

Assam Don Bosco University

Programme Project Report (PPR)

Master of Business Administration

i. *Programme's Mission and Objectives*

An MBA Program conducted in the online mode is designed for the learners aspiring to work in the industry or at the entrepreneurial extent.

The skills and knowledge gained from this program shall help them contribute to the growth of the business, as professional and qualified managers, entrepreneurs & owners.

ii. *Relevance of Program with the Assam Don Bosco University Mission & Goals*

The programmes mission and objectives are in alignment with the University's mission, vision and goals, as detailed below.

Vision

The vision of Don Bosco University is:

'To mould young persons into intellectually competent, morally upright, socially committed and spiritually inspired citizens at the service of India and the world of today and tomorrow, by imparting holistic and personalized education.'

Guided by this vision and leveraging its century-old expertise in education in India and abroad, Don Bosco University is envisaged to be a centre of excellence in study and research focusing upon the following:

- Providing easier access to higher education for the under-privileged.
- Harmonizing technical excellence with human and religious values.
- Employment-oriented courses in emerging areas of contemporary technology and service.
- 'Teacher Education' as a privileged area of interest to accelerate the pace, reach and quality of education.
- Impetus to research initiatives with practical and social relevance.
- Providing a forum for debate and research on key human issues like religion & culture, peace & justice.
- Contributing to the socio-economic development of North-East India.
- Boosting international linkages and collaboration in university education.

The spirit of the university has been encapsulated in its emblem which has five distinct elements:

- The Cross' signifies its underlying Christian inspiration;
- 'The Profile of St. John Bosco' denotes its distinctive educational philosophy;
- 'The book emphasizes its commitment to academic excellence;
- 'The rays of the Rising Sun' stand for its dynamism and commitment to society; and,
- The motto, 'Carpe Diem' which meaning 'Seize the Day' challenging every Bosconian to grasp the opportunities presented by each new day and attain 'life in its fullness.'

Mission

*Built on a great legacy inherited from our founding fathers, our mission is to create an environment of stimulating intellectual dialogue across disciplines and harvest **knowledge with a cutting-edge through high quality teaching, research, and extension activities** leading to the generation of students who would provide leadership, vision and direction to society.*

Goal

*Our goal is to realize this vision by 2025. **Our strategy is to develop innovative programmes in basic and emerging disciplines** in a phased manner and to update them periodically so as to keep ourselves on track and on time. Our commitment is to involve the faculty and students in **interactive learning environment both within and outside the University through contextual and experiential programmes** so that they would be builders of a **worldwide-network of knowledge-sharing** and excel in their performance with a winning edge in the wider context of globalization.*

iii. Nature of Prospective Target Group of Learners

This Program is designed to target working individuals who wish to further their professional and academic qualifications, or wish to acquire domain specific knowledge and skills in their chosen profession or industry, in the field of 'management'.

iv. Appropriateness of Programme to be conducted in Online Learning mode to acquire specific skills and competence

A management program of this nature is apt for delivery in the Online mode, given its practical nature. It's students, who would already be working in the industry, shall benefit from putting into practice their learnings on an ongoing basis, and shall be able to recognize aspects and applicability of their studies in their everyday work life.

v. Instructional Design

a. Curriculum Design

As per University Curriculum in place for campus programs.(Attached)

b. For Online Mode:

E-Learning Materials Quality Standard:

The online courses should comply with the following Quality standards, namely:-

(i) The courses should follow the following four quadrant approach, as per the SWAYAM Guidelines:-

(a) Quadrant-I is e-Tutorial; which shall contain: Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.

(b) Quadrant-II is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.

(c) Quadrant-III is the Discussion forum; for raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team.

(d) Quadrant-IV is Assessment; which shall contain; Problems and Solutions, which could be in the form of Multiple Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconceptions.

c. Duration of the Program

As per University duration policy for on campus programs, in conjunction with the UGC regulation in place.

d. Faculty and Support Staff Requirement

As per UGC Regulations

e. Instructional Delivery Mechanisms

Courses to be delivered in an ‘online’ mode with learning material in the form of E-SLM’s, and Self Assessments being available for the students. Additionally, virtual live lectures and recorded lecture sessions to be provided as per a fixed schedule towards the end of each term.

f. Student Support Systems

Learner Support Service via Web, Chat, Call Support. Access to counsellors at Department on University campus. Access to E-Learning Library resources in the student portal.

vi. Procedure for admissions, curriculum transaction and evaluation

a. Admission Policy

Admissions to be conducted twice a year (January and July), and as per common regulation for online programs already in place and in effect at the time, in conjunction with UGC Regulations.

b. Minimum Eligibility

As per common regulation for online programs already in place and in effect at the time, in conjunction with UGC Regulations.

c. Fee Structure

As per fee structure in place for online programs, and as decided by fee committee from time to time.

d. Programme Delivery Methodology

Courses to be delivered under the 'online' mode of learning, with students being provided Self learning material in eBook format, along with access to online Self Assessment tools. Contact Programs Sessions to be conducted online once per semester.

e. Web Based Tools

A Web based Portal which shall allow the student access to the following

- Admission & Enrolment Details
- Fee Details and Online Fee Payment Gateway
- Prospectus, Regulations & Syllabus
- Notifications (Admissions, fees, examinations etc)
- Course List, with completion status and scores / results
- eBook's of SLM's.
- Self Assessment Tests (unscored)
- Internal Assessments - IA1 & IA2
- Online PCP Lectures (Recorded or via Virtual Classroom session) as conducted each semester.
- Online Learners forum, for student to student interaction.

- Online Copy of the Grade sheet.
- Access to online support in the form of web chat, ticketed email support etc.

f. Evaluation Methodology – Tools & Methods

Internal Assessment marks to comprise the results of Internal Assessment Tests (IA1 & IA2) over the duration of the Semester/Term towards 30% of the final marks, whereas the End Term Assessment , conducted at Examination centres (as per UGC Regulations) to comprise of the remaining 70%.

End Term Exam Regulations to be as per regulations governing on campus programs.

Being an online program, there shall be no provision or requirement to repeat or drop a year within the program.

vii. Requirement of the laboratory support and Library Resources

As per the syllabus / curriculum, no laboratory support required. Library resources can be accessed online.

viii. Cost Estimate of the Programme and the provisions

Upon receipt of approval from the UGC, the Finance Committee may set aside budgetary provisions towards Programme Development, Programme Delivery, Programme Maintenance. Once the programs are operational, fee receipts from the program may be used to cover the same, as per the guidance of the Syndicate and Finance Committee.

ix. Quality Assurance mechanism and expected programme outcomes

The expected outcome from these programs is a measurable increase in the skills and knowledge of the student in his/her area of study, and that increase should be reflected in a proportional increase in available job opportunities / role or profile changes in his or her current job or industry, and a change / increment in earning capability .

A Centre for Internal Quality Assurance shall be setup within 1 year of the launch of these programs (as per UGC requirements). The CIQA, working in collaboration with the Department , shall put in place a continuous quality measurement and improvement framework, using both student – teacher feedback, and outcome measurement on data gathered from students during and after completion of their programs via surveys. The findings, action taken report and results shall be published and made available via the CIQA each year in the

form of a report.

Master of Business Administration	
Course List	
Semester	Course Name
1	Financial Management
1	Human Resource Management
1	Management Accounting
1	Managerial Economics
1	Marketing Management
1	Principles of Management
Semester	Course Name
2	Sales Management
2	Operations Management
2	Organisational Behaviour
2	Strategy in Business
2	MIS - Management Information Systems
2	Corporate Finance
Semester	Course Name
3	International Business
3	Entrepreneurship Management
3	Leadership and Team Effectiveness
3	Elective- I
3	Elective- I
3	Elective- I
4	Total Quality Management
4	Executive Communication
4	Managing Innovation
4	Elective- II
4	Elective- II
4	Elective- II
4	Project Viva Voce
4	Project Report
Elective Type	Course Name
Elective I- Finance	Security Analysis and Investment Management
Elective I- Finance	International Financial Management
Elective I- Finance	Financial Derivatives
Elective II- Human Resource	Organizational Change and Development
Elective II- Human Resource	Employee Relations
Elective II- Human Resource	Compensation Management
Elective III- Marketing	Services Marketing
Elective III- Marketing	Retail Management
Elective III- Marketing	Consumer Behaviour
Elective IV-Operations Management	Operations Research
Elective IV-Operations Management	Service Management

Elective IV-Operations Management	Customer Relationship Management
Elective V- Supply Chain Management	Enterprise Resource Planning
Elective V- Supply Chain Management	Supply Chain Management
Elective V- Supply Chain Management	Purchasing and Material Management
Elective VI- Project Management	Project Management
Elective VI- Project Management	Project Planning and Scheduling

Master of Business Administration

Syllabus Term I

Principles of Management

Nature of Management- Definition, Functions, Process and Importance of Management, Managerial Roles, Managerial Skills and Activities.

Evolution of Management Thought- Differences between Management and Administration, Importance of Values and Ethics in Management. Evolution of Management Thought, Various Approaches to Management, Functions of Management.

Planning and Decision Making- Nature and Purpose of Planning, Objectives, Types and Significance of Planning, Steps in Planning, Decision-Making.

Organizing- Nature and Purpose of Organizing, Organizing Principles, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralisation, Effective Organizing, Organizational Structures, Formal and Informal Organizations.

Staffing- Nature and Purpose of Staffing, Manpower Planning, Recruitment and Selection, Training and Development, Performance Appraisal.

Motivation- Directing: Effective Directing, Supervision, Motivation, Theories of Motivation, Job Satisfaction.

Leadership- Concepts, Theories and Styles, Communication Process: Channels and Barriers, Effective Communication.

Controlling- Elements of Managerial Control, Control Systems, Management Control Techniques, Effective Control Systems.

Coordination and Communication- Concepts , Importance, Principles and Techniques of Coordination Concepts of Managerial Effectiveness.

Suggested Readings:

1. Essentials For Management : An International Perspective by Koontz and Harold.
2. Principles of Management by P.Robbins.

Managerial Economics

The Nature and Scope of Managerial Economics- Definition, Nature and Scope of Business Economics, Wealth Definition, Scarcity Definition, Growth Definition, Production Possibility Curve, Circular Flow of Economic Theory to a Firm's Level Business Problems.

Analysis of Individual Demand- Characteristics and Classification of Human Wants-law of Diminishing Marginal Utility, Laws of Equimarginal Utility.

