



Karunya INSTITUTE OF TECHNOLOGY AND SCIENCES

(Declared as Deemed to be University under Sec.3 of the UGC Act, 1956)

A CHRISTIAN MINORITY RESIDENTIAL INSTITUTION

AICTE Approved & NAAC Accredited

PROGRAMME PROJECT REPORT FOR
ONLINE MODE

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

PROGRAMME CO-ORDINATOR: DR.G. NISHA MALINI

ACADEMIC SUPPORT

BY

DEPARTMENT OF MANAGEMENT STUDIES

KARUNYA INSTITUTE OF TECHNOLOGY AND SCIENCES

(Declared as Deemed to be University under Section 3 of the UGC Act, 1956)

Karunya Nagar, Coimbatore 641114.

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

Karunya Institute of Technology and Sciences was founded with the noble vision to raise professionals and leaders of high Karunya Institute of Technology and Sciences, was founded with the noble Vision to raise professionals and leaders of high academic caliber and unblemished character, nurtured with a strong motivation and commitment to serve humanity. The institution fullfills the Vision of its founders, Late Dr. D. G. S. Dhinakaran, and present Chancellor Dr. Paul Dhinakaran. Established in 1986 as an Engineering College, it was granted an autonomous status in 1999 and, Deemed-to-be University by the University Grants Commission (UGC) in recognition of its academic excellence by the Ministry of Human Resources Development under section 3 of the UGC Act, 1956 vide notification no 9-3-2000-U3 dated 23.6.2004 of the Government of India. Accredited by NAAC, the institution offers a wide array of Bachelor, Master, and Doctoral Degree programs in various branches of Engineering, Biotechnology, Food processing and Agricultural Sciences, Arts, Media, Commerce, and Management. From a humble beginning of 180 students, the institution has rapidly grown to 8491 students and 452 faculty representing 18 academic departments.

In three decades of services to higher education, Karunya Institute of Technology and Sciences has made significant progress in teaching, learning, research and consultancy, innovation, technology transfer, community service, and value education. Further, translating the vision of the Founders' into action, the institution is currently engaged in finding solutions to human problems in the four major areas such as Water, Food, Healthcare, and Energy through scientific and technological interventions.

1. Relevance of The Program with HEI's Mission and Goals

The Master of Business Administration (MBA) is a program that has stood the test of time and is a postgraduate program in business-related disciplines. It first became popular as an academic program in the USA, where premium universities like Harvard, Stanford, and Yale, etc. started this program apparently to prepare students for the business world. The program, slowly, gained worldwide popularity and has now become a coveted degree. It is a program in

which academic subjects are chosen from various disciplines, keeping in mind their relevance to the business world. The MBA program aims at providing structured and interdisciplinary education, which has relevance in the real world of business.

The turbulent economy and hyper-competition are making businesses more and more complex. The amazing growth of technology and its utilities have expedited the processes. Change has become a norm and speed is becoming a custom. Managing complexities of the business, adopting changes, maintaining speed with accuracy, environmental concerns, business ethics, corporate governance, team building, mentoring, leadership, visualizing the future, etc. are some of the issues which figure prominently in the boardroom meetings. Then there are functional issues like Marketing, Finance & Accounting, Human Resource Management, International Business, Logistics, and Supply Chain Management, and the latest in Business Analytics, Artificial Intelligence, Block Chain Technology, etc. These issues can be sorted out by human beings only and companies are constantly in search of competent people who can address these issues effectively.

With a vision to develop influential leaders to find solutions to societal problems, the Department of Management Studies strives to transform students, both in their personal and professional front to take on corporate responsibility in the global context without losing their foot locally. This is made possible by Industry relevant curriculum and competent faculty members who come with a blend of Industry and Academic experiences.

2. Programme Vision & Mission & Objectives

The Department of Management Studies has the following Vision and Mission

Vision

To Excel in management education teaching, research, and consultancy, benchmarked with outstanding global standards to develop professional and socially committed leaders focused on finding solutions to human problems.

Mission

To raise excellent Management Graduates with knowledge, skills, attitude, and a passion for

lifelong learning

To equip them with the heart of Integrity

To empower them to solve societal and human problems.

Objectives

The Objective is to Equip and Empower budding graduates, who want to pursue a leading career in Finance & Accounting, Advertising, Sales & Marketing, Human Resources, Supply Chain and Logistics, and Business Analytics or engage in consultancy with big corporates or start their business venture. It also enables them to take up higher studies leading to Ph.D. in Management Studies in India and Overseas.

