement issues and their effects. Performance Management alternatives and their effects. Performance counselling, mentoring and coaching. Role of HR Managers and Line Managers in effective PMS,

Module-5

Performance Management Systems in global context: Philosophy, culture and practice in India and the top industrial economies of the world. Performance management methods, techniques and processes in MNCs.

Suggested Reading:


HRM006 PEOPLE CAPABILITY MATURITY MODEL (PCMM)

**Objective:**
The objective of the course is to prepare student to use this model in future to strengthen the foundation of best practices for managing and developing an organization’s workforce. The insightful understanding of this model helps them to develop the maturity of their workforce practices, establish a program of continuous workforce development, set priorities for improvement actions, integrate workforce development with process improvement, and establish a culture of excellence.

**Contents**

**Module-1**
the Process Maturity Framework and Overview The People CMM: Background, concepts, need, structure, and usage. The process maturity framework, the process maturity framework, process maturity framework spread, the People CMM Emerge in the IT industry. Organizational Maturity: Maturity Levels in the People CMM, Behavioural Characteristics of Maturity Levels.

**Module-2**
People CMM Process and Structural Areas Process Area, The Process Areas of the People; The Initial Level, Maturity Level, the Managed Level, Maturity Level, the defined level, Maturity Level , The Predictable Level, Maturity level. The Architecture of the People CMM, Structural Components of the People , Maturity Levels, Process Areas, Goals and Practices (Implementation, Institutionalization and Practices statements

**Module-3**

Module-5

Suggested Reading:

HRM007 COACHING

Objective:
This course aims to equip students with the knowledge and skills to enable them to effectively develop themselves or others using a structured coaching process and be skilled in utilizing the coaching tools and techniques in a variety of situations.

Contents

Module-1
Coaching Foundation - Overview of coaching, need for coaching, Definitions of Coaching, Relationship of Coaching to other practices, Coaching Dimensions, Why is Coaching important, Principles of Coaching, International Coach Federation (ICF) Core Competencies, ICF Ethical Guidelines.
Coaching Conversations - establishing the right fit for a coaching relationship, Elements to Consider for the Right Fit, Questions the Coach Should Be Prepared to Answer, Client Readiness for Coaching, International Coach Federation Ethical Guidelines, Topics and Elements for Coaching Agreements, Coaching Agreements.

Module-2

Module-3
Structure of coaching engagements - Setting Primary Goals, Building Strategies, Setting Actions, SMART/CRAFT guidelines for Objectives/Goals
Managing Coaching Sessions – General, Managing Session 1, Managing Session 2, Managing Session 3-11 and Managing Session 12, Barriers to getting “Unstuck”

Module-4
Sources and Methods of Collecting Data, Effective Feedback Techniques, measuring and tracking results Executive Coaching and Team Coaching
**Suggested Reading:**

5. **John Whitmore**, Coaching for performance: growing people, performance and purpose, Nicholas Brealey publishing.
HRM008 REWARD MANAGEMENT

Objective:

This course is intended to provide students the formulation, administration, evaluation and maintenance of reward systems in the organization. It will also equip them with skills of carrying out salary survey, designing and administering salary structures, standardizing reward and compensation processes.

Contents


Module-4 Rationale and Organizations associated with Wage Fixation: Job Analysis - Job Description - Job Specification - Job Evaluation Methods: Ranking, Job Grading/Classification, Factor Comparison and Point Method – Hay Group’s Survey on Executive Rewards - Wage Board - Pay Commissions

Module-5 Wage / Pay Structure: Components: Basic, Dearness Allowance, Fringe Benefits, Compensatory Allowance, Performance Pay and Employees Stock Options (ESOP) - Determinants – Forms: Single-Rate / Narrow-Graded, Multi-Point / Grade Progression / Grade Ladder / Step and Broad-Banding / Delayed Pay Structure -

Suggested Reading:


Additional Resources:


HRM009 COMPETENCY BASED HRM

Objective:

This course aims to equip students with the knowledge and skills to design competency framework and effectively work with them by linking to human resources sub-systems. Additionally, the course covers measurement of competencies through Behavioral Event Interviewing (BEI) and design of Assessment Tools for Assessment/Development Centre.

Contents

Module-1
Evolution of Competency Based HRM; Definition, Purpose, Types of competencies, classification of competencies, criticisms of working with competencies and responses, Challenges of working with competencies, Characteristics of good competencies

Module-2
Different approach to competency mapping, approaches to describing competency maps, scale construction

Module-3
Linking Competencies to HR subsystems and its relevance (viz. Competency Based Selection; Competency based Training & Development, Competency Based Performance Management, Career and Succession Planning etc)

Module-4
Competency Based Interviewing (CBI/BEI), Features of CBI, Strengths and weaknesses of CBI, Funneling/Probing techniques, Appropriate and Inappropriate questions, Power of Silence, CBI Stages, Rating Errors.

Module-5
Assessment & Development Centre; Design of Assessment tools mapped to various behavioral indicators. (Group Interactive Exercise, In-basket exercise, Role Play, Case Study, Analysis -Presentations, Simulations, Ability Tests etc.)