Analysis of Market Demand and Demand Elasticities- Meaning of Demand, Determinants of Demand, Assumptions of Law of Demand, Exceptions to Law of Demand, Reasons for Change in Demand, Elasticity of Demand, Demand Forecasting, Law of Supply, Elasticity of Supply.

Demand Forecasting- Money, Real and Opportunity Costs, Fixed and Variable Costs, Average and Marginal Costs, Average and Marginal Revenues.

Theory of production and Cost- Production Function, Cost-output Relationship, Law of Variable Proportions, Law of Increasing Returns, Law of Diminishing Returns.

Market Structure and Pricing Decisions and Pricing Strategies and Practices- Nature of Markets, Pricing under Perfect, Monopoly and Monopolistic Market Conditions, Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.

Profit as Business Objective and Profit Planning- Profit Management and Appropriation: Economic Versus Accounting Profit, Concept of True Profit, Factors in Profit Measurement, Appropriation of Profit Policy, Capitalization of Profit.

Business Cycle: Causes and Effect of Inflation and Recession, Measures of Economic Stabilization.

Money and Banking: Meaning of Money, Functions, Measurement of Money and Value of Money- functions of Commercial and Central Banks-credit Creation by Commercial Banks– Methods of Credit Control.

Macro-Economy- National Income and Income Determination: Circular Flow of Income, National Income and Related Concepts.

Suggested Readings:

1. Managerial Economics by Geetika| Piyali Ghosh|Choudhary.
2. Managerial Economics by Samuelson Paul

Management Accounting

Accounting: Meaning, Scope and Principles- Introduction, Importance and Scope, Concepts & Conventions: Introduction, Generally Accepted Accounting Principles.

Journalising Transactions, Ledger Posting and Trial Balance, Subdivision of a Journal- Double Entry Framework: The Accounting Equation. Accounting Cycle: Journals, Ledgers, Purchase Book, Sales Book, Cash Book, Petty Cash Book, Trial Balance.

Financial Statements of Non- Corporate Entities- Preparation of Financial Statements: Profit and Loss Account and Balance Sheet with Necessary Adjustments.

Company Financial Statements: Analysis and Interpretation- Analysis and Interpretation of Financial Statement: Meaning and Significance.

Cash and Funds Flow Statements- Ratio Analysis, Trend Analysis, Common Size and Comparative Financial Statement, Fund Flow Statement and Cash Flow Statement

Marginal Costing and Cost Volume Profit Analysis- Marginal Costing, Break Even Analysis, Applications of Marginal Costing.

Suggested Readings-

1. Managerial Accounting by Ronald W Hilton| G Ramesh| M Jayadev
2. Management Accounting by M.Y.Khan | P.K Jain

Financial Management

Nature of Financial Management- Evolution of Financial-management, Scope and Objectives of Financial Management.

Capital Budgeting Decisions- Capital Budgeting Process, Project Formulation & Project Selection, Introduction to Various Capital Budgeting Techniques; Payback Period Method, Average rate of return, Net Present Value method, IRR, Benefit-Cost Ratio, Capital Rationing.

Long-Term Finance- Sources of Long Term Funds- Equity Shares, Preference Shares, Debentures, Public Deposits, Factors Affecting long Term Funds Requirements.

Asset-based Financing: Lease, Hire Purchase and Project Financing- Lease Financing: Concept, Types. Advantages and Disadvantages of Leasing.

Capital Structure: Theory and Policy- Determinants of Capital Structure, Capital Structure Theories, Cost of Capital, Operating and Financial Leverage.

Principles of Working Capital Management- Concepts, Factors affecting Working Capital Requirements, Determining Working Capital Requirements, Sources of Working Capital.

Dividend Theory and Dividend Policy- Retained Earnings & Dividend Policy, Consideration in Dividend Policy, Forms of Dividends, Dividend Theories, Bonus Shares.

Corporate Restructuring, Mergers & Acquisitions- Reasons and Factors Affecting Mergers, Acquisitions, Takeovers and Sell- offs'.

Return, Risk and Shareholder Value- Introduction to Concepts of EVA, MVA, and CAPM.

Suggested Readings-

1. Financial Management By I.M Pandey
2. Financial Mangement by Prasana Chandra

Marketing Management

Introduction to Marketing- Marketing Concepts and Orientations, Marketing Tasks, Marketing in Modern Context. Strategic Planning, Marketing System & Marketing Environment, Marketing Planning & Marketing Process.

Marketing Information- Marketing Information System: Concept and Components.

Consumer Behaviour- Factors Influencing Consumer Buying Behaviour, Buying Process. Organising for Marketing, Marketing Implementation & Control.

Segmentation and Targeting- Market Segmentation & Targeting.

Overview of Product Management- Product Decisions: Product Mix, Differentiation & Positioning, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies, Branding. Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Pricing Strategies. Channel Decisions: Channel Design and Channel Management Decisions, Promotion Decisions: Promotion Mix, Advertising, Sales Promotion, Public Relations.

Suggested Readings:

1. Marketing Management by Philip Kotler| Keller | Jha.

Human Resource Management

Introduction to Human Resource Management- Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles. Organizing the Human Resource Management department in the organisation. Human Resource Management practices in India. HR audit.

HR Planning, Recruitment, Selection, Placement and Induction- Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

Personnel Development Programme- Employee training, executive development and career planning & development, performance appraisal.

Job Compensation- Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group. Promotions, demotions, transfers, separation, absenteeism & turnover.

Quality of Work Life- Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare.

Counselling for Effective HR Development- Counselling for effective Human Resource Development.

Human Relations- Definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining.

Suggested Readings:

1. Human resource Management by Praveen Durai.
2. Human resource Management by Gerry Dessler.

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Syllabus Term II

Organisational Behaviour

Introduction to OB- Define Organizational Behaviour, Its Relevance in Today's Business Environment. Individual Behaviour in Organization: Understanding Self, Perception: Nature and Importance, Perceptual Selectivity, Stereotyping, Halo Effect.

Motivation, Personality, Learning and Behaviour Reinforcement- Learning and Behaviour Modification, Attitudes. Personality: Meaning, Self Concept, Self Esteem, Major Determinants of Personality. Motivation: Types of Motivation, Theories of Work Motivation given by Maslow, Herzberg McGregor, Vroom and Porter-Lawler.

Group Behaviour and Decision Making- Group Dynamics; Type of Groups, Group Norms and Roles, Group Cohesiveness, Group Development and Facilitation. Dynamics of Managerial Leadership: Leadership Styles, Trait Approach, Behavioural Approaches, Managerial Grid. Inter-personal Behaviour in Organization: Transactional Analysis, Management of Conflict. Stress Management.

Suggested Readings:

1. Organisation behaviour by P.Robbins|Judge|Vohra.

Course Name- Operations Management

Course Outline-

Topics	Unit Reference (<i>from SLM*</i>)
Introduction: Concept of planning for production, technology importance of production functions.	Unit 1: Production and Operations Management
Manufacturing Systems: Process design and process selection adoption of appropriate technology as per market requirements.	Unit 2: Manufacturing Systems
Planning and Control: Functions of production planning and control, routing and scheduling of planning, production automation technology, concept and importance of product design, production, and quality.	Unit 3: Production Planning and Control Unit 4: Product Design and Forecasting
Project Analysis: Introduction PERT/CPM, concept of critical path.	Unit 5: Project Analysis – PERT/CPM
Capacity Planning and Work Study: Plant location, plant layout, importance of maintenance management, objectives of work study, importance of method study and work management.	Unit 6: Plant Location and Layout Unit 7: Capacity Planning and Maintenance Management Unit 8: Work Study
Objectives of: Supply chain management, just in time system forecasting, computer system and packages.	Unit 9: JIT and Quality Unit 10: Supply Chain Management, Computer Systems and Packages
	Unit 11: Random Variables and Probability Distributions Unit 12: Inventory Management

Course Text: Self Learning Material (*SLM) provided by University.

Strategy in Business

Strategic Planning and Management- Characteristics of Strategic Decisions, Difference between Operational Efficiency and Strategy, Evolution of the Concept of Strategic Management, Work Done in the Field of Strategy, Dimensions of Strategic Decisions, Levels of Strategic Decisions, From Long-Range Planning to Strategic Planning and Strategic Management.

Strategic Management Process- Purpose of Strategic Management, Building Process Through People, Purpose and Performance.

Strategic Intent: Vision, Mission and Objectives- Strategic Intent, Components of Strategic Management.

Environmental, Industry, Competitive and Internal Analysis of the Firm- Environmental Analysis, SWOT Analysis, Porter's Industry Analysis: The Five Forces Model, Game Theory: Concept of Co-opetition, Concept of Complementarity, Value Chain Analysis, Learning Curve and Experience Curve.

Corporate and Business- Level Strategy- Corporate Centers: What they try to do and How? Rationale for Creating or Capturing Value, Different Roles of Corporate Centers, Types of Competitive Advantage and Sustainability, Overall Cost Leadership, Differentiation, Focus.

Global Strategy- International Strategy, Multi-Domestic Strategy Global Strategy, Transnational Strategy.

Acquisition, Restructuring and Cooperative Strategies- Mergers and Acquisitions, Rationale for Mergers and Acquisitions, Reasons for Cross-Border Mergers and Acquisitions, Blueprint for Integrating Acquisitions, Corporate Restructuring, Cooperative Strategies and Competitive Advantage.

Strategic Analysis and Choice- BCC Growth Share- Matrix, The GE Nine-Cell Planning Grid, Arthur D. Little Life Cycle Approach, Swot Analysis, Profit Impact of Market Strategies (PIMS), Product Market Matrix.

Strategy Implementation: Structural and Behavioural Issues- Patterns of Growth of Large Corporations, Simple, Functional and Divisional Structure, Strategic Business Unit (SBU) Structure, Holding Company Structure, Matrix Structure, Attaining Behavioural Control: Balancing Culture, Rewards and Boundaries, Strategy-Culture Relationship, Behavioural Control in Organizations: Situational Factors, Strategies- Operational Strategy, Marketing Strategy, Human Resource Strategy, Financial Management Strategy.

Strategic Leadership- Leadership: Three Interdependent Activities, Overcoming Barriers to Change and Effective Use of Power, Emotional Intelligence: A Key Leadership Trait, Developing a Learning Organization, Unit 15: Strategic Leadership Creating an Ethical Organization Integrity-Based vs. Compliance-Based Approaches to Organizational Ethics.