Programme Educational Objectives (PEOs)

The Programme Educational Objectives provide students with the necessary knowledge coupled with the required skills to become effective leaders of business. Every Management (Studies) Graduate can expect to achieve the following learning objectives:

- Will have sound technical knowledge in the domain of Finance, Marketing, HR, Logistics, and Operations.
- Will inherit a forward-looking approach and equip with the ability to articulate the same
- Will learn to have a global view and its dynamics that understands and appreciates diversity.
- Will be able to Identify Ethical Dilemmas supported by personal integrity and confidence to act accordingly.
- Will be a person of sound thinking and wisdom to solve problems of business and humanity.

3. Nature of Prospective Target Group Learners

This MBA course is highly suitable for Working Men and Women, who are looking for Mid – Career growth in their jobs, Bureaucrats, IT Professionals, Homemakers, graduate students who are looking for a change in their jobs/career, and Self – Employed men and women on a Pan

India basis.

4. Appropriateness of OL and ODL for acquiring Specific Competencies and Skills

This Course is equally fit to be learnt through OL (Online) and ODL (Open Distance Learning) mode, given the nature of its structure, the learner will acquire the following skill sets during their two-year term with us:

Communicate Effectively & Work in teams

Logical and Analytical and Reasoning skills to solve problems

Demonstrate Adequate Knowledge in Core Subjects like Accounting, etc

Demonstrate Ethical Leadership and Values

Visualize an Interdisciplinary approach.

Upgrade as Self-employed or an Entrepreneur

5. Instructional Design

5.1 Curriculum Design

The MBA Program is intense and designed to empower students to lead with a focus. It provides an academic experience where students learn how to bring business perspectives in demand. The Program is designed in such a way that the

the student will experience gradual maturation to the advanced level to meet industry expectations, with a deep understanding of Business practices, grounded to exhibit values in a diversified context in alignment with societal requirements.

The MBA students begin their journey to imagine, and plan for the future, taught to analyze their strengths, interests, and values to effectively market themselves, and learn about the current job market and opportunities that are in store for them on graduation.

Peer learning is our hallmark, and they are the catalysts for new insights and collaboration and provide a lifelong network. They form a comprehensive linkage to help to make the most of the MBA experience. Each student brings his/her expertise to the group, helping each other and uplifting them.

Our Faculty members, who are professional advisors, assist the students are to navigate and offer guidance on their academics, life engagement, and career management. They are available throughout and ensure students meet their goals through their MBA careers.

We all come together to solve the most complex problems and bring global and innovative solutions for improving the present and making advancements for future.

5.2 Programme Details:

Master of Business Administration (MBA) ODL CURRICULUM 2023-24 onwards

Course Code	Course Title	Credits
Semester I		
23OMS3001	Accounting for Managers	4:0:0
23OMS3002	Marketing for Business	4:0:0
23OMS3003	Organizational Behaviour and Management	4:0:0
23OMS3004	Business Communication	4:0:0
23OMS3005	Managerial Economics Micro & Macro	4:0:0
23OMS3006	Management Information System	4:0:0
	Total	24
Semester II		
Course Code	Course Title	Credits
23OMS3007	Business Research Methods	4:0:0
23OMS3008	Quantitative Techniques for Management	4:0:0
23OMS3009	Corporate Strategy	4:0:0
23OMS3010	Financial Management	4:0:0
23OMS3011	Human Resource Management	4:0:0
23OMS3012	Operations Management	4:0:0
	Total	24
Course Code	Course Title	Credits
Semester III		
23OMS3013	Legal Aspects of Business	4:0:0
23OMS3014	Conflict Resolutions and Negotiations	4:0:0
XXXX	Elective 1	4:0:0
XXXX	Elective 2	4:0:0
XXXX	Elective 3	4:0:0
23OMS3015	Karunya Values Programme – 1	2:0:0
OSIP3995	Summer Internship	0:0:2
	Total	24
Semester IV		

23OMS3016	Innovation and Entrepreneurship	4:0:0
23OMS3017	Ethics and Corporate Social Responsibility	4:0:0
XXXX	Elective 4	4:0:0
XXXX	Elective 5	4:0:0
OPSP3998	Major Project	0:0:12
	Total	28

MBA Credit Distribution Summary	
Department Core	66
Electives	20
Minor Project	02
Major Project	12
Total	100

Online MBA Finance Electives

Course Code	Course Title	Credits
23OMS3018	Strategic Cost Management	4:0:0
23OMS3019	Security Analysis and Portfolio Management	4:0:0
23OMS3020	Financial Derivatives	4:0:0
23OMS3021	Financial Analysis and Reporting	4:0:0
23OMS3022	Income and Corporate Taxation	4:0:0

Online MBA HR Electives

Course Code	Course Title	Credits
23OMS3023	Talent Acquisition	4:0:0
23OMS3024	Learning and Development	4:0:0
23OMS3025	Industrial Relations and Labour Legislation	4:0:0
23OMS3026	Organizational Development and Change Management	4:0:0
23OMS3027	Compensation Management	4:0:0