Suggested Reading:

1. Competency based HRM; Strategic resources for Competency Mapping, Assessment and Development Centres – Ganesh Shermon
2. Assessment & Development Centres; Iain Ballantyne & Nigel Povah
4. David D. Dubois, Competency-based Human Resource Management, Nicholas Brealey Publishing Lim
5. Talent Assessments – A manual of Competency based Assessment Development tools – Ganesh Shermon and Anavir Shermon
HRM010 CROSS CULTURAL MANAGEMENT

Objectives:
Managing cultural diversity is important in today’s globalised world with its multicultural societies and cross-border activities that all lead to cross cultural interaction. The purpose of this course is to provide you with knowledge about and understanding of the impact of (national) cultures on management practice.

Module 1:

Module 2:
Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Module 3:
Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Module 4:
Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally

Module 5:
Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

References
HRM011 PSYCHOLOGY FOR MANAGERS

Objective:
The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

Contents

Module-1
Introduction; Scope; Evolution; Applied Psychology.

Module-2
Perception, Learning.

Module-3
Personality; Intelligence: IQ; EQ; SQ.

Module-4
Conflict and Adjustment, Stress Management, Social Psychology, Industrial Psychology

Suggested Reading:
2. Robert A. Baron, *Psychology* –Pearson Education


HRM012 MANPOWER SOURCING

Objective:
This course aims to provide the knowledge and skills in the domain of personnel recruitment, selection and assessment. Students will learn about job analysis, and its elements, staffing strategies using various selection and assessment methods, and will get equipped in decision making processes with reference to staffing requirements.

Contents
Module-1:


Module-2

**Creating An Outsourcing Strategy:** Preparing a Request For Information (RFI) or Request For Proposal (RFP) - Identifying third-party service providers (contractors) - Evaluating contract proposals - Conducting cost-benefit analyses - Contract terms - Retaining management rights - Importance of legal review of contracts - Managing vendor/staff relationships - Managing a vendor’s performance under the contract terms - Managing Communications and Deliverables - Evaluating Outsourcing Process

Module-3

**Recruitment:** Concept - Resume Scanning - Recruitment Policy – Approaches - Source of Recruitment – The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. **Selection:** Concept – Process – Methods and Tools – **Employees Testing Methods:** Psychological and Emotional Intelligence Tests: Definition – Purpose - Medical Checkups - Reference and Back Ground Check – Assessment Centers - Choice of Selection Methods - Interpretation of Tests and Results – **Standardization of Tests:** Reliability and Validity

Module-4

Module-5


Suggested Reading:


HRM013 GLOBAL HUMAN RESOURCE MANAGEMENT

Objective:
Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Contents
Module-1

Module-2
Communicating across Cultures-Language and Culture-Non Verbal Dimensions of Communicating across Cultures. Negotiating across cultures, competencies in negotiation, Developing Global Managers with Cross Culture competency-Developing Cultural Intelligence-Dos and & Don’ts of International Business. Cross-cultural effectiveness

Module-3

Global Corporate Evolution -Internationalization and the international division of labor- Introduction to the language of Global Human Resource Management - Strategic Issues in Global Selection and Cross Cultural Issues in Global HRM – Implications of national diversities for MNCs, Hofstede and Hall models- Managing expatriates in global markets; Repatriating employees post international assignment, Cross-border HR management, Offshoring/outourcing, In-shoring,

Module-4

Compensation Management in MNCs -Performance Management Systems in MNCs. Training and Development in MNCs-Challenges in developing Global Managers – Transfer of knowledge across national borders. Industrial Relations in Global Perspective-Strategic challenges of Conflict Resolutions in MNCs-MNCs’ practices in Worker Participation in Management.-International Corporate Social Responsibility.

Module-5

Managing a Diverse Workforce, business case for diversity; Equal employment opportunity, Aging workforce, Individuals with disabilities, Racial/ethnic diversity, Discrimination, Reverse discrimination, Glass ceiling, Business case for diversity.

Suggested Reading:

2. Peter J Dowling & Denice E Welch, International Human Resource Management: Managing People in a Multi-national Context,
OM001 PROJECT MANAGEMENT

Objective:
Projects are characterized by non-routine tasks. Project Management is about Planning, Organising, Scheduling, Executing, Controlling and Closing these non routine tasks. This course deals with the above said aspects of a project. This course introduces the students to the scientific methods involved in managing the project.

Module 1
The definition of a project, The three project objectives, project Life cycle, Risk during the Life Cycle, Project selection and criteria of choice, Project selection models, Project organisation – project as part of the functional organisation, pure project organisation, The matrix organization.

Module 2

Module 3

Module 4
The planning –monitoring-controlling cycle, Earned Value Analysis, Computerized Project Management Information system, Project control

Module 5
The project Audit, Audit report, Audit life cycle, Essentials of an Audit. Project termination: types of termination, the termination process.

Reference Books
OM002 INTEGRATED MATERIALS MANAGEMENT

Objective:
This course examines the materials functions common to virtually all organisations. The objective of the course is to make students understand the importance of materials management function in an organisation and how it can help in integrating various plans and reduce the material related costs.

Contents
Module 1:
Dynamics of materials management, Materials management at a micro-level and at a macro-level - The material Function, objectives of materials management, MRP, Lean and Demand driven MRP systems.