Strategy: Evaluation, Control and Technology Management- Establishing Strategic Controls, Operational Control Systems, Crisis Management, Matching Structure and Control to Strategy,

Choice of Technology: Aligning Generic Strategies with Research and Development, Technological Leadership, First Mover Advantages and Disadvantages, Acquisition and Absorption of Technology: Licensing of Technology, Choosing the Right Licensee, Designing a Technology Strategy.

Suggested Readings-

1. Strategic Management and Business Policy by Wheelen and Hunger.
2. Strategic Management and Business Policy by Azhar Kazmi.

Management Information Systems

Concept of Data and Information- Introduction Concepts of Data and Information- Management Process and Information Needs, Systems Approach to Problem Solving- Levels, Classification and Capabilities of Information Systems.

Management Information System and DBMS- Modern Data Bases, Concept of Database, Differences from Traditional File Organization Systems, DBMS and its Advantages, Classification of Database Systems, Schema and Subschema, Data Dictionary and Data Manipulation Language etc., Modern and Advanced Databases, Data Warehousing and Data Mining.

System Analysis and Implementation- Information System Building, Traditional Life Cycle Method, Other Methodologies, like Prototyping, for Systems Development, Tools Used for System Design Such as Data Flow Diagrams, Entity Relationship Diagram, Context Diagram, System Flow Charting, Input-Output Chart etc., System Development and Implementation, System Operational Phase.

Application of Information Systems- Application in Functional Areas- HRIS, FIS, Manufacturing Information System, Marketing Information System, Application in Banking and Other Services.

Networking and Decision Support Systems- Introduction in Networking, World Wide Web and Internet, Decision Support Systems, Expert Systems, Concepts of ERP, SCM, CRM and E-Business Knowledge Management, Information Security Aspects.

Suggested Readings-

1. Management information system by James A O' brien| George M | Ramesh Behl.

Course Name- Sales Management

Course Outline-

Topics	Unit Reference (from SLM*)
The Sales Management Game: The Nature and Scope of Sales Management	Unit 1: The Sales Management Game: The Nature and Scope of Sales Management
The Sales Environment Today	Unit 2: The Sales Environment Today
Sales Organization	Unit 3: Sales Organization
Recruitment and Selection of Sales Personnel	Unit 4: Recruitment and Selection of Sales Personnel
Training and Development of Sales Personnel	Unit 5: Training and Development of Sales Personnel
Monitoring and Performance Appraisal	Unit 6: Monitoring and Performance Appraisal
Sales Territory Quotas and Managing Accounts	Unit 7: Sales Territories, Quotas and Managing Accounts
Sales Budget and Control	Unit 8: Sales Budget and Control
Distribution Cost Control and Service	Unit 9: Distribution Cost Control and Service
Warehousing and Transportation Decisions	Unit 10: Warehousing and Transportation Decisions
Managing Channel Structure, Design and Functions	Unit 11: Managing Channel Structure, Design and Functions
Distribution Channels and Logistic Planning	Unit 12: Distribution Channels and Logistic Planning

Course Text: Self Learning Material (*SLM) provided by University.

Course Name- Corporate Finance

Course Outline-

Topics	Unit Reference (from SLM*)
Financial Management: Basics	Unit 1: Financial Management: Basics
Valuation Concepts and Securities Valuation	Unit 2: Valuation Concepts and Securities Valuation
Risk and Return	Unit 3: Risk and Return
Capital Budgeting	Unit 4: Capital Budgeting
Cost of Capital	Unit 5: Cost of Capital
Leverages	Unit 6: Leverages
Capital Structure	Unit 7: Capital Structure
Dividend Theory & Policy	Unit 8: Dividend Theory and Policy
Financing: Long-Term and Short-Term	Unit 9: Financing: Long-Term and Short-Term
Financial Statements: Analysis and Interpretation (Accounting Ratios)	Unit 10: Financial Statements: Analysis and Interpretation (Accounting Ratios)
Cash Flow analysis	Unit 11: Cash Flow analysis
Financial Planning and Strategy	Unit 12: Financial Planning and Strategy
Working Capital Management	Unit 13: Working Capital Management
Corporate Restructuring: Derivatives and Corporate Governance	Unit 14: Corporate Restructuring: Derivatives and Corporate Governance
International Financial Management	Unit 15: International Financial Management
Financial Management in Public Sector Government Enterprises	Unit 16: Financial Management in Public Sector Government Enterprises

Course Text: Self Learning Material (*SLM) provided by University.

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Syllabus Term III

Course Name- Entrepreneurship

Course Outline-

Topics	Unit Reference (<i>from SLM*</i>)
Entrepreneurship: Evolution, Concept and Definition of an Entrepreneur, Characteristics of an Entrepreneur, Functions of an Entrepreneur, Types of Entrepreneurs, Intrapreneur, Qualities of an Entrepreneur, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Women Entrepreneurs in India	Unit 1: Entrepreneurship
Business Opportunity Identification, Search for business ideas, Market Assessment, Sources of Information, Modalities of Information Collection, Environmental Assessment	Unit 2: Assessment of Business Opportunity
Entrepreneurial Opportunities in Different Sectors, Business Opportunity Identification and Selection	Unit 3: Selection of Business Opportunities in Different Sectors
Meaning and Significance of a Business Plan, Components of a Business Plan, Contents of a Business Plan	Unit 4: Preparing a Business Plan
Feasibility Study: An Overview, Stages of a Feasibility Study, Areas of Assessment in a Feasibility Study	Unit 5: Feasibility Study
Need for finance, Types of Finance, Sources of Finance, Venture Capital, Financial Institutions	Unit 6: Project Finance
Need for Support, Overview of Support Agencies, Government Schemes for the Promotion of Entrepreneurs	Unit 7: Support Agencies
What is Motivation? Factors that Motivate Entrepreneurs, Entrepreneur Development Programmes,	Unit 8: Entrepreneurial Motivation and Development

Objectives of EDPS, Basic Course Contents of EDP, Evaluating an EDP, Organizations Conducting EDP in India	
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Course Text: Self Learning Material (*SLM) provided by University.

Course Name- International Business

Course Outline-

Topics	Reference from Book
Introduction, Unit Objectives, Concept of Business, Overview of International Business, Introducing the Multinational Firm, Development of International Business, Comparison of Domestic and International Business, The Future of International Business	Unit 1: Introduction to International Business
Introduction, Unit Objectives, The Concept of Political Environment, Socio-Cultural and Ethical Environments, The Economic System, The Multinational Financial Environment	Unit 2: International Business Environment
Introduction, Unit Objectives, Foreign Exchange Market, Foreign Exchange Rate Risk	Unit 3: The Foreign Exchange Scenario
Introduction, Unit Objectives, Basic Concept of Strategy, Introduction to Business- Level Strategies, Combination of Generic Business Strategies, Tactics for Business Strategies, Strategies for International Business, Strategy for Global Market Entry, Global Strategies of Business in India	Unit 4: Global Strategies of Business
Introduction, Unit Objectives, An Overview of Mergers and Acquisitions, Mergers, Acquisitions, M & A Marketplace Difficulties, The Great Merger Movement	Unit 5: Mergers and Acquisitions
Introduction, Unit Objectives, Concept of Global Brands, Strategies for Global Brands, Building International Brands, Global Customer Behaviour, Global Scenario of Organizational Behaviour, Approaches to Organizational Behaviour	Unit 6: Global Brands and Organization Behaviour
Introduction,	Unit 7: Supply Chain Management and

Unit Objectives, Supply Chain Nature and Concept of Supply Chain Management, Prerequisites for Supply Chain Management, Types of Supply Chain Management, Supply Chain Management Strategy, Supply Chain Policies, Global Distribution, Facility Location Stocking Policy, Materials Handling, Role of Transportation in Global Distribution, Standards and Testing Practices in Global Distribution	Global Distribution System
Introduction, Unit Objectives, Introduction to Globalization, Different Approaches Related to Globalization, Drivers of Globalization	Unit 8: Globalization

Course Text: Self Learning Material (*SLM) provided by University.

Course Name- Leadership and Team Effectiveness

Course Outline-

Topics	Unit Reference (<i>from SLM*</i>)
Introduction, Unit Objectives, What is Leadership? What is a Team? Leadership in Teams, Team Leadership and Social Identification, Need for Team Balance, Team Assessment, Using Team Wheels	Unit : Introduction to Leadership and Team Effectiveness
Introduction, Unit Objectives, Leadership Traits, Types of Leadership, Styles of Leadership, Leadership Skills, Participative Leadership	Unit 2: Leadership: Type, Style and Behaviour
Introduction, Unit Objectives, Fiedler's LPC Contingency Theory, Hersey and Blanchard's Situational Leadership Theory, Path-Goal Theory of Leadership, Leadership Substitute Theory, Applying Situational Models	Unit 3: Leadership Contingency Theories: Propositions and Applications
Introduction, Unit Objectives, Full Range Leadership Approach, Transactional Leadership, Laissez-faire Leadership: Non-Transactional Behaviours, Transformational Leadership, Charismatic Leadership, Ethical Leadership	Unit 4: Recent Developments In Leadership Approaches
Introduction, Unit Objectives, Leadership in the Fast Changing World, Attitudes and Skills, Major Changes in Indian Organizations, Organizational Intelligence, Empowerment, Innovation and Learning	Unit 5: Team as a Medium of Learning, Development and Change
Introduction, Unit Objectives, Motivation, Counseling	Unit 6: Role of Leadership

Performance Appraisal, Useful Habits for Leaders, Self-Leadership, Managing Self, Time, Emotions and People	
Introduction, Unit Objectives, Making a Good Team, Building a Cohesive Team, Enhancing Interpersonal Trust, Interdependence of Groups Nature of Conflict in Organizations, Conflict Management Negotiation, Johari Window Model	Unit 7: Role of Leadership: Interpersonal Trust and Intergroup Conflicts
Introduction, Unit Objectives, Concept of Team and Group Group Norms, Team Norms Group and Team Cohesion, Team Management Wheel, Advantages of Group Decision-Making, Techniques of Group Decision-Making, Significance of Cross-cultural Research, Cultural Influence on Leadership Behaviour, Models of Culture The Globe Project Obstacles to Effective Leadership	Unit 8: Leadership Effectiveness: Power Dynamics In Groups and Cross-cultural Influence

Course Text: Self Learning Material (*SLM) provided by University.