Online MBA Logistics Electives

Course Code	Course Title	Credits
23OMS3028	Logistics Management	4:0:0
23OMS3029	Warehousing and Facilities Management	4:0:0
23OMS3030	Freight Transport Operations Management	4:0:0
23OMS3031	Supply Chain Management	4:0:0
23OMS3032	Materials and Inventory Management	4:0:0

Online MBA Marketing Electives

Course Code	Course Title	Credits
23OMS3033	Search Engine Marketing	4:0:0
23OMS3034	Sales and Channel Management	4:0:0
23OMS3035	Product and Brand Strategies	4:0:0
23OMS3036	Consumer Behaviour Insights	4:0:0
23OMS3037	Marketing Communication Management	4:0:0

5.3 Duration of the Programme:

The Official duration of the Programme shall be Two years spread across Four Semesters.

5.4 Faculty and Support Staff Requirement:

Programme Coordinator:

Dr. G. Nisha Malini
Assistant Professor
Department of Management
Karunya Institute of Technology and Sciences

Course Coordinator:

Dr. J. Kavitha Selvaranee
Assistant Professor
Dept of Management Studies
Karunya Institute of Technology and Sciences

Mentor

Dr. N.L. Praising Linijah
Assistant Professor
Dept of Management Studies
Karunya Institute of Technology and Sciences

Non-Teaching staff:

Mr Arunkumar M – Technical Assistant

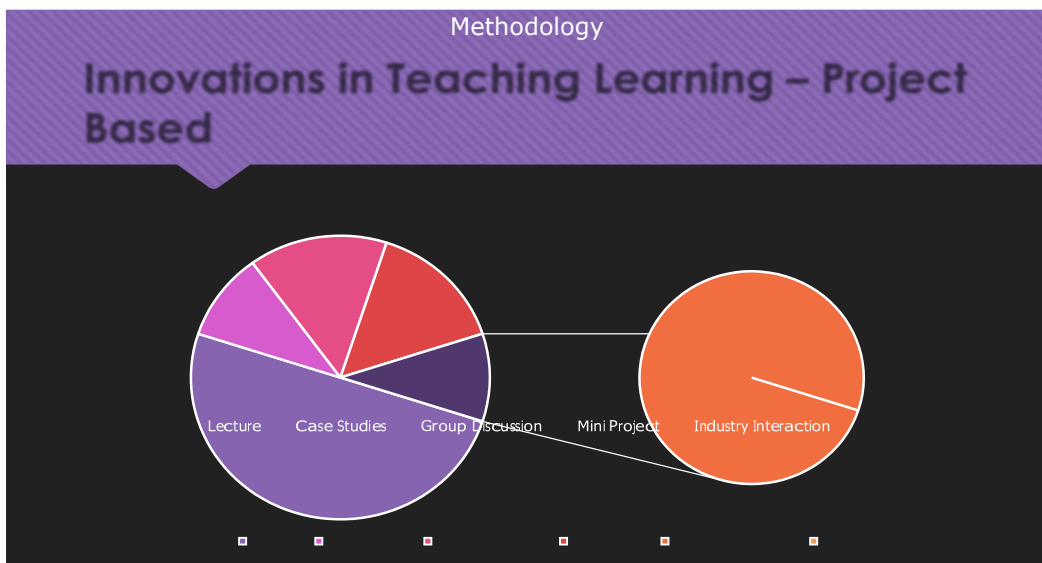
5.5 Teaching Faculty

The core courses, including practical subjects will be taught by Faculty members with MBA qualification along with other qualification prescribed by UGC from time to time. Subjects like Accounting, Financial Management, will be taught by

professional qualified In-house faculty members.

5.6 Instructional Delivery Mechanism

Every student will be supplied by a Self- Learning Material, prepared by competent in-house faculty members for each subject for that semester. Each core courses will have 24 lecture videos uploaded with 1 hour duration, and 12 face to face contact classes. The students are also supplied with additional reading materials to get adequate knowledge on the subject matter.



5.7 Students Support Service system

The Institute, has a dedicated Learner support mechanism at its Head Quarters in Karunya Nagar, Coimbatore, which will facilitate online classes and practical sessions

In addition, Karunya Institute of Technology and Sciences (A Deemed University) has centralized resources to enable the student support activities like Library, Wi-Fi connectivity, Counselling, Students Grievances Redressal cell, Post Office, Bank, Reprographic facilities, Canteen and Hygiene Drinking water.