Module 2
Purchasing: Purchasing principles, procedures, practices and policies, Legal aspects of purchasing and associated documentation (Customs, Excise and GST). Negotiations: Negotiation framework, negotiation planning, power in negotiation, e-procurement. Global Sourcing

Module 3
Inventory Fundamentals: Aggregate Inventory management, Item inventory management, Inventory and flow of materials, Supply and demand patterns, Functions of inventory, Objectives of inventory management, Inventory costs, Financial Statement and inventory, Inventory Categorization methods (GOLF, ABC, VED, XYZ, FSN, and others) Models for determining Order Quantity: Economic order quantity (EOQ), Variation of EOQ Model, Quantity discounts, Period-Order Quantity (POQ), Part Period Balancing

Module 4
Independent demand ordering system: Order point system, Determining safety stock, Determining service levels, Different forecast and lead time intervals, Determining when the order point is reached, Distribution inventory, Other material classification. JIT inventory control systems.

Module 5
Store management and operations: storage system, stores location and layout, development of stores, centralization and decentralization of stores, Standardization and variety reduction, Codification. Materials handling systems, principles, Types of equipment, movement and storage cost. Tools, Spare parts and maintenance material control, obsolete scrap or process waste and surplus material disposal. Environmental impact of waste disposal. eWaste legislation in India.

References:
1. Evans, J. R. & Lindsay, W. M. The Management and control of Quality, Cengage Learning
4. Evans, J.R., & Lindsay, W.M. An Introduction to Six Sigma & Process Improvement, Cengage
5. Purchasing & Supply Chain Management 3rd edition Manczka, Trent,Handfield
6. Principles of Inventory & Materials Management; Tersine,Richard
9. Handbook of Materials Management ; second edition; Gopalakrishnan P., Abid Haleem
Objective:
The objective of the course is to make students be able have a conceptual understanding of different strategies employed in manufacturing and service industries to plan production and control inventory. At the end of the course students should be able to understand the various techniques, identify likely areas for improvement, develop and implement improved planning and control methods for production systems.

Contents
Module 1

Module 2

Module 3

Module 4

Module 5

References / Books
1. Vollmann, Berry, Jacobs, Manufacturing Planning and Control for Supply Chain Management, 5e, McGraw-Hill, 2009. [Primary Text]
3. Heizer, Rajashekar & Render, Operations Management, 9e, Pearson Education.
OM004 SUPPLY CHAIN MANAGEMENT

Objective:
The objective is to give students a managerial knowledge of basic concepts and principles. The strategic importance of a good supply chain design, planning and operation for every firm is covered in the syllabus. The role of inventory management, transportation, Warehousing, purchasing and integration is managing an effective supply chain is dealt in detail.

Module 1
Understanding the supply chain – objectives of a supply chain, Importance of supply chain decisions, Decision phases in a supply chain, Process views of a supply chain. Drivers of supply chain performance, framework for structuring drivers. The role of distribution in the supply chain, Factors influencing distribution network

Module 2
Planning Demand and supply in a supply chain: The role of forecasting in a supply chain, characteristics of Forecasts, Time-series Forecasting methods, Measures of Forecast errors. Responding to predictable variability in a supply chain, Managing supply, Managing Demand, The role of cycle inventory in a supply chain, Economies of scale to exploit Fixed costs and also to exploit quantity discounts, The role of safety inventory in a supply chain, determining appropriate level of safety inventory

Module 3
Transportation Infrastructure: Transport Functionality, Principles and Participants, Transportation structure, Transport economies and Pricing, Transportation documentation. Warehousing: Strategic warehousing, Warehouse operations, Warehouse decisions, Packaging for materials handling efficiency, Materials Handling

Module 4
Supplier Evaluation, Selection and Measurement: The supplier evaluation and selection process, Various methods of supplier evaluation and selection, Key supplier evaluation criteria, Supplier measurement decisions, Types of supplier measurement techniques, Supplier Quality, Managing Supplier quality – The role of the buyer. The role of purchasing in managing supplier quality, Supplier evaluation systems

Module 5
The role of IT in a supply chain, the supply chain IT framework. Lack of supply chain coordination and the Bullwhip effect, The effect of lack of coordination on performance, Obstacles to coordination in a supply chain, Managerial levers to achieve coordination, Building Strategic partnership and Trust within a supply chain, Collaborative Planning, Forecasting and Replenishment (CPFR)

Reference Books
OM005 SERVICE OPERATIONS MANAGEMENT

Objective:
The intent of the service operations management course is to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service organization.

Contents
Module 1
Introduction to Service Operations, Nature and Characteristics of Services, Service Encounters, Service Organization as a System Service Strategy Formulation, Basic and Integrative Elements of Service Strategy, Role of Services in an Economy.

Module 2

Module 3
Operating the Service System – Managing Demand, Nature and pattern of Service Demand, Strategies for influencing Demand, Yield Management; Queuing Theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating Capacity – Static, Nested and Dynamic Methods; Inventory Management in Services, Methods to reduce stock-outs, shrinkages and inventory inaccuracy.