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Syllabus Term IV

Course Name- Total Quality Management

Course Outline-

Topics	Text Book Reference
Defining Total Quality Management, Basic Approaches of Total Quality Management, Gurus of Total Quality Management, TQM Framework, Awareness about the Improved Quality, Historical Review, Obstacles in Implementing TQM, Benefits of TQM	Unit 1- Introduction to Total Quality Management
Defining Leadership, Characteristics of Quality Leaders, Leadership Concepts, The Seven Habits of Highly Effective People, Ethics and Quality, Deming Philosophy, Role of Leaders in TQM, Implementation, Quality Control, Core Values, Concepts and Framework, Strategic Planning and Communication, Decision Making	Unit 2- Leadership and Total Quality Management
Overview of Customer Satisfaction, Defining Customer, Customer Perception of Quality and Feedback from Customer, Effectively using Customer Complaints, Service Quality, Transforming Needs into Requirement of Customers and Importance of Customer Retention, Motivational Theories, Empowerment, Teams and their Effectiveness, Rewards, Recognition and Performance Appraisal, Union and Employee Involvement, Benefits of Employee Involvement	Unit 3- Customer Satisfaction Unit 4- Employee Involvement
Perfection through Continuous Improving Process, Process, The Juran Approach to Continuous Improvement Process, Improvement Strategies, Types of Problems, Problem Solving Method, Objectives of Performance Measures, Appropriate Strategy, Presentation of Performance Measures, Quality Costs, Malcolm Baldrige National Quality Award	Unit 5- Continuous Process Improvement Unit 7- Performance Measures
Concept of Benchmarking, Importance of Benchmarking, Definition of Benchmarking, Important Reasons of Benchmarking, Process of Benchmarking, Deciding What to Benchmark, Benchmark Planning, Actions to Close the Gap between Benchmark, Pitfalls and Criticisms of Benchmarking	Unit 8- Benchmarking
ISO, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001 Requirements, Implementation of Quality Management System (ISO), Documentation, Internal Audits, Registration	Unit 10- Quality Management System
Introduction to Environmental Management	Unit 11- Environmental Management

Standards, ISO 14000 Series Standards, Concept of ISO 14001, Requirements of ISO 14001, Benefits of Environmental Management Standard, Integrating ISO 14000 with ISO 9000, Relationship of Standards with Health and Safety	System
Concept of Quality Function Deployment, Role of Team in Quality Function Deployment, Benefits of Quality Function Deployment, Voice of the Customer, Process of Information by Organization, House of Quality, Building a House of Quality, Quality Function Deployment Process, Concept of Quality by Design, Rationale of Implementing Quality by Design, Benefits of Quality by Design, Communication Models, Implementation of Quality by Design, Tools Used for Implementing Quality by Design	Unit 12- Quality Function Deployment Unit 13- Quality by Design
Introduction of Management Tools and their Importance, Forced Field Analysis, Nominal Group Technique, Affinity Diagram, Tree Diagram, Matrix Diagram, Process Design Program Chart, Activity Network Diagram, Just in Time and Just in Case, Concept of Statistical Process Control, Pareto Diagram, Process Flow Diagram, Cause and Effect Diagram, Check Sheets, Histogram, Control Charts, Scatter Diagram	Unit 17- Management Tools Unit 18- Statistical Process Control

Course Text- Total Quality Management by Dale H. Besterfield, Carol Besterfield- Michna.

Course Name-Executive Communication**Course Outline-**

Topics	Reference from Text Book
Role of Communication in Business, Business Communication Process, 'Six Sigma' Communication	Chapter 1- Communication in the Workplace
Importance of Adaptation, Suggestions for Selecting Words, Suggestions for Nondiscriminatory Writing	Chapter 2- Adaptation and the Selection of Words
Importance of Adaptation, Care in Sentence Design, Care in Paragraph Design	Chapter 3- Construction of Clear Sentences and Paragraphs
Process of Writing, Importance of Readable Formatting, Letters, Memorandums, Email, Text Messaging, Instant Messaging	Chapter 5- The Writing Process and an Introduction to Business Messages
General Direct Plan, Routine Inquiries, General Favourable Responses, Adjustment Grants, Order Acknowledgements, Claims, Inquiries and Responses about Job Applicants, Operational Communications	Chapter 6- Directness in Good-News and Neutral Messages
Situations Requiring Indirectness, General Indirect Plan, Refused Requests, Adjustment Refusals, Credit Refusals, Negative Announcements	Chapter 7- Indirectness in Bad-News Messages
Define Reports, Determining the Report Purpose, Determining the Factors, Gathering the Information Needed, Interpreting the Findings, Organizing the Report Information, Writing the Report,	Chapter 10- Basics of Report Writing

Collaborative Report Writing	
Overview of Report Structure, Characteristics of Shorter Reports, Form of Shorter Reports, Types of Shorter Reports, Proposals	Chapter 11- Short Reports and Proposals
Organization and Content of Longer Reports, Prefatory Parts, Report Proper, Structural Coherence Plan, Long Analytical Report Illustrated	Chapter 12- Long, Formal Reports
Informal Talking, Conducting and Participating in Meetings, Using the Phone, Using Speech Recognition for Messages and Reports, Listening, Reinforcing Role of Nonverbal Communication	Chapter 14- Informal Oral Communication
Formal Speeches, Team Presentations, Reporting Orally, Presenting Virtually	Chapter 15- Public Speaking and Oral Reporting

Course Text-Business Communication by Raymond V Lesikar, Marie E Flatley, Kathryn Rentz and NeerjaPande.

Course Name- Innovation Management

Course Outline-

Topics	Unit Reference (<i>from SLM*</i>)
Innovation: Definitions, Objectives and Importance, Theories and Models of Innovation, Barriers to Innovation	Unit 1: Overview of Innovation
Common Types of Innovation, Stage-Gate Model for Innovation, Recession and Innovation	Unit 2: Types of Innovation in Organizations
Barriers to Innovation, Managing or Overcoming Barriers to Innovation	Unit 3: Barriers to Innovation and Their Management
Innovation and Innovative Capability, Knowledge-Enabled Innovative Capability	Unit 4: Creating Innovative Capabilities
Role of Leadership, Organizational Structure and Culture, Innovation Management Among Varied Cultures	Unit 5: Innovation: Role of Leadership and Organizational Culture
Can Innovation be Learned? Research-Based Innovation	Unit 6: Learning Innovations
Approaches to Innovation, The Process of Innovation, Innovation: A Measurable, Repeatable and Effective Process, Innovation Process Management (IPM), Integrated Innovation Process Management	Unit 7: Designing the Innovative Process
Measurement of Innovation, Evaluation of Innovation, Framework for Evaluation of Innovation	Unit 8: Measurement and Evaluation of Innovation

Course Text: Self Learning Material (*SLM) provided by University.

Elective I (Finance)

Course Name- Security Analysis and Portfolio Management

Course Outline-

Security Analysis and Investment Management		
Conceptual Framework Weightage : 20 %	Analytical Framework Weightage : 40 %	Managerial Framework Weightage : 40 %
Investments: Concepts and Features	Multifactor Risk and Return Models	Portfolio Construction
Investment Avenues	Efficient Market Hypothesis	Markowitz Model
Depository System and Listing of Securities	Company Valuation	Sharpe Portfolio Optimization Model
Futures and Options	Equity Valuation	Portfolio Evaluation
Risk and Return	Bond Valuation	Portfolio Revision and Management
	Technical Analysis	
	Fundamentals Analysis	

Topics	Reference from Text Book
Micro- and Macroeconomic Concepts Relating to Investment Objectives, Investment and Speculation, Investment and Gambling, Investment Constraints, Investment Process, Security Analysis, Financial and Non-Financial Forms of Investment, Philosophy of Individual and Institutional Investors, Investment Opportunities, Investment Environment, Sources of Investment Information, Nature of Security and Investment Analysis, Process of Investment Decisions, Financial Markets and Investments, Investment Management, Behavioural Finance and Investment	Unit 1- Investments: Concept and Features
Classification of Securities, Mutual Funds, American Depository Receipt, Indian Depository Receipt (IDR), Commodities, Real Assets, Real Estate, Rural Savings, Arts & Curios, Antiques ,Basis of Selection of Securities, Risk Perceptions in Securities	Unit 2- Investment Avenues
Need for Depositories, Depository Process, Depository Participants, Formalities for Opening Demat Account, Role of DPs, Cost of Demat Process, Advantages and Disadvantages of Demat Account, Precautions and Safeguards, Rematerialisation Process, Listing of Securities, Listing Process, Delisting of Securities, Recent Developments	Unit 6- Depository System and Listing of Securities
Derivatives Market, Advantages of Options, Forward, Futures and Options, Black Scholes Option Pricing	Unit 7- Futures and Options

Model, Factors Affecting Option Price, Futures, Contract Specifications, Futures in Indian Stock Market, Selection of Index for Futures, Benefits of Index Futures, Trading in Futures and Options	
Definition of Risk, Risk and Exposure, Characteristics of Risk, Types of Risks, Risk in Investment, Risk Avoidance, Minimizing the Risk Exposure, Contemporary Risks Models, Measurement of Returns, Assets Allocation Strategies, Diversification Strategies	Unit 9- Risk and Return
CAPM Theory, Security Market Line, Multifactor Model of Risk and Return, Other Multifactor Model of Risk and Return	Unit 11- Multifactor Risk and Return Models
Basic Concepts, Random Walk Theory, Weak Form of EMH, Predictability of Stock Returns – Empirical Evidences, Semi –Strong Form of EMH, Strong Form of EMH, Indian Experience, Market Inefficiencies, Maximization of Efficiency in a Market	Unit 12- Efficient Market Hypothesis
Need for Valuation, Fundamental Principles of Valuation, Valuations Models, DCF Model, Illustration: Valuation of India Cements using DCF Model, EVA and MVA Models, Use of Real options in Valuation, Effects of Undervaluation and Overvaluation, Distress Valuation	Unit 13- Company Valuation
Return, Multiple Holding Period, Intrinsic value vs Market Value, Tradition Valuation Methods	Unit 14- Equity Valuation
Bond Basics, Characteristics of Bonds, Bond Markets, Bond Risk, Time Value Concept, Bond Returns, Bond Yield and Yield to Maturity, Day Count Conventions, Term Structure and Interest Rates, Bond Value Theorems, Duration and Convexity, Riding the Yield Curve, Immunization	Unit 15- Bond Valuation
Basic Principles of Technical Analysis, Advantages of Technical Analysis, Criticism Against Technical Analysis, Technical Price Forecasting, Various Technical Indicators, Dow Theory, Elliot Wave Theory, Volume as Confirmation, Chart Patterns, Various Forms of Charting, Trend Reversal, Bullish Falling Wedge in an Uptrend, Neural Network Analysis, Technical Chart Software, Difference between Fundamental Analysis and Technical Analysis	Unit 16- Technical Analysis
Economic Analysis, Industry Analysis, Factors Affecting industrial Performance, Company Analysis, Financial Health	Unit 17- Fundamental Analysis
Fundamental Principles of Portfolio Management, Portfolio Theory, Portfolio Management : Traditional and Modern Approaches, Portfolio Creation, Portfolio Risk Management through Diversification, Beta in Portfolio Selection, Uncertainty of Real Returns and Purchasing Power Risk, Purchasing Power Parity,	Unit 18- Portfolio Construction