6. Media, Print, Audio and Video and Learner Support

At Karunya, we have a state-of-the-art Media Centre, catering to all the needs of the Institution. Teachers, can record the lectures on a regular basis, besides we have a lecture capturing system which facilitate our faculty members to make optimum use of the infrastructure. Full time Audio Executives and Video Executives function to cater to the needs of the faculty members.

Computer Technology Centre (CTC), a centralized computing facility, provides world-class computing, network and educational technology support for the academic and research community of Karunya Institute of Technology and Sciences . The academic computing resources include high-end IBM PureFlex System, Blade servers, Rackservers, Workstations and Personal Computers. Green computing is practiced by server consolidation and desktop virtualization using VMware products. A separate Storage Area Network has been commissioned by the centre for datastorage. CTC is well-equipped with licensed software for academic and administrative needs. We encourage the use of free and open source software. Karunya Institute of Technology and Sciences has one of the largest academic computer networks in India. A state-of-the-art campus network with 10 Gbps fiber optic backbone connects all the Institution and residence buildings. Internet connectivity is available 24x7 through multiple service providers via Internet leased lines. The centre supports teaching and learning process through “Karunya Courses”, a learning Management System, which has a wide range of learner-centric tools. In addition, CTC maintains a knowledge repository in the Intranet, which has educational contents like MIT Open Courseware, NPTEL courses, etc. The Institution is also connected to the National Knowledge Network for knowledge sharing and research collaboration.

CTC provides e-mail and collaboration services through Google Apps for all the students, staff members and alumni. Live webcast of Institutional events and ceremonies is also done by the centre. Karunya students are employed part-time by the centre under the “Earn While You Learn” scheme, for software development, web designing, content creation, data analytics and machine learning projects.

7. Procedure for Admissions, Counselling and Evaluation

7.1 Admissions

All our admissions are based on Merit alone. Students should have a pass in their qualifying (UG) examinations i.e 10+2+3 mode. Those who fulfill the same are eligible to apply for the admissions. Admission Notification will be posted in our Official Website, Social Media Platforms and through Leading National Newspapers. In alignment, with the Government of India Mission to empower girl students. Girls and Women Students, who apply to us for a seat are given preferences in admissions, further, economically and socially backward communities and tribes, too will be encouraged to pursue higher education and will be provided with necessary counselling and space for them to get an opportunity to raise their standard of living, which gel well with our motto "*Arise and Shine*". We will ensure higher enrollment ratio and contribute our might for scaling up of the Gross Enrollment ratio to greater heights. Thus, we ensure inclusiveness in all our admissions and counseling procedures.

7.2 Minimum Eligibility for Admissions

A Pass in the Under Graduate Examination of the State or in any other Examination accepted by UGC as equivalent

7.3 Fees

Sno	Particulars	Fees in Rs
1	Indian Students	70,000
2	NRI	75,000

7.4 Programme Delivery:

The Programme is structured to be delivered Online/Open Distance Learning, as per the academic calendar prepared exclusively for this purpose. The Karunya Institute of Technology and Sciences has State of the Art IT Infrastructure to deliver the programme. The programme is offered for last 25 years.

7.5 Evaluation

We have a robust evaluation system, we believe in continuous assessment and

end semester examinations, the students will get an opportunity to engage themselves in assignments, project works, quizzes, case analysis etc., and separate rubrics are in place for fair evaluation of all these components.

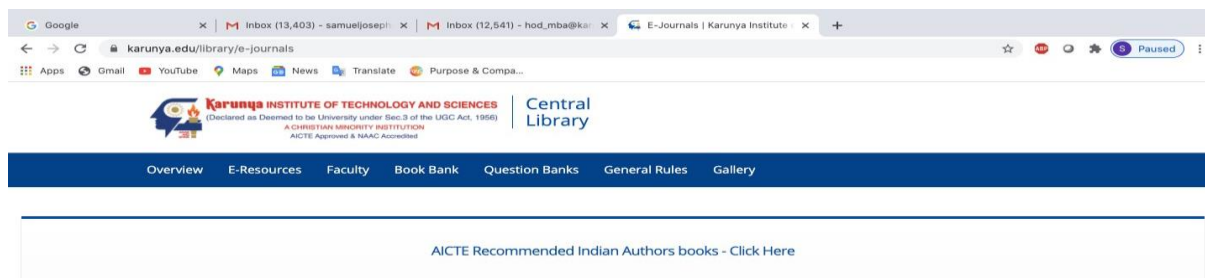
There exists an exclusive Controller of Examination office with a full time senior most Professor as the Controller of Examinations. She takes care of question paper setting from the in-house experts and in certain cases with outside experts, conducts the examinations and valuation of the answer scripts at a faster pace. Declaring the results for the students in a fortnight is the hall mark of our institution for the past several years.