Module 4

Module 5

References / Books
OM006 MAINTENANCE MANAGEMENT

Objective:
To explore the components that comprises an effective maintenance program. To present maintenance as various integrated business processes that support the objectives of an organization in the context of total life cycle facility management. To understand current practices in maintenance management and the potential drivers for re-engineering maintenance.

Contents

Module 1

Module 2
Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipment subject to breakdown, Replacement decisions: Optimum interval between preventive replacements of equipment subject to breakdown, group replacement, Physical Asset Management, Measuring Equipment Effectiveness.

Module 3
Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability - Series, Parallel and mixed configuration, Reliability improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability-Maintainability-Reliability trade off.

Module 4
Failure statistics, Data analysis and methods of qualitative analysis, MTBF, MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson’s, Normal, Exponential, FMEA, FMECA, Economics of repair and replacement of equipment, Planning and scheduling of plant overhauling and shutdown.

Module 5
Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance (TPM)- Philosophy & Implementation, Signature Analysis, Maintenance information systems, Expert Systems, Concept of Tero - Technology, Reengineering Maintenance process.

Suggested Reading:
1. Kelly and M.J. Harris, Management of Industrial Maintenance, Butterworth-Heinemann Ltd
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S.Chand & Company, 2009
5. B.V.S. Prasad; B.Kanaka: Modern Maintenance Management: Concepts and cases - ICFAI
7. A.D.Telang and Amit Telang; Comprehensive Maintenance Management; Policies, Strategies and options, PHI Learning Private limited 2010
8. R.C.Mishra, K.Pathak Maintenance Engineering and Management ; PHI 2013
OM007 TOTAL QUALITY MANAGEMENT

Course Objective: This course provides a fundamental, yet comprehensive coverage of Total Quality Management (TQM). The primary objective of this course is to familiarize students with the basic concepts, techniques, principles and applications of total quality management.

Module 1: The Quality System
Quality - History and Importance; Total Quality in Organizations
Quality Philosophies and Frameworks – Contributions of Deming, Juran, Crosby; Quality Management Awards and Frameworks – MBNQA, EQA, Deming Prize

Module 2: The Management System

Module 3: Six Sigma and Process Improvement
Process Improvement – Seven QC Tools, New Seven Management Tools and their Application.
Six Sigma – Principles of Six Sigma, DPMO, The Statistical Basis of Six Sigma, DMAIC Methodology

Module 4: Design for Quality and Product Excellence
Quality Function Deployment – House of Quality, Taguchi Loss Function, Failure Mode and Effects Analysis, Reliability Prediction and Optimization, Total Productive Maintenance, Overall Equipment Effectiveness

Module 5: Statistical Quality Control
Statistical Process Control – Methodology; Control Chart for Variables; Control Chart for Attributes; Designing Control Charts – $x$ bar and $R$ chart, $p$ chart, $c$ chart
Process Capability

References:
1. Evans, J. R. & Lindsay, W. M. The Management and control of Quality, Cengage Learning
4. Evans, J. R., & Lindsay, W. M. An Introduction to Six Sigma & Process Improvement, Cengage Learning
OM008 SIMULATION MODELLING

Objective:
The course will cover both analytical methods (Markov Models and Queuing Networks) and simulation techniques (Monte Carlo Techniques and Event Driven Simulation) as applied in management

Contents
Module 1
Introduction to Modeling & Simulation – What is modelling and Simulation? Complexity Types – Model Types – Simulation Types – M&S Terms and Definitions

Module 2

Module 3

Module 4
Comparison Problems, Comparing Two Systems, Screening Problems, Selecting the Best, Comparison with a Standard, Comparison with a Fixed Performance, Discrete Event Simulations

Module 5

Suggested Reading:
OM009 REVENUE MANAGEMENT

Objective
The objective of the course is to explain how firms should manage production capacity, resources and product availability policies across different selling channels in order to maximize performance and profitability. The primary goal of Revenue Management has been succinctly described as “selling the right product to the right customer at the right time for the right price”. It will expose the methodology to be adapted by companies selling seasonal/perishable products under uncertain and changing market conditions.

Module 1

Module 2

Module 3

Module 4

Module 5

References (Books):
Objectives

Module I:

Module II:

Module III:
Extensive Form Games: Perfect Information Games, Centipede Game, Backward Induction. Subgame Perfect Equilibrium. Introduction to Imperfect Information Games, Mixed Strategies and Behavioural Strategies.

Module IV:

Module V:

References (Books):
OM011 GLOBAL SUPPLY CHAIN MANAGEMENT

Objective:
This course provides a strategic view of global operations, supply chain and logistics. The students will be able to understand the general framework and important issues related to global operations and logistics.

Contents
Module-1

Module-2
Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities – identifying logistics performance indicators – e-commerce and SCM

Module-3
Supply Chain Drivers and Metrics: Drivers for Supply Chain Performance, Framework for Structuring drivers, Facilities in inventory, transportation, information, sourcing and pricing. Objectives to Achieving fit.

Module-4

Module-5

Suggested Reading:
1. Masaaki Kotabe, Michael J. Mol, Global Supply Chain Management ,Edward Elagar publishing, 2006
Objective:
To provide a strong foundation in database technology and to introduce the current trends in the industry for effective application of IT, especially database technologies in organization’s routine functioning.