Combination of Equity and Debt, Portfolio of Commodities, Portfolio Churning, Portfolio Hedging, Traditional Portfolio Analysis, Modern Analytical Approach, Portfolio Performance Analysis, Measuring Portfolio Efficiency	
Simple Diversification, Problems of Diversification, The Markowitz Model, Three Security Portfolios, Markowitz Efficient Frontier	Unit 19- Markowitz Model
Sharpe's Performance Index, Sharpe's Single Index, Sharpe's Optimal Portfolio, Construction of the Optimal Portfolio, Optimal Portfolio with Short Sales	Unit 20- Sharpe Portfolio Optimisation Model
Performance Evaluation, Mutual Funds, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index	Unit 21- Portfolio Evaluation
Portfolio Revision, Formula Plans, Rupee Cost Averaging, Constant Rupee Plan, Constant Ratio Plan, Variable Ration Plan, Dollar Cost Averaging, Portfolio Revision and Transaction Cost, Equity and Derivative Portfolios, Equity and Debt Portfolios, Managing Portfolio of Individuals, Managing Portfolio Corporate Clients, Management of International Portfolios, Future of Portfolio Management in India	Unit 22- Portfolio Revision and Management

Course Text- Security Analysis and Portfolio Management by K Sasidharan and Alex K Mathews.

Course Name- Financial Derivatives

Course Outline-

Topics	Reference from Text Book
Meaning of Derivatives and their Role, Development and Growth of Derivatives Markets, Types of Derivatives, Uses of Derivatives, Derivative Disasters	Unit 1- Introduction to Derivatives
Forward Contracts, Differences between Forward and Spot Market, Futures Contracts, Futures Market Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Futures Market, Global Futures Market Size, Commodity Futures Stock Index Futures, Currency Futures, Future on Government Bonds, Notes Bills, Cash Settled Interest Rate Futures	Unit 2- Forward and Futures Market
Cash and Carry Arbitrage, Reserve Cash and Carry Arbitrage, Cost of Carry Model, Cost of Carry Model with Continuous Compounding, Consumption Assets and Convenience Yields, Value of a Forward Contract, Relation Between Contract, Relation Between Futures and Expected Spot Price, Backwardation and Contango	Unit 3- Cost of Carry Model for Futures and Forwards
Perfect Hedges and Known Exposures, Basis Risk and Optimal Hedge Ratio, Measurement Risk Exposure, Uses of Betas in Index Future Hedges, Use Modified Duration in Interest Rate Hedges, Hedging Currency Risk of Equity Positions, Tailing the Hedge, Rolling Hedges	Unit 4- Risk Management using Futures and Forwards
Cost and Benefits of Hedging, Hedging Instruments, Non Financial Hedges, Risk Management Structure and Policies	Unit 5- How and Why do Firms Hedge
European and American Calls and Puts, Payoff and Profit Diagrams, Options as Profit Diagrams, Option as Insurance, Determinants of Option Price, Bounds on Option Price, Put Call Parity	Unit 6- Options and their Payoffs
Exchange Traded Options and OTC Options, Option Market Contract Design, Option Exercise Settlement and Assignment, Option Market, Commodity Options, Stock Index Option, Currency Option, Interest Rate and Currency Option	Unit 7- Option Markets
Risk Adjusted Discount Rates and Certainty Equivalents, Risk Neutral Probabilities, Cost of Carry Model Revisited, Expected Utility Derivation of Risk Neutral Probabilities, No Arbitrage and Risk Neutral Probabilities –Single Period, No Arbitrage and Risk Neutral Probabilities –Multiple Periods, Risk Neutral Valuation in Continuous Time	Unit 8- Risk Neutral Valuation
Single Step Binomial, Option Delta and Delta Hedging, Multi Period Binomial Trees, Option Deltas in the Multi Period, Matching Volatility and Risk Free Rate, More	Unit 9- The Binomial Option Pricing Model

Example of Binomial Trees, Binomial Model for American Option, Binomial Trees and the Log Normal Distribution	
The Model of Stock of Stock Price Behavior, The Log Normal Distribution, Risk Neutral Log Normal Distribution, The Black Scholes Formula, Black Scholes Model with Dividends, Option on Stock Indices, Option on Currencies, Option on Future, Option on Commodities, American Option, Appendix on Log Normal Distribution	Unit 10- The Black- Scholes Option Pricing Model
Buying Option Instead of Trading Forwards or Spot, Range Forwards, Bull and Bear Spreads, Covered Option Writing	Unit 11- Uses of Options: Simple Option Strategies

Course Text- Derivatives and Risk Management by Jayanth Rama Varma.

Course Name- International Financial Management

Course Outline-

Topics	Reference from Text Book
Introduction: Finance Function, Emerging Challenges	Unit 1- Financial Management in a Global Context
Objectives of the Firm, Risk Management and Wealth Maximisation	Unit 2- Objectives of the Firm and the Impact of Risk
Introduction, Exchange Rate and Interest Rate Volatility-Recent Experience, Exposure and Risk: A Formal Approach, Classification of Foreign Exchange Exposure and Risk, Accounting Treatment of Transaction and Translation Exposure, Exchange Rates, Interest Rates, Inflation Rates and Exposure, Interest Rate Exposure and Risk	Unit 3- Nature and Measurement of Exposure and Risk
Introduction, Accounting Principles in Balance of Payments ,Valuation and Timing, Components of the Balance of Payments, Meaning of “Deficit” and “Surplus” in the Balance of Payments, Importance BOP Statistics	Unit 4- The Balance of Payments
Introduction, Exchange Rate Regimes, International Monetary Fund (IMF) ,Problem of Adjustment, Economic and Monetary Union (EMU)	Unit 5- International Monetary System
Introduction, Domestic and Offshore Markets, Euromarkets, Interest Rates in the Global Money Markets, An Overview of Money Market Instruments	Unit 6- Global Financial Markets and Interest Rates
Introduction, Structure of the Foreign Exchange Market ,Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Forward Quotations, Pricing of Short-Date and Broken Date Contracts , Exchange Rate Regimes and the Foreign Exchange Market in India	Unit 7- Foreign Exchange Market
Introduction, Arbitrage without Transactions Costs, Arbitrage with Transaction Costs, Swaps and Deposit Markets, Inter-bank Forward Dealing, Option Forwards, Forward-forward Swaps: Swap Positions, Forward Spread Agreements (FSA), Exchange Rate Agreements (ERA)and Forward Exchange Agreements (FXA) ,Forward Currency Markets and Rates in India, Non-Deliverable Forward (NDF) Contracts	Unit 8- Forwards, Swaps and Interest Parity

Introduction, Futures Contracts, Markets and the Trading Process, Futures Prices, Expected Spot Prices and Forward Prices, Hedging and Speculation with Currency Futures ,Currency Futures in India, Interest Rate Futures, Hedging and Speculation with Interest Rate Futures	Unit 9- Currency Interest Rate Futures
Introduction, Options on Spot, Options on Futures and Futures Style Options, Options Terminology Price Quotations, Elementary Option Strategies, Hedging with Currency Options, Principles of Option Pricing, Option Pricing Models, Option Deltas and Related Concepts: The “Greeks” ,Over-the-counter (OTC) Market Practices ,Futures Options, Innovations with Embedded Options, Empirical Studies of Option Pricing Models ,Currency Options in India	Unit 10- Currency Options
Introduction, Some Fundamental Equivalence Relationships, Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, Exchange Rate of the Rupee	Unit 11- Exchange Rate Determination and Forecasting
Introduction, Risk Management Process, Objectives of Hedging Policy, Organizational Issues, Information System for Exposure Management	Unit 12- Corporate Exposure Management Policy
Introduction, Using the Forward Markets for Hedging Transactions Exposure, Hedging with the Money Market, Hedging with Currency Options, Hedging with Currency Futures, Internal Hedging Strategies, Speculation in Foreign Exchange and Money Markets	Unit 13- Hedging, Speculation and Management of Transactions Exposure
Introduction, Operating Exposure and Real Exchange Rate, Price and Quantity Effects of Exchange Rate Changes: A General Overview, Assessing Operating Exposure: Scenario Approach, Operating Exposure: Regression Approach, An Exporter Firm, An Importer Firm, Currency of Invoicing, Quantity Inertia and Operating Exposure, Coping with Operating Exposure, Practice of Exposure Management	Unit 14- Management of Operating Exposure
Introduction, Nature and Measurement of Interest Rate Exposure, Forward Rate Agreements (FRAs), Interest Rate Options, Interest Rate Caps, Floors and Collars, Valuation of Interest Rate Options, Options on Interest Rate Futures, Some Recent Innovations, Interest Rate Derivatives in India	Unit 15- Management of Interest Rate Exposure FRAs, Interest Rate Caps and Floors

Introduction, Major Types of Swap Structures, Motivations Underlying Swaps, Evolution of Swap Markets, Applications of Swaps: Some Illustrations, Further Innovations, Interest Rate Swaps in the Indian Market, Valuation of Swaps, Credit Derivatives	Unit 16- Financial Swaps and Credit Derivatives
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Course Text- International Financial Management by PG Apte.