The Programme will follow Semester Pattern and Assessment Procedure will be 30:70. 30 is for continuous assessment and 70 is for End semester examinations

8. Requirements of Library Resources

The Central library is well equipped with modern facilities and resources in the form of CD-ROM, On-line databases, e-journals, e-books, audio video cassettes, books, journals, project reports etc. Links from the home page will direct to information on library policies, functional hours, Book collections and ancillary services. The mission of the Central library is to provide information services and access to bibliographical and full text digital and printed resources to support the scholarly and informational needs of the university user community.

The state-of-the-art facilities, include 24x7 Wi-Fi connectivity, high-end computers installed with software's like Statistical Package for Social Sciences (SPSS), Tally ERP 9.1 and Prowess IQ from Centre for Monitoring Indian Economy (CMIE). The department has a well-stocked library with around 6500 books on a variety of titles and volumes on Business and Management, that provide academic support to students, who access our Library digitally. The University, also subscribes to various International E- Journals, like EBSCO-host etc.,



E-Resources

The e-journals are subscribed by the Central Library on the recommendations received from the academic departments. Print journals are displayed in the wooden display racks kept in the library. All back volumes have been arranged in the stack in the second floor at back volume section.

E-Journals

Science direct → Springer → EBSCO → IEEE → Scopus →

E-Books

- Springer link - (2013)
- Proquest E-Books

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The total number of books available in the Central Library are 137134, number of journals subscribed are 189, number of bound journals available for reference are 7772, number of PhD theses available are 361. The e-journals of 2430 in number can also be utilized by the students and faculty. Apart from which the library also facilitates with access of one online database along with the number of e-books accessible for reference are 177618.

9. Cost estimate with break up for Program development, delivery and maintenance

S.No	Expenditure Heads	Expenditure for 360 Students (in Rs.)
1	Pay & Allowances	1,86,00,000
2	Online/ODL Classes and Evaluation	24,00,000
3	Course Material Design, Preparation and Printing	37,35,000
4	Advertisement	2,50,000
5	Books and Journals	1,00,000
6	Miscellaneous	1,15,000

	Total	2,52,00,000
	Cost Per Student/ Year	70,000

10. Quality assurance mechanism and expected program outcomes

The IQAC of Karunya Institute of Technology and Sciences was constituted in the year 2008 in order to advocate the quality sustenance stipulated by the National Assessment and Accreditation Council. The primary aim of the IQAC is to develop the system for concise, consistent and catalytic action to improve the academic and administrative performance of the institution.

- Develop and application of quality benchmarks for various academic and administrative activities of the institution.
- Dissemination of information on the various quality parameters of the higher education.
- Awarding the departments and the faculties for their performance annually.
- Organization of workshops, seminars on quality related things and promotion of quality circles.
- Preparation of the Annual Quality Assurance Report (AQAR) to be submitted to NAAC based on quality parameters.
- Preparation of the various departments for NBA Accreditations and subsequently leading them to ABET / ACBSP Accreditation.
- Participation of the institution in the NIRF ranking (National Institutional Ranking Framework).

Parameters for Internal Auditing

- Monitoring the teaching learning process through Course file auditing.
- Initiating auditing on Question paper setting and evaluation through the Controller of Examination Office.
- Experiential Learning such as industry visits, internships and projects.
- Learning beyond Curriculum – participation of the students in the guest lectures, seminars, conferences and workshops arranged within and outside the institution.

- Conducting meetings at all levels as per a schedule.
- Student support and progression.
- Alerting the department for student and faculty achievements in terms of competitive examination and publication required with regard to accrediting bodies.

10.1 Programme Outcomes

Towards the end of the MBA Programme, students will be able to:

- Communicate effectively, with proficiency in Oral and Written forms.
- Logical, Analytical and Reasoning to Solve Problems
- Demonstrate Adequate Knowledge in the Functional Domains
- Approach Organizational Decisions with Ethics and Values
- Integrate Theory and Applications

Master of Business Administration (MBA) ODL SYLLABUS

23OMS3001	ACCOUNTING FOR MANAGERS	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Demonstrate the need on the requirement of Financial, Cost and Management Accounting to apply in different managerial situations.
- Bring out the modern approach of Accounting Techniques in tandem with the Global Trends
- Analyze and Interpret Corporate results from its annual and quarterly reports of corporates.

Course Outcomes: Equip the students to:

- Recall the significance of management accounting concepts and principles.
- Develop an Understanding on the basics of the principles and techniques of accounting.
- Apply the tools and techniques to analyze the performance of the company.
- Analyze the Cash flows from operating, financing, and investing activities recorded in the reports of the company.
- Evaluate Business or Product or a Unit by means of break-even point, marginal costing, and budgetary control techniques.