Contents
Module 1
Introduction to File and Database systems, Database system structure, Data Models, Introduction to Network and Hierarchical Models, ER model, Relational Model

Module 2
Relational Database design – Functional dependences and Normalization for Relational Databases (up to BCNF)

Module 3
SQL Introduction - Data Definition Language, Data Manipulation Language, Data Control Language, SQL functions and operations, Nested queries and join operations.

Module 4
ACID properties of a transaction, Intro to commercial databases - Oracle, MySQL etc, Database Connectivity, Database hosting.

Module 5
Database variants – Object Oriented Databases – Multimedia Databases – Geographic Database – Distributed Database Management System

Suggested Reading:
BI002 E-COMMERCE

Objective:
The course is aimed to provide an understanding of the theories and concepts underlying e-commerce and to equip students to understand practices the e-marketers are adopt in "the real world". The course will offer familiarity with current challenges and issues in e-commerce.

Contents
Module 1

Module 2
E-commerce eco system – Cloud computing overview, Introduction to SOA and cloud deployment models/types such as IaaS, PaaS and SaaS. Introduction to cloud security.

Module 3

Module 4

Module 5

Suggested Reading:
2. Ken Laudon and Carol GuercioTraver, E-Commerce 2012, CourseSmart e-Textbook, Prentice Hall, 8/E,2012,
BI003 INTRODUCTION TO BUSINESS ANALYTICS

Objective

Module 1 - Introduction
Business Data Overview - Sources and Uses of Business Data
Introduction to Business Analytics and Big Data
Analytics Industry, The value generated & its applications
Types of Analytics – Descriptive, Predictive and Prescriptive
Analytics Tools

Module 2 – Exploratory Data Analysis (EDA) (Using MS Excel)
Data Types - numeric data, categorical, nominal, ordinal etc.
Distribution of data - univariate, bivariate
Outliers and Unusual observations
Missing Data and imputation
Data Visualization and its importance
Important techniques for exploration - histograms, box plots, scatter plots
Other visualization techniques - bar, line

Module 3 – Introduction to R (Open Source Statistical Modeling Tool)
R as a calculator
Vectors, Matrices, Data frames, Lists
Packages and functions
Reading and writing data

Module 4 – Correlation and Regression (Using R)
Correlation and its types
Difference between Correlation and Causality
Examples for correlation and causality

Module 5 – Breadth of Analytics
Predictive analytics - Forecasting, Regressions & Industry Applications

References
BI004 BUSINESS INTELLEGENCE ARCHITECTURE

Objective:
This course will equip the students with basic architectural concepts for business intelligence and data warehousing and to determine the best-fit architecture and methodology for data warehousing program.

Contents
Module-1
Basic principles of Business Intelligence, development in BI area, position in IS/ICTarchitecture, links to other applications, core OLAP (On Line Analytical Processing) technologies, demonstration of principles on examples, BI application areas, specification of these areas, BI in the company management, effects of BI applications

Module-2
Database environment, data warehouse in MS SQL Server-- principles, architecture,components, management basics, BI tasks management, effect and critical success factors of BI, planning and analysis, Data Integration Framework

Module-3
Design and modeling -- principles of dimensional modeling, relationship between measures and relevant dimensions, physical design and modeling, data quality management, data granularity problems management,

Module-4
Data Mining: Introduction – Data – Types of Data – Data Mining Functionalities – Interestingness of Patterns – Classification of Data Mining Systems – Data Mining Task Primitives – Integration of a Data Mining System with a Data Warehouse – Issues –Data Preprocessing

Module-5
Data Mining -- core principles and application options, relations to BI and other applications, relationship between CRM and BI - Customer Intelligence, BI market segment, BI trends, BI product examples- SAP, Oracle.

Suggested Reading:
1. R. N. Prasad and SeemaAcharya, Fundamentals of Business Analytics, Wiley India Pvt Ltd, 2011
BI005 DECISION SUPPORT SYSTEM

Objective:
This course deals with mainly model building for decision situations in functional areas of management like, finance, marketing, production, planning and control etc. As such the emphasis is on model building and using a computer as a tool.

Contents
Module 1
Overview of different types of Decision-Making: Strategic, tactical and operational, Mapping of databases, MIS, EIS, KBS, expert systems, OR modeling systems and simulation, decision analytysystemson to activitieswithin an organization. Extension to other‘nonorganizational’ areas of decision making, Relationship with knowledge management systems

Module 2
Studies of human cognition in relation to decision making and the assimilation of information, Cultural issues, Implications for design of decision-making support, Communication issues

Module 3
Normative, descriptive and prescriptive analysis: requisite modeling. Contrast with Recognition primed decision tools

Module 4
DSS Software Tools – Introduction to Information Retrieval Packages, specialised modeling languages, statistical data analysis packages, forecasting and graphing packages.

Module 5
Group decision support systems and decision conferencing, Intelligent decision support systems: tools and applications. Cutting-edge decision support technologies. History, design, implementation: benefits and pitfalls. Deliberative e-democracy and e-participation

Suggested Reading:
BI006 BUSINESS PROCESS MODELLING & ANALYSIS

Objective:
This course is targeted for students wanting to build career in roles of business analysts, implementation consultants etc… This course provides an introduction to the skills and techniques required to analyze and design new processes or to redesign and improve existing processes. This course focuses on identifying opportunities for process change and presents the process analysis, modeling and design techniques and tools required to improve performance.