Elective II (Human Resource Management)

Course Name- Compensation Management

Course Outline-

Topics	Reference from Text Book
Define Compensation, Forms of Pay, Pay Model, Book Plan, Consumer, House elves	Chapter 1- The Pay Model
Strategic Choices, Support Business Strategy, The Pay Model Guides Strategic Pay Decisions, Developing a Total Compensation, Strategy: Four Steps, Source of Competitive Advantage, Best Practices versus “Best Fit”, Guidance from Evidence, Virtuous and Vicious Circles, Your Turn: Pay Matters, Your Turn: Mapping Compensation, Strategies	Chapter 2- Strategy: The Totality of Decisions
Compensation Strategy: Internal Alignment, Structure Vary among Organizations, Shaping of Internal Structure, Strategic Choices in Designing Internal Structure, Guidance from Evidence, Consequences of Structures	Chapter 3- Defining Internal Alignment
Job Based Approach, Job Analysis Procedure, Information Collection, Process of Information Collection, Job Descriptions Summarize the Data, Job Analysis: Bedrock or Bureaucracy, Judging Job Analysis, Your Turn: The Customer-Service	Chapter 4-Job Analysis
Ranking, Classification, Point Method, Involvement, The Final Result: Structure, Balancing Chaos and Control, Your Turn: job Evaluation at whole Foods	Chapter 5- Evaluating Work: Job Evaluation
Person-Based Structures: Skill plans, Skill Analysis, Person-Based Structures: Competencies, Competency Analysis, Internal Alignment, Reflected in Structures, Adminstrating the Plan, Evidence of Usefulness of Results, Bias in Internal Structure, The Perfect Structure, Climb the Leader Ladder	Chapter 6- Person-Based Structures
Compensation Strategy: External Competitiveness, Shaping of External Competitiveness, Labor Market Factors, Modifications to the Demand Side, Modifications to the Supply Side, Product Market Factors and Ability, Organization Factors, Relevant Markets, Competitive Pay-Level And Mix Decisions: Guidance from the Research, Competitive Pay Policy Alternatives, Consequences of Pay-Level And Mixed Decisions: Guidance from the Research, Sled Dog Software, Fit the Pay-Mix Policy to the Compensation Strategy	Chapter 7- Defining Competitiveness
Specify Competitive Pay Policy, Purpose of the Survey, Select Relevant Market Competitors, Design the Survey, Interpret the Survey Results and Construct a Market Line, Form Policy to Practice: The Pay Policy Line, From Policy to Practice: Grades and Ranges, From Policy to Practice: Broad Branding, Balancing	Chapter 8- Designing Pay Levels, Mix and Pay Structures

Internal and External Pressure, Adjusting the Pay Structure, Market Pricing	
Linking Organization Strategy to Compensation and Performance, Theories and Research, People View on Compensation, Total Reward System: Besides Money, Other Rewards Influence Behavior, Compensation Motivating Behavior, Designing a Pay for Performance Plan	Chapter 9- Pay for Performance: The Evidence
Meaning of Performance Plan, General Evidence of Variable Pay Improving Performance Results, Team Incentive Plans: Types, Explosive Interest in Long Term Incentive Plans, Incentives in the Club House	Chapter 10- Pay-for-Performance Plans
Role of Performance Appraisals in Compensation Decisions, Common Errors in Appraising Performance, Strategies for Better Understanding and Measuring Job Performance, Performance Evaluation Process, Equal Employment Opportunity and Performance Evaluation, Tying Pay to Subjectively Appraised Performance, Promotional Increase as a Pay for Performance Tool, Merit Pay: Making Policies and Practices that Work	Chapter 11- Performance Appraisals
Benefits of Growth in Employees, Value of Employee Benefits, Benefits Planning, Design and Administration, Current Approaches, Components of Wage and Benefits Structure, Components of a Benefit Plan, Administering the Benefit Program,	Chapter 12- The Benefit Determination Process
Indian Constitution and Social Security, Select Legislation, Medical Care, Safety, Occupational Health and Welfare Funds, Issues in Employer Provided Health Care Benefits, Other Social Security Benefits, Social Security Reform During the Period of Structural Adjustment, Trends and Issues	Chapter 13- Statutory Benefits Including Health Care, Employee Welfare and Retirement Benefits

Course Text- Compensation by George T Milkovich, Jerry M Newman and C S Venkata Ratnam.

Course Name- Employee Relations

Course Outline-

Topics	Reference from Text Book
Evolution of Industrial Relations, Definitions and Scope of Industrial Relations, Objectives, Essential Features of Industrial Relations, Participants of Industrial Relations System and Dynamics of their Participation, Industrial Relations: Perspective and Approach	Unit 1- Industrial Revolutions: Evolution and Growth
The Systems of Industrial Relations in India, The Historical Perspective, Trends in Industrial Relations Management	Unit 2- Industrial Relations in India
Industrial Relations: A Historical Perspective, Industrial Relations in the UK, European Union, USA, Australia, China, Japan, South Korea, Singapore	Unit 3- Industrial Relations in Major Industrialized Economies: A Comparative Study
Changing Characteristics of Industries, Changing Characteristics of Industrial Workforce, Demand for Labour, Challenges to IR	Unit 4- The Changing Characteristics of Industry and Workforce in India
Concept of Trade Unionism, Politics and Trade Unions, Rights of Trade Unions, Roles, Functions and Objectives of Trade Unions, Features of an Effective Trade Union, Classification of Trade Unions, Strategies for the Achievement of Trade Union Objectives, The State of Trade Unions in the World	Unit 5- Trade Unionism and Trade Unions
Phases in the Growth of Trade Unions in India, Structure of Trade Unions, Union Security, Political Affiliations of Trade Unions, Problems of Trade Unions in India, Recognition of Unions, Rights of Recognized Unions, Unfair Labour Practices with Regard to Trade Unions, Trade Unionism in India, Trade Unions Act, 1926, Managerial Trade Unionism	Unit 6- Trade Unions in India
Shift in Focus, Employee Relations Management, Industrial Relations and Employee Relations: Differences in Perspectives	Unit 7- From Industrial Relations to Employee Relations
Employee Relations in Strategic Framework, Employee Relations at the Workplace, Culture and Employee Relations, Future of Employee Relations	Unit 8- Employee Relations Management at Work
Conflict and Negotiations, Negotiation, Employee Relations and Negotiations, Integrative and Distributive Negotiation Strategies, Basic Negotiation Process, Essential Skills	Unit 17- Negotiation Essential for Employee Relations
Define Soft Skills, Emotional Intelligence and Competence, A Framework, Role of an ER Manager/Professional	Unit 18- Soft Skills for Employee Relations

Course Text- Employee Relations Management by P. N. Singh and Neeraj Kumar.

Course Name- Organisational Change and Development

Course Outline-

Topics	Reference from Text Book
Overview of Change, Forces of Change, Changes due to Global Economic Meltdown, Types of Change, Theoretical Frameworks of Organisational Change	Unit 1- Organisational Change: An Introduction
Environment-Dependent Organisation Perspectives, Process Oriented Perspectives, Alternative Perspectives	Unit 2- Perspectives on Organisational Change
Approaches to Organisational Development and Change, Process Based Change Models, Model of Evolving Managerial Interpretations of Change, Content Based Models, Integration of Change Models	Unit 3- Models of Change
Need of Organisation Development, First-Generation Organisation Development, Second Generation OD- Organisational Transformation (OT), Process of Organisational Development	Unit 4- Organisation Development
Emergence of OT, Triggers of Transformational Change, Analytical Tools and Techniques, Strategic Interventions, Cultural Interventions, Organisation Learning and Knowledge Management, IT/ICT-driven or Third-Generation Interventions, HR Interventions, Future Trends for Organisational Transformation	Unit 5- Organisation Transformation
Concept of Resistance, Nature of Resistance, Factors Contributing to Resistance, Mechanisms Underlying Resistance, Resistance: The Behavioural Elements, Resistance: The Cognitive and Affective Processes, Recognising Resistance: The Management's Challenge, Reducing Resistance to Change, Managing Resistance to Change	Unit 6- Resistance to Organisational Change
Skills Required for the Role of a Change Agent, Level 5 Leadership: Good to Great	Unit 7- Roles of Change Agents and Leadership
Skills for Managing Change, Organising for Change: Strategy	Unit 8- Implementing Organisational Change
Nature of Organisational Culture, Formal and Informal Components of Organisational Culture, Functions of Organisational Culture and Change, Researches on Cultural Differences in Organisations, Organisational Culture, Leadership and Firm Size, Emerging Trends in Organisational Culture	Unit 9- Organisational Culture and Change

Course Text- Change Management and Organisational Transformation by Radha R Sharma.

Elective III

(Marketing Management)

Consumer Behavior

Introduction

Consumer Behavior and Marketing Strategy- Applications of Consumer Behavior ,Marketing Strategy and Consumer Behavior ,Market Analysis Components ,Market Segmentation ,Market Strategy ,Consumer Decisions ,Nature of Consumer Behavior, Consumer Behavior Research, Marketing Segmentation, Targeting, and Positioning.

Consumer Decision Process

Situational Influences- Nature of Situational Influence, Situational Characteristics and Consumer Behavior Ritual Situations, Situational Influences and Marketing Strategy

Decision Process & Problem Recognition- Types of Consumer Decisions , Process of Problem Recognition ,Uncontrollable Determinants of Problem Recognition Marketing Strategy and Problem Recognition

Information Search- Nature of Information Research , Types of Information Sought, Sources of Information ,Amount of External Information Search , Costs versus Benefits of External Search ,Marketing Strategies Based on Information Search Patterns

Alternative Evaluation & Selection- Evaluative Criteria, Individual Judgment and Evaluative Criteria, Decision Rules for Attribute-based Choices

Outlet Selection & Purchase- Outlet Choice Versus Product Choice ,Retail Scene ,Attributes Affecting Retail Outlet Selection, Consumer Characteristics and Outline Choice ,In-Store and Online Influences on Brand Choices Purchase

Post-purchase Processes, Customer Satisfaction, and Customer Commitment- Post purchase Dissonance ,Product Use and Nonuse, Disposition ,Purchase Evaluation and Customer Satisfaction , Dissatisfaction Responses, Customer Satisfaction, Repay Purchases, and Customer Commitment.

External Influences

Cross-Cultural Variations in Consumer Behavior- Concept of Culture, Cultural Variations in Nonverbal Communications Global Cultures , Global Demographics ,Cross-Cultural Marketing Strategy.

The Changing Society: Values- Changes in American Cultural Values, Marketing Strategy in and Values.

The Changing Society: Subcultures- Nature of Subcultures ,Ethnic Subcultures ,African Americans , Hispanics , Asian Americans ,Native Americans ,Asian-Indian Americans, Religious Subcultures in the U.S, Regional Subcultures.

The Changing Society: Demographics and Social Stratification- Demographics , Understanding American Generations, Social Satisfaction ,Social Structure in the United States, Measurement of Social Class, Social Satisfaction and Marketing Strategy.

Group Influences & Diffusion of Innovation- Types of Groups , Reference Group Influences on the Consumption Process ,Marketing Strategies Based on Reference Group Influences, Communications within Groups and Opinion Leadership, Diffusion of Innovations.