Unit 1: An overview of accounting and its concepts

The types of accounting - Financial Accounting Vs. Management Accounting and Financial Accounting Vs Cost Accounting – Accounting Concepts and Conventions: Golden Rules of Accounting – Recording, Journalizing and Posting of transactions - Preparation of Trial Balance.

Unit 2: Preparation and Presentation of Financial Statements

Preparation of Final Accounts as per the Revised Schedule III of the Companies Act – An overview of the International Financial Reporting Standards (IFRS) and IND AS particularly in the preparation of Consolidated Financial Statements.

Unit 3: Financial Statement Analysis

Tools and Techniques - Comparative and Common Size Income Statements, Trend Percentage Analysis - Ratio Analysis – Liquidity, Activity, Profitability and Leverage Ratios– Merits and Demerits of ratio analysis – Interpretation of the ratios.

Unit 4: Cash Flow Statement

Overview – Classification – Objectives - Purpose and its importance – Methods – Advantages – Limitations - Preparation and analysis of the statement of Cash flows as per IND AS-7

Unit 5: Cost Accounting & Management Accounting

Cost Concepts - Classification - Methods – Cost Sheet – Marginal Costing - CVP- Break-even analysis - Cost Accounting Standards - Budgeting - Flexible, and Cash Budgeting, Budgetary Control Process.

Textbooks:

1. I M Pandey, 2018, “Management Accounting”, 3rd edition, Vikas Publication House Pvt. Ltd.
2. Robert Kaplan and Anthony, A Atkinson, 2015, “Advanced Management Accounting”, 3rd edition, Pearson Education Pvt. Ltd., India.

References:

1. Khan M Y & Jain P K, 2013, “Management Accounting”, 6th edition, McGraw Hill Publications Pvt. Ltd., India
2. Jain S P & Narang K L, 2010, “Cost Accounting”, 12th edition, Kalyani Publishers, New Delhi, India
3. Ambrish Gupta, 2018, “Financial Accounting For management - An Analytical Perspective”, 6th edition, Pearson Education Pvt. Ltd.
4. Arora M N, 2016, “Cost and Management Accounting”, 3rd edition, Himalaya Publishing House Pvt. Ltd., India
5. Bhattacharya S K, John Dearden and Venkatesh S, 2004 “Accounting for Management” 3rd edition, Vikas Publishing House Pvt. Ltd., India.
6. John Hampton, 1999, “Financial Decision Making, concepts, problems and cases”, Prentice Hall Publishing Pvt. Ltd., India.

23OMS3002	MARKETING FOR BUSINESS	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Demonstrate the role of marketing and its functions in an organization.
- Explore the relationship of marketing to other functions.
- Develop effective marketing strategies in current Digital Era

Course Outcomes: Equip the students to:

- Identify the role of marketing functions in organization
- Understand marketing opportunities by analyzing customers, competitors and collaborators.
- Execute the key strategies on segmentation, targeting and positioning.
- Analyze buyer behavior to create value for customers
- Evaluate various Digital Marketing Tools applicable
- Design a marketing strategy to achieve organizational objectives in current era

Unit 1: Introduction to Marketing

Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing, Marketing v/s Selling, Key customer markets, market places, market spaces, Meta-Markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager, Concept of Marketing Environment, Marketing Plan.

Unit 2: Consumer Behavior

Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process - Problem

Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior.

Unit 3: Marketing and Selling Strategies

Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - POD and POP, Value Proposition & Unique Selling Proposition, Sales Approaches, Sales Force Management.

Unit 4: Marketing Mix

Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, New Product Development. Pricing, Semiotics: Strategies for Media and Brand Communication, Channel Management.

Unit 5: Digital Marketing

Digital Marketing-Basics, Online reputation management, E- Branding, Social media strategies, SEM, SEO, Community building, Building E-customer relationship, Customer Engagement, Performance Metrics, Measuring and Evaluating Web Program Effectiveness.

Text Book:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, "Marketing Management", 13th Edition, Pearson Education [South Asian Edition] 2018.
2. Damian Ryan, "Understanding Digital Marketing Strategies" 4th Edition, Kogan Page Ltd, 2020.

References

1. Wilson and Gilligan, "Strategic Marketing Management: Planning Implementation & Control", Viva (Latest Edition).
2. Etzel, Stanton and Pandit, George Marakas, "Marketing Concepts and Cases", 13th Edition, Tata McGraw - Hill Publishing Company Ltd., 2016.
3. Kurtz and Boone, "Principles of Marketing", 13th Edition, Cengage Learning India Pvt. Ltd., 2017
4. Gary Armstrong (2020), "Marketing-An Introduction", 20th edition, Pearson.
5. Dave Chaffey (2020), "Digital Marketing", 6th Edition, Pearson.