Contents

Module 1
Introduction to business process management and Web Sphere Business Modeler, Web Sphere Business Modeler overview, Creating a business process diagram, Defining elements and attributes

Module 2
Organizational model of processes, Strategic context for business processes, Relationships between processes, including those at the same level and between levels of hierarchy, Building an organizational view of processes, Delivering value to customers and the value proposition

Module 3
Completing the process model, Defining human tasks and forms, Defining business rules; Model validation and static analysis, Basic reports and queries, Common modeling patterns

Module 4
Project management, methodology, and approaches, Collaboration support for version control Web Sphere Business Compass overview, Building your own model

Module 5
Evaluating and improving business processes, Identifying problems with the as-is business processes, Analysing the process flow, Analyzing the handoffs, Analyzing the tasks, Staff performance issues, Challenging the business rules, Modeling the to-be business processes, Approaches to business process improvement.

Suggested Reading:

1. Davis Barnes (Editor), Understanding Business : Process, Routledge, USA, 2000

Internet Reference:

BI007 SOFTWARE PROJECT MANAGEMENT

Objective:
In this course, focus is on the issues that are crucial to the development of good quality software. The course will equip students to look at several approaches to the process of software development and issues they need to address in the industry.

Contents
Module 1
Introduction: What is software, what is software process, what is software Engineering, Characteristics of Software Project, Activities covered by Software Project Management, Problems involved, Management function related to Project Management, Feasibility analysis.

Module 2
Overview of Project Planning, Finalizing Project Scope, Infrastructure, Analyzing Project Characteristics, Identifying Project goals and activities, Estimating time & effort, allocating resources, Review plan

Module 3
Project Execution Approach: Choosing Technologies, Structure Vs speed of Delivery, Waterfall Model, V-Process Model, Evolutionary model, Spiral Model, Software Prototyping, Incremental Delivery, Controlling changes during project execution

Module 4
Agile/scrum methodology – Introduction to Agile manifesto. Overview of Scrum, concepts of sprint, scrum master, product backlog, product owner. Other sprint concepts such as burn down chart, task board, Daily scrum meeting, sprint retrospective.

Module 5 MS project
Introduction to MS Project 2013, Creating and defining projects, entering and scheduling tasks, Project 2013 views, calendars, organizing tasks, Working with Task Duration, Constraints, and Deadlines, Dependencies, resources, customizing and formatting, resource management, communication and progress updates, Tracking work in project, using baselines, running reports, printing project information, consolidating projects and resources

Suggested Reading:
BI008 ADVANCED BUSINESS ANALYTICS

Objective

Module 1 – Regression (Part I) (Using R)
Regression – An Overview
Simple linear regression – Assumptions; Model estimations (Least-square); Goodness of Fit; Residuals; Regression diagnostics; Heteroscedasticity
Hands on using R

Module 2 – Regression (Part II) (Using R)
Multiple Linear Regression – Complete as well as Step-wise; Goodness of Fit (Adjusted R-square, AIC, BIC); Regression diagnostics; Residuals; Multicollinearity
Model Validation and Accuracy Measurement - Cross validation, MAPE, MAE, MAD
Hands on using R

Module 3 – Clustering (Using R)
Data Mining – Unsupervised Learning
Clustering
K-means and Hierarchical Clustering
Applications and Examples
Limitations
Hands on using Excel Miner

Module 4 – Advanced Analytic Techniques and Applications
Sentiment Analysis
Fraud Analytics
Web Analytics
Social Media Analytics

Reference
Module 1
Structured data, Unstructured data and Streaming data
The Cloud, Big Data, Volume of Data, Variety of Data, Velocity of Data
Data intensive applications, Distributed File System
ACID vs BASE, Consistency, Availability and Partition tolerance - CAP Theorem

Module 2
Unstructured Database Management Systems
NoSQL Introduction, SQL vs NoSQL
Need of NoSQL, Use of NoSQL in Industry
Comparison of relational databases to new NoSQL stores
Advantages of NoSQL over RDBMS

Module 3
Types of NoSQL database
Column-Oriented data model, Key-value data models,
Document data model, Graph databases – schema less databases
Multi Model database –aggregate
Database replication, Databasesharding

Module 4
Hadoop ecosystem & MapReduce
Components of Hadoop, Hadoop Distributed File system
Basics of Map Reduce, Cassandra data model
Hive infrastructure, Pig data model

Module 5
Introduction to MongoDB, key features,
MongoDB through the JavaScript,JSON, Binary JSON,
MongoDB Query Language.

References
1. Chris Eaton, Dirk Deroos, Tom Deutsch, George Lapis, Paul Zikoppulos,
   Solutions”, Wiley, 2013
5. Kyle Banker, Peter Bakkum, Shaun Verch, Douglas Garrett, Tim Hawkins,
   "MongoDB in Action", Manning 2016
B1010 EMERGING TRENDS OF IT IN BUSINESS

Course Description
This course aims to critically explore current and emerging trends in Information and Communications Technology (ICT) with emphasis on business value creation. It aims to critically enquire and report on the digital disruption that all industry sectors are experiencing. The anticipated outcomes are to critically think and report on emerging ICT trends in the current business environment; analyze the impact on organizational strategy and demonstrate a deep understanding of Business Value creation via the ICT Infrastructure deployment.