Families and Households- Nature of American Households , Household Life Cycle, Marketing Strategies Based on the Household Life Cycle, Family Decision Making , Marketing Strategy and Family Decision Making , Consumer Socialization , Marketing to Children.

Internal Influences

Perception- Nature of Perception, Exposure, Attention, Interpretation, Perception and Marketing Strategy .

Learning, Memory, and Product Positioning- Nature of Learning and Memory, Memory's Role in Learning , Learning under high and Low Involvement, Learning, Memory, and Retrieval , Brand Image and Product Positioning, Brand Equity and Brand Leverage.

Motivation, Personality, and Emotion- Nature of Motivation, Motivation Theory and Marketing Strategy ,Personality , Use of Personality in Marketing Practice , Emotion , Emotion and Marketing Strategy.

Attitude and Influencing Attitudes- Attitude Components, Attitude Change Strategies ,Individual and situational Characteristics Influencing Attitude Change, Communication Characteristics that Influence Attitude Formation and Change, Market Segmentation and Product Development Strategies Based on Attitudes.

Course Text-

1. Consumer Behaviour by Del L. Hawkins, David L. Motherbaugh, Amit Mookerjee.

Retail Management

Introduction to the World of Retailing-

Defining Retailing Social and Economic Significance of Retailing, Retailing View: Socially Responsible Retailers, Structure of Retailing and Distribution Channels Around the world, Opportunities in Retailing, Retailing View: Sam Walton, Founder of Wal-Mart (1918-1992), The Retail Management Decision Process.

Types of Retailers-

Retailing View: Rent some Luxury Food Retailers, Retailing View: ALDI: Provides Excellent Value in the United States, General Merchandise Retailers, Retailing View: Specializing in Everything Video Games..Buy, Play, Sell Services Retailing, Types of ownership, Retailing View: Tart Frozen yogurt-The Sweet Franchise.

Multichannel Retailing

Retail Channels, Retailing View: Direct Channel in China, Benefits Offered by the Retail Channels, Retailing View: Bass pro Shops Makes Shopping Fun, Retailing View: Helping Couples Getting Ready for the Big Day, Benefits of Multi Channel Retailing, Other Multi Channel Retailing Issues, Challenges of Effective Multichannel Retailing, Retailing View: The Build-A- Bear Workshop USEs Multiple Channels to Enhance its image Multichannel Shopping in the Future.

Retail Market Strategy

Target Market and Retail Format, Building a Sustainable Competitive Advantage, Retailing View: The IKEA Way, Retailing View: The Container Store- Building a Competitive Advantage By Selling Products That Make Life Simpler, Growth Strategy, Global Growth Opportunities, Retailing View: The Fashion Mavens Are Men in India, The Strategic Retailing Planning Process , Retailing View: Hot Topic Emphasizes In the Indie Music.

Retail locations

Types of locations, Gentrified Cleveland, Retailing View: Magic Jonson Brings Retailing to the Inner City Shopping Centers, Retailing View: Mega Malls in Asia, Other Location Opportunities, Retailing View: Subway Goes To Church, Location and Retail Strategy, Retailing View: Beall's Locations Support Its Strategy Legal Considerations.

Retail site location

Evaluating Specific Areas of Location

Retailing View: Who Needs a Kitchen When You Have, Whole Foods or Trader Joe's Downstairs, Number of Stores in Area, Evaluating a Site for Locating A Retail Store, Retailing View: The Importance of A Right Turn Trade Area Characteristics, Retailing View: Customers Spotting For Multichannel Retailers, Estimating Potential Sales for a Store Site, Illustration of Site Selection: Edward Beiner Purveyor of Fine Eyewear, Negotiating a Lease.

Information system and supply chain management

Creating Strategic Advantage through Supply Management And Information System, View: Zera Delivers Fast Fashion, The Flow of Information And Products In A Supply Chain, The Distributer Center, Retailing View: How Netflix Makes Sure You Enjoy Your Movie, System design issues, Collaboration between retailers and vendors in supply chain management, Retailing View: quick response and efficient consumer response, Retailing View: West Marine Uses CPFR to Build a Competitive Advantage, Radio Frequency Identification, Retailing View: RFID at American Apparel.

Customer relationship management

The CRM Process, Retailing View: Harrah's Hits the Jackpot with CRM, Collecting Customer Data Analyzing Customer Data and Identifying Target Customers, Retailing View: Tesco Uses Data Collected From Its Frequent- Shopper Program, Retailing View: CRM at CVS Caremark Inc, Developing CRM Program, Retailing View: CRM at Neiman Marcus, Retailing View: REI's Retail Community Provides Value And Builds Customer Loyalty, Implementing CRM Programs.

Managing the merchandise planning process

Merchandise management overview, Retailing View: Fast fashion at MANGO, Forecasting Sales, Retailing View: Weather's Effect on Retail Sales, Forecasting Fashion Merchandise Categories, Developing an Assortment Plan Setting Inventory and Product Availability Levels, Establishing a Control System For Managing Inventory Allocating Merchandise to Stores, Retailing View: Customer Centric Merchandise Allocation at Saks Fifth Avenue, Analyzing Merchandise Management Performance, Retailing View: Home Depot Takes Vendor Evaluation Seriously.

Buying Merchandise

Brand alternative, Retailing View: U.K.'s Asda Loves Private-Level Brands, Retailing View: Only At Kohl's, Buying National Brand Merchandise, Developing and Sourcing Private Level Merchandise, Retailing View: Dating, China Is Sock City, Retailing View: It Isn't Easy To Sell To Wal-Mart , Negotiating With Vendors Strategic Relationships, Legal, Ethical and Social Responsibility Issues For Buying Merchandise, Retailing View: Where Did T.J Maxx Get Its Coach Handbags.

Retail pricing

Pricing strategies

Considerations in setting retail prices

Retailing View: U.K Grocery Chains Battle It Out, Setting Retail Prices, Markdowns, Pricing Techniques for Increasing Sales and Profits, Retailing View: Buying a Ticket Retailing View: Haggling For a Better Price, View: Men Are Winning Against Gender- Based Pricing, Legal and Ethical Pricing Issues.

Retail Communication Mix

Using Communication Programs to Develop Brand Images and Build Customer Loyalty, Retailing view: "even you can't afford it you respect it": j. Crew's reputation for quality, Retailing View: L.L Bean Celebrates the Outdoors, Methods of Communicating With Customers, Retailing View: You Tube and HSN, Retailing View: Neiman Marcus Fantasy Gifts, Planning the Retail Communication Program, Store Layout, Design and Visual Merchandising, Retailing View: Wal-Mart Goes Green and Lowers Its Energy Costs, Retailing View: Western Store Designs Are Not Appealing To Indian Shoppers, Space Management, Retailing View: Suggestions for Merchandising a Pet Food Category, Retailing View: Mark and Spencer's Automates with Planograms Visual Merchandising, Creating an Appealing Store Atmosphere, Website Design.

Course Text-

1. Retailing Management by Michael Levy, Barton Weitz, Ajay Pandit.

Service Marketing

Conceptual Issues In Services Marketing- Increasing Importance of Services, All Principles of Marketing Apply to Services , Nature of Services.

Understanding The Services Phenomenon- Distinguishing Features of a Service ,Managing Services.

Role Of Services In Economy : The Emergence of the Service Economy, Overview of the Indian Economy, Services Sector in the Indian Economy.

Characteristics Of Services And Marketing Implications : Distinguishing Features of a Service ,Classification of Services.

Extended Marketing Mix For Services- Service Promotion Price Place People, Physical Evidence ,Process.

Differentiation Strategies : Elements of Positioning ,Service Differentiation

Services Quality- Defining Service Quality Researching Service Quality SERVQUAL , Setting Quality Standards ,Managing the Marketing Mix for Quality , Organizing and Implementing Service Quality.

Services Strategies : Customer and Customer Value in Services , Service Product ,Managing the Service Encounter ,Blueprinting , Developing Relationships with Customers , Management of Customer Demand ,Distribution Strategy , Pricing of Services ,Promoting Services.

Course Text-

1. SLM by University.

Elective IV

(Operations Management)

Course Name-CUSTOMER RELATIONSHIP MANAGEMENT

S. No	UNIT TITLE	UNIT OUTLINE
1	Introduction to Customer Relationship Management	Introduction, Objectives, Evolution of Customer Relationship Management (CRM), What is CRM? Role of CRM in Improving Customer Relationships
2	Overview of Relationship Marketing	Introduction, Unit Objectives, Customer is King, CRM and Relationship Marketing, Orientation to Knowledge Management, Relationship Building as a Process
3	Types of Customer Relationship Management:	Introduction, Objectives, Types of Customer Relationship Management, Sales Force Automation, Lessons from Failed CRM Initiatives
4	Customer Needs and Values:	Introduction, Objectives, Understanding the Customer, Understanding Customer Values, Customer Life Cycle, Customer Value Management Strategy
5	The CRM Roadmap:	Introduction, Objectives, The CRM Strategy, Implementing CRM Initiatives
6	Basic Elements Of CRM and CRM Strategies:	Introduction, Objectives, Role of Leadership, Requirements for a Rewarding CRM Implementation, Customers' Lifetime Value, Potential for Up-Selling and Cross-Selling, Customer Retention, Customer's Life Cycle, Complaint Resolution, Customer Database, Technological and Infrastructural Support
7	CRM and E-CRM	Introduction, Objectives, What is E-CRM?, E-CRM Strategy and Technology, Evaluating Service Providers of CRM Software, Involvement of People, Employees as Customers
8	CRM: Strategy, Insurance and Banking Sectors:	Introduction, Objectives, Customer Relationship Management in the Insurance Sector, Customer Relationship Management in the Banking Sector, Liberalization and Globalization of Economy, CRM and Technology, Collaborative CRM and its Application in Financial Services, Retaining and Acquiring Customers, Giving Unique Identity to Customers and Complaint Management,, Fulfilling the Changing Needs of Customers, Technology and People