23OMS3003	ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Comprehend the basic knowledge relating to organizational behaviour and Management.
- Develop leadership skills, communication skills and team building in organization.
- Conceptualize relevant theoretical perspectives and concepts for building effective organizational environment.

Course Outcomes: Equip the students to:

- Remember the basic concepts and theories on Management principles.
- Understand the principles underlying organizational behaviour
- Analyse Interpersonal skills and relate with Organizational effectiveness
- Apply individual behaviour such as emotional intelligence, personality, attitude, perception and motivation in the context of Organisational Behaviour
- Develop leadership and team culture
- Evaluate the elements in organisational change and managing cross culture in organization

Unit 1: Introduction to Principles of Management & Organisational Behaviour

Management – Definition–levels of management - POSDCORB – Theories of management – Frederick Taylor’s Scientific Management Theory, Henry Fayol’s Administrative theory of management-Planning and Organising – managerial skills- Management by Objective- Definition, need and its limitations - Organisational Behaviour – definition opportunities and importance, contributing disciplines, Hawthorne studies, Approaches to OB– Challenges to OB

Unit 2: Interpersonal Skills

Importance of interpersonal skills - Emotional Intelligence – Goleman’s theory on Emotional Intelligence - stress management –work stress management. Communication - interpersonal communication - Methods to improve interpersonal Communication

Unit 3: Individual Behaviour & Motivation

Foundations of individual behaviour - Understanding and managing individual behaviour - Attitudes – its influence on behaviour - Personality - concepts, theories- Types–Perception, Motivation – theories – Maslow’s Hierarchy of Needs theory, Douglas McGregor’s X, Y Theory, Herzberg’s Motivation Hygiene Theory

Unit 4: Leadership and Group Behaviour

Leadership theories and styles – Leader vs Manager - Power and politics - group formation – norms – cohesiveness - group decision making – Group behaviour - Team building - Conflicts and negotiation

Unit 5: Organizational change and emerging aspects of organizational behavior

organizational change and innovation: approaches and resistance to change – Levin’s three steps model- Comparative Management Styles and approaches - Japanese Management Practices- Organizational behaviour across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Management of Diversity.

Text Book:

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14thedn), New Delhi, Pearson Education.
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7thedn) Tata McGraw Hill.

References:

1. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2ndedn), India: Cengage Learning.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

3. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
4. Nelson, D.L., and Quick, J. C. (2008), Organisational Behaviour: Foundations, realities & Challenges (5th edn), India: Cengage Learning.
5. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.

23OMS3004	BUSINESS COMMUNICATION	L	T	P	C
		4	0	0	4

Course Objectives: Equip the Students to:

- Understand the various concepts of communication;
- Understand the commercial aspects of communications including electronic communication
- Impart knowledge on the basics of entrepreneurial skills and competencies for creation of new ventures

Course Outcome: Enable the Students to:

- Understand the basic idea of business communication
- Identify the role of business communication in the organization
- Evaluate the effectiveness of various communication models
- Develop the communication basic skills that is required for a person
- Learn the Government Procedures to be complied with Entrepreneurship.

Unit 1: Essentials of Communication

Introduction – Meaning and definition of Communication – The major Objectives of Communication the Communication process – The Shannon -Weaver Model- Elements of Communication – The Major Difficulties in Communication- The importance of Effective communication in the Business

Unit 2: Oral Communication

Introduction – Oral communication - Importance of Oral communication -Choosing the form of oral communication - The barriers of oral communication – The role of electronic platform in oral communication

Unit 3 Non-Verbal Communication

Introduction and meaning of Non-Verbal Communication-Meta Communication – kinesic Communication -Characteristics of Non-Verbal Communication-Classification of Non-verbal Communication - Guidelines for Developing Non-verbal Communication skills

Unit 4: Written Communication

The art of writing – Characteristics and importance of writing Business messages -Business letters, Business emails – Memos, Report Writing -The purpose of a report -Kinds of reports-The objectives of reports - Planning and organizing Information

Business Planning Process- Environmental Analysis - Search and Scanning Identifying problems and

opportunities- Defining Business Idea- Basic Government Procedures to be complied with Entrepreneurship.

Unit 5: Sources of Financing

The basics of financial institutions in India, Long term sources of Financing -Short term sources of Financing

Text Books

1. Pal, R., & S., K. J. (2011). Essentials of Business Communication. Sultan Chand & Sons.
2. Chaturvedi, P. D., & Mukesh Chaturvedi. (2011). Business communication: concepts, cases and applications. Dorling Kindersley.