Module 1

Module 2
Ubiquitous computing: Embedded and personal digital devices, mobile apps, Hadoop and Big Data, Virtual worlds

Module 3
The IoT paradigm, Smart objects, IoT Value Chains, NFC applications, social revolution of everyday life: The rise-and-rise of social media, Alternative human-computer interfaces, power of algorithms: Exploiting computers to solve problems.

Module 4
What is a blockchain?, What are transactions and blocks? How do P2P systems operate? What gives Bitcoin value?, The most prominent consensus mechanisms, Private, consortium, and public network; How do Smart Contracts work?, public/private keys, Cryptographic hashes

Module 5
Introduction to AI, Reasoning: goal trees and problem solving, Reasoning: goal trees and rule-based expert systems, neural nets, back propagation, genetic algorithms, support vector machines

References
## Course Syllabus: Business Modelling using R (BMR)

<table>
<thead>
<tr>
<th>Modules</th>
<th>Syllabus</th>
<th>Hours</th>
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<tr>
<td><strong>Module 1</strong></td>
<td>Importance of Data in Business and role of data in decision making. Data Analysis and Business Intelligence. Understanding Big data. Introduction to R, Familiarization of R Studio, Basic components in R Studio. R Syntax and programming - Variables &amp; Operators, Vectors, List, Matrices &amp; Arrays, Factors, Data Frames &amp; Functions</td>
<td>6</td>
</tr>
<tr>
<td><strong>Module 2</strong></td>
<td>Reading data using R - Basic read write operations, Understanding exploratory functions to cover Summary &amp; Structure of data, data behavioural description using measures of central tendency and measures of dispersion. Functions used for cleaning data - handling messy data and missing data</td>
<td>5</td>
</tr>
<tr>
<td><strong>Module 3</strong></td>
<td>Components of a good visualization, objective of visualizations, Basic charts and their purpose - pie, bar and histogram. Boxplot and its importance, Scatterplot and its importance. Understanding ggplot2 package, functions in ggplot2 and usage of quickplot and ggplot2 functions</td>
<td>4</td>
</tr>
</tbody>
</table>
Module 5  
Understanding of unsupervised learning models  
Description of unsupervised modelling techniques

Clustering
a) Clustering Concept – K Means Clustering  
b) Building the model  
c) Model diagnostics and evaluation  
d) Solving Business case using Random Forest method

Association Rules
a) ARM Concept – Apriori  
b) Building the model  
c) Model evaluation  
d) Solving Business case using Random Forest method

Reference books

1  Hands-On Programming with R by Grolemund and Garrett  
2  Beginning R: The Statistical Programming Language by Mark Gardener  
3  R for Everyone: Advanced Analytics and Graphics by Jared P. Lander

Course Syllabus: Applied Business Analytics (ABA)

<table>
<thead>
<tr>
<th>Modules</th>
<th>Syllabus</th>
<th>Hours</th>
</tr>
</thead>
</table>
| Module 1 | HR Analytics :  
Understanding role of analytics in HR Function, Understanding KPI's that needs to be modelled.  
Modelling Attrition - Understanding how modelling attrition helps an organization. Model Building, Model Diagnostics and evaluation.  
CTC prediction model- Modeling CTC prediction and evaluating social networks | 6     |
| Module 2 | Operations Analytics :  
Understanding role of analytics in Operations Analytics - Introduction  
Distribution channel development - using predictive analytics in setting up distribution centers  
Machine error alerts - Understand modelling techniques to Predict failures in systems | 5     |
### Usage of Predicting modelling in demand and capacity management

<table>
<thead>
<tr>
<th>Module 3</th>
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<tr>
<td>Finance analytics:</td>
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<tr>
<td>Understanding role of analytics in finance.</td>
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<tr>
<td>Customer profiling using clustering techniques</td>
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<tr>
<td>Applied Credit risk modelling using classification and regression techniques</td>
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</tbody>
</table>

<table>
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<tr>
<th>Module 4</th>
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</thead>
<tbody>
<tr>
<td>Marketing analytics:</td>
<td></td>
</tr>
<tr>
<td>Understanding analytics in marketing. Usage of predictive modelling in Sales forecasting, Customer segmentation, Customer feedback analysis</td>
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<td>Retail analytics, Market Basket Analysis</td>
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<th>Module 5</th>
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<td>Healthcare Analytics:</td>
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<tr>
<td>Relevance of analytics in healthcare. Understanding supervised modelling technique in Patient risk profiling, OP time optimization and patient diagnostics.</td>
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</tbody>
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**Reference books**

1. Applied Predictive Analytics: Principles and Techniques for The Professional Data Analyst by Dean Abbott
2. Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data by Omer Artun and Dominique Levin
3. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya
GM001 INTERNATIONAL ECONOMICS

Objective:
The course will make students understand as to why countries and firms do international trade with each other and what the pattern of trade is. Further it will discuss what policies are available with countries to protect their interests and how international trade is related to income distribution, poverty and other development parameters of the economy.