Reference text

Customer Relationship Management by Ed Peelen

Course Name- Project Management

Course Outline-

Unit No	Unit Title	Unit Outline
1	Introduction	Capital Investments, types, phases of Capital Budgeting, levels of Decision Making, Facets of Project Analysis, Key Issues In Major Investment Decisions, Objectives of Capital Budgeting.
2	Strategy and Resource Allocation	Concept and Strategy, Grand Strategy, Diversification Debate, Portfolio Strategy, Business level Strategies, Strategic planning and capital Budgeting
3	Generation and Screening of Project Ideas	Generation of ideas, Monitoring the Environment, corporate Appraisal, Tools for identifying Investment opportunities, Scouting of Project Ideas, Preliminary Screening, Project Rating Index, Sources of positive Net Present Value, on being a entrepreneur.
4	Market and demand Analysis	Situational Analysis and specifications of objectives, collection of secondary Information, conduct of market survey, characteristics of Market, Demand forecasting, Uncertainties in Demand Forecasting, Marketing Plan
5	Technical Analysis	Manufacturing Process/Technology, Technical Arrangements, Material inputs and utilities, Product Mix, Plant capacity, Location and site, Machineries and equipments, structures and civil work, environmental aspects, Project charts and layouts, Schedule Of Project Implementations, Need for considering alternatives.
6	Financial Estimates and Projections	Cost of Project, Means of Finance, Estimates of sales and promotions, cost of Production, Working capital requirement and its financing, Profitability Projection, Projected cash flow, Projected balance sheet, multiyear Projections, financial Modeling using spreadsheet
7	The Time value of Money	Time Lines and Notation, Future value of a single amount, Present value of a single amount, future value of an annuity, and Present value of

		annuity, Intra year compounding and discounting.
8	Investment Criteria	Net Present value, Benefit cost ratio, internal rate of return urgency, Payback Period, accounting rate of return, Assessments of various Methods, Investment Evaluation in Practice.
9	Project Cash Flow	Elements of the cash Flow stream, Basic Principles of cash flow estimation, Cash Flow illustration, Cash Flows for a replacement Project, Viewing a Project from other Perspectives, Biases In cash flow estimations
10	The cost of Capital	Some Preliminaries, cost of Debt and Preference, Cost Of equity: The CAPM Approach, Cost of Equity: The other approaches, Determining The proportions, WACC, WMCC, Determining The optimal Capital Budget, Floatation Coat and cost of capital, Factors Affecting the WACC, Misconceptions around cost of capital, How Financial Institutions Calculate cost of capital.
11	Project Risk Analysis	Sources, measures, Sensitivity Analysis, Scenario Analysis, Break even Analysis, Hillier Model, Simulation Analysis, Decision Tree Analysis, Managing Risk, Project Selection Under Risk
12	Financing Of Projects	Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capital, Debentures, Methods Of Offering, Term Loans, Working capital advances, Miscellaneous Sources, Raising Venture Capital, Raising capital in international markets, Project Financing structures, Financial closure, Financial Institutions, credit risk rating
13	Network Techniques for Project Management	Development of Project Network, Time estimation, Determination of Critical Path, Scheduling when Resources are limited, PERT model, CPM model, network Cost System.

Supply Chain Management

S.No	Unit Title	Unit Outline
1	Introduction to Supply Chain Management-	Define Supply Chain Management The Development Chain Global Optimization Managing Uncertainty and risk Evaluation of Supply Chain Management The Complexity Key Issues in Supply Chain Management.
2	Inventory management and Risk Pooling-	Introduction Single Stage Inventory Control Risk Pooling Centralized Versus Decentralized Systems Managing Inventory in the Supply Chain Practical Issues Forecasting.
3	Network Planning-	Introduction Network Design Inventory Positioning and Logistics Coordination Resource Allocation.
4	The Value of Information-	Introduction The Bullwhip Effect Information Sharing and Incentives Effective Forecasts Information for the Coordination of Systems Locating Desired Products Lead-Time Reduction Information and Supply Chain Trade-offs Decreasing Marginal value of Information.
5	Supply Chain Integration-	Introduction Push-Pull and Push-Pull Systems The Impact of Lead Time Demand driven Strategies The Impact of the Internet on Supply Chain Strategies.
6	Distribution Strategies	Introduction Direct Shipment Distribution Strategies Intermediate Inventory Storage Point Strategies Transshipment Selecting an Appropriate Strategy.
7	Strategic Alliances-	Introduction A Framework for Strategic Alliances Third-Party Logistics Retailer-Supplier Partnerships Distribution integration.
8	Procurement and Outsourcing Strategies-	Introduction Outsourcing Benefits and Risks A Framework for Buy-make Decisions Procurement Strategies E-Procurement.
9	Coordinated Product and Supply Chain Design	General Framework Design for Logistics Supplier Integration into New Product Development Mass Customization.
10	Customer Value-	Overview Dimensions of Customer Value Customer Value Measures Information Technology and Customer Value
11	Information Technology and Business Processes-	Introduction Importance of Business Processes Goals of Supply Chain IT Supply Chain Management System Components Integration Supply Chain Information Technology.
12	Technology Standards-	Introduction IT Standards Information Technology infrastructure Service Oriented Architecture Radio

		frequency Identification.
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Reference Text

Designing and Managing the Supply Chain by SIMCHI-LEVI

Elective V

(Supply Chain Management)

Course Name-CUSTOMER RELATIONSHIP MANAGEMENT

S. No	UNIT TITLE	UNIT OUTLINE
1	Introduction to Customer Relationship Management	Introduction, Objectives, Evolution of Customer Relationship Management (CRM), What is CRM? Role of CRM in Improving Customer Relationships
2	Overview of Relationship Marketing	Introduction, Unit Objectives, Customer is King, CRM and Relationship Marketing, Orientation to Knowledge Management, Relationship Building as a Process
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6	Basic Elements Of CRM and CRM Strategies:	Introduction, Objectives, Role of Leadership, Requirements for a Rewarding CRM Implementation, Customers' Lifetime Value, Potential for Up-Selling and Cross-Selling, Customer Retention, Customer's Life Cycle, Complaint Resolution, Customer Database, Technological and Infrastructural Support
7	CRM and E-CRM	Introduction, Objectives, What is E-CRM?, E-CRM Strategy and Technology, Evaluating Service Providers of CRM Software, Involvement of People, Employees as Customers
8	CRM: Strategy, Insurance and Banking Sectors:	Introduction, Objectives, Customer Relationship Management in the Insurance Sector, Customer Relationship Management in the Banking Sector, Liberalization and Globalization of Economy, CRM and Technology, Collaborative CRM and its Application in Financial Services, Retaining and Acquiring Customers, Giving Unique Identity to Customers and Complaint Management,, Fulfilling the Changing Needs of Customers, Technology and People

Reference text

Customer Relationship Management by Ed Peelen

Course Name- Enterprise Resource Planning

Course Outline-

Topics	Reference from Text Book
Emergence of ERP Systems, Benefits of ERP in Business, ERP Modules, ERP Design Alternatives, Business Case for ERP, Challenge of Implementing an ERP System	Unit 1- A Foundation for Understanding Enterprise Resource Planning Systems
Business Process Re-engineering, Process Modeling, Re-engineering at Reliable Finance Company, Making Re-engineering Work, Use of Information Technology to Facilitate ERP, Emergence of Process Enterprises	Unit 2- Re-engineering and Enterprise Resource Planning Systems
Traditional Systems Development, New approaches to Systems Development, ERP Systems Development Process, ERP Implementation Steps	Unit 3- Planning, Design and Implementation of Enterprise Resource Planning Systems
Sales and Marketing Processes, Management Control Processes in Sales and Marketing, Sales and Marketing Modules in ERP Systems, ERP and Customer Relationship Management, Integration of Sales and Distribution with Other Modules	Unit 4- ERP Systems: Sales and Marketing
Accounting and Finance Processes, Management Control Processes in Accounting, Accounting and Finance Modules in ERP Systems, New Role for Management Accounting	Unit 5- ERP Systems: Accounting and Finance
Production Planning and Manufacturing Processes, Management Control Processes in Production and Manufacturing, Production Planning and Manufacturing Modules in ERP Systems, Material Management Modules in ERP Systems, Future of ERP in Manufacturing and the Supply Chain	Unit 6- ERP Systems: Production and Materials Management
Human Resource Management Process, Human Resource Information Systems, Human Resource Modules in ERP Systems, Integration of HR Modules with Other	Unit 7- ERP Systems: Human Resources

Modules	
ERP Project Implementation Success, Causes of Information Systems Project Failures, Risk Factors in Information Systems Projects, Risks in Implementing an ERP System, Managing Large-Scale ERP Projects, Project-Related Factors, Additional Factors	Unit 8- Managing an ERP Project
Supply Chain Management (SCM), eBusiness and ERP, eSupply Chain and ERP, Business Intelligence with ERP, Future Directions of ERP	Unit 9- Supply Chain Management and the eMarketplace

Course Text- Enterprise Resource Planning by Mary Sumner.

Operations Research

Unit No	Unit Title	Unit Outline
1	Introduction	Origin of Operation Research, Historical standpoint, Methodology of Operations Research, Conclusion.
2	Assignment Problem	Introduction, Problem of imbalance, Hungarian Assignment Method, Alternate optima, Maximization Problem, Travelling salesman Problem, Avoiding common mistakes.
3	Transportation Problem	Introduction, solving Transportation Problems, unbalanced Transportation, Multiple Alternate Solutions, Degeneracy in Transportation, Maximization Problems, Transshipment, Inventory Problem.
4	Linear Programming Problem	Introduction, Basic Assumptions, Formulation of LPP, General Statement of LPP, Graphical solution to LPP, Procedure, Limitation, Simplex method for solving LPP, Minimization Problems, Sensitivity Analysis, Primal And dual.
5	Sequencing Models	Gantt Chart, Methods of sequencing, Johnson's Algorithm, Johnson's algorithm for a three-machine Problem, Johnson's Algorithm for an M-machine Problem, Processing Two jobs through M machines.
6	Inventory Management	Introduction, classification of Inventory categories, Independent Demand Inventory systems, Fixed orders or Q-system, Inventory costs, Basic EOQ models for retailers, Dependent Demand inventory System, analysis on the basic of consumption value
7	Queuing Theory	Introduction, Basis of Queuing Theory models, Elements of queuing System, Kendall's Notation, Waiting and server Idle Time cost, Classification of Queuing Models, Avoiding Common Mistakes when solving queuing Problems.
8	Game Theory	Introduction, Characteristic of Game theory, Application, Methodology, Steps Involved in Identifying the saddle point, rule of dominance, Mixed Strategies for 2X2 game, Mixed Strategies for 2 X n game or m X 2 games.
9	Replacement Theory	Introduction, Replacement of policy for items that deteriorate over time, Replacement Policy when time value of cash flows is considered, Mortality and staff replacement Problems, Avoiding Common Mistakes, conclusions.

Reference text:

Operations research by Pradeep Prabhakar Pai

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