References

1. Rentz, K., Marie Elizabeth Flatley, & Lentz, P. (2010). Lesikar's Business Communication. Irwin/McGraw-Hill.
2. Soundaraj, F. (2007). Speaking and Writing for Effective Business Communication. Macmillan.
3. Kaul, A. (2015). Effective business communication. Phi Learning Private Limited
4. Tiwari, A. (2021). Communication Skills In English | Khanna Book Publishing Co. Pvt. Ltd.

23OMS3005	MANAGERIAL ECONOMICS MICRO & MACRO	L	T	P	C
		4	0	0	4

Course Objectives: Enables students to

- Understand basic concepts of microeconomics and macroeconomics.
- Familiarize the pricing and output decisions under various market structures.
- Relate economic variables to managerial decisions.

Course Outcomes: Equip the students to:

- Understand the concepts of cost, nature of production and its relationship to Business operations.
- Enhance the ability of the students to apply fundamental economic concepts in business decisions.
- Analyze the causes and effect relationship in demand and supply.
- Integrate the concept of price and output decisions of firms under various market structure.
- Identify micro & macro trends in business and assess their impact on business enterprises

Unit 1: Nature and Scope of Managerial Economics

The themes of economics, scarcity and efficiency, three fundamental economic problems, society's capability, Production possibility frontiers (PPF), Productive efficiency Vs economic efficiency, economic growth & stability, Micro economies and Macro economies, the role of markets and government, Positive Vs negative externalities. Economic Systems: Capitalism, socialism and mixed economy and Problem of

resource allocation.

Unit 2: Demand & Supply Analysis

Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Exceptions to law of demand. Demand Forecasting: Introduction, Meaning and Forecasting, Methods or Techniques of Demand Forecasting, Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance.

Unit 3: Product and Factor Market

Product market, perfect and imperfect market, different market structures, Firm's equilibrium and supply, Market efficiency, Economic costs of imperfect competition, factor market, Land, Labour and capital, Demand and supply, determination of factor price, Interaction of product and factor market, General equilibrium and efficiency of competitive markets.

Unit 4: Consumer and Producer Behaviour – Micro Economics

Meaning of microeconomics, Per capita income, Central problems of an economy, Consumer Equilibrium and Demand, Approaches to consumer behavior, Indifference curve analysis of consumer's equilibrium, Producer Behaviour and Supply, Production, Short-run and long-run Production Function, returns to scale, economies Vs diseconomies of scale Forms of Market and Price Determination.

Unit 5: Performance of an Economy – Macro Economics

Macro-economic aggregates, circular flow of macroeconomic activity, National income determination, Aggregate demand and supply, Macroeconomic equilibrium, Aggregates related to National Income, Net National Product (NNP), Gross National Product (GNP), Gross and Net Domestic Product (GDP and NDP)- at factor cost, at market price, Real and Nominal GDP, Welfare and GDP, multiplier effect, Demand side management, Monetary & Fiscal policy in theory.

Text Book:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011
2. Dwivedi, D. N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi. (Seventh Edition)
3. H.L.Ahuja. Managerial economics- Analysis of managerial decision making, S.Chand

References:

1. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7 th edition 2008.
2. N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, New Delhi,2017.
3. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
4. Craig H. Petersen, W.Cris Lewis and SudhirK.Jain , Pearson Education, Inc. New Delhi (Fourth Edition).
5. Varshney R L &Maheswari K L., Managerial Economics, Sultan Chand & Sons, New Delhi
6. Paul. G.Keat, Philip.K.Y.Young, Sreejatha Banerjee, Managerial economics- Economic tools for today's Decision makers, Pearson education.

7. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.

23OMS3006	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- To understand the basic principles and working of information technology.
- To compare and contrast how internet and other information technologies support business processes.
- To give an overall perspective of the importance of application of internet technologies in business administration.

Course Outcomes: Equip the students to:

- Describe and apply the fundamental concepts of information systems.
- Develop the knowledge about management of information systems.
- Interpret and recommend the use information technology to solve business problems.
- Distinguish the business needs for e-commerce and the Internet.
- Articulate role of Management Information Systems in organizations
- Apply a framework and process for aligning organization's IT objectives with business strategy.

Unit 1: Management Information System

Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Unit 2: Kinds of Information Systems

Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS).

Unit 3: System Concept

System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation

Unit 4: Security and Ethical Challenges

Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber

terrorism

Unit 5: Business Models

Definition, Concepts, EC Business Models, Benefits and Limitations of EC, Mobile computing, Pervasive computing, Types of threats and attacks, Payment Revolution.

Text Book:

1. Kenneth C. Laudon and Jane P. Laudon: Management Information System, Managing the Digital Firm, Pearson Education, 14th Global edition, 2016, ISBN:9781292094007.
2. Bidgoli and Chattopadhyay, "Management Information System - A South Asian Perspective", Cengage Learning Janice Reynolds, (2000), "The Complete