Contents
Module-1
International Economics as a distinct branch of Economics, Its Nature and Scope

Module-2

Module-3
Terms of Trade and Gains from Trade: Concepts of Terms of Trade, Factors affecting Terms of Trade, Prebisch - Singer Thesis, Gains from Trade- Meaning, Offer Curves, Distribution of gains from trade in terms of Offer Curves, Trade as an Engine of Growth.

Module-4

Module-5
Economic Integration: Forms of Economic Integration, Customs Union- Partial Equilibrium Analysis of Customs Union – Trade Creation and Trade Diversion (concepts only).

Suggested Reading:
Objective:
This course is aimed to make students understand the different operations involved in foreign trade and to provide knowledge of procedure and documentation formalities, practices and regulations governing such trade. The course will also provide better understanding and appreciation of the important facets of the Export - Import policy of India.

Contents
Module-1
Export documentation, Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, commercial practices.

Module-2
Export Procedures: Central Excise clearance, Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Export promotion schemes

Module-3

Module-4
Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Customs clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing.

Module-5
Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

Suggested Reading:
2. Rai, UshaKiran, Export - Import and Logistics Management, PHI, 2010
GM003 INTERNATIONAL SHIPPING AND TRANSPORT

Objective:
This course will provide up-to-date and in-depth knowledge of shipping and logistics vital to the continued development of the industry and develop capabilities among students to tackle complex multidisciplinary problems through covering a host of topics such as logistics, economics, finance, management, law, insurance, marketing, IT applications.

Contents
Module-1

Module-2

Module-3
Transportation- Position of Transportation in Logistics and Supply chain management- Road, Rail, Ocean, Air, Transport Multi model transport- Containerization – CFS- ICDS –Selection of transportation mode – Transportation Network and Decision- Insurance aspects of logistics, port operations and transportation decisions.

Module-4

Module-5
Transportation Routing Decisions Transit Operation Software - Benefits of Transportation Software Factors driving Transportation Costs - Categories of Transportation costs

Suggested Reading:
GM004 INTERNATIONAL ORGANISATIONS

Objective:
This course explores the institutional structures, political processes, and impact of international organizations within the larger context of world trade. International organizations, both governmental and non-governmental, play an increasingly prominent role in efforts to resolve a wide range of global problems and are important elements in the current system of global governance.

Contents
Module-1

Module-2
Assistance and Funding to IDOs: Prerequisites, Regulations and Formalities, to avail funding to IDOs – International aid flows – ILO, UNESCO, UNDP, UNESCAPE, UN-HABITAT, UNAID, USAID, DFID and other international NGOs

Module-3

Module-4
Cooperation & Collaboration: Role of Nations’ Policies – Role of International Government Organizations, NGOs, INGOs, & MNCs.

Module-5
Functional Strategies: In specific Issues pertaining to HR, Marketing, Management and Finance – Case studies

Suggested Reading:
GM005 INTELLECTUAL PROPERTY RIGHTS

Objective:
The course is aimed to disseminate information on national and international IPR issues to students for creating IPR consciousness and to familiarize the learners about the documentation and administrative procedures relating to IPR in India.

Contents
Module-1

Module-2

Module-3

Module-4

Module-5

Suggested Reading:
GM006 GLOBAL ENTRY STRATEGIES AND MARKETING

Objective:
This course will help the students in understanding strategic orientation needed in global marketing. The course deals directly with issues facing today's global marketing managers provides with the competitive orientation and strategies necessary for initial market entry, market expansion, and global rationalization.

Contents

Module-1

Module-2
Information for International Marketing Decisions, International Marketing Information System and Research, Understanding Global Consumers, Cultural Dynamics in assessing Global markets

Module-3

Module-4
Implementing Market Expansion Strategies, Global Rationalization, Charting Direction in Global Markets,

Module-5
Developing Global Competitive Strategy, Developing the Corporate Infrastructure for Global Implementation

Suggested Reading:

GM007 ENTREPRENEURSHIP AND FAMILY BUSINESS MANAGEMENT

Course Objectives:
1. To understand real life business situations and business practices.
2. To develop a competent entrepreneur and a successful business intrapreneur of tomorrow.
3. Understand the challenges of family businesses

Module 1

Module 2

Module 3
Strategies for a new entrant from a strategic management perspective. New Enterprise Creation. Designing organizational structure & Systems. Growth; Evolution of strategy and structure in a growing business; Five stages of growth; The characteristics of small business at each stage of development Business models and rapid growth strategies; Customer-centered growth strategies.

Module 4
Family Business; How they matter and how they differ; factors that make a family business; cultural configuration of a family business; Stages of development and keys to success of a family business. Management practices that enable a family business to function effectively; Issues in succession and transition planning; The long-term winners in the family business; The command, continuity, community, and connection - or “the four Cs – in family business; Managing for the long run.

Module 5
What really needs to be done to build a successful organization for the long-term. Problems faced by entrepreneurs. Approaches to build a high-growth, long-term and sustainable firm. Diversifying outside the industry and market.

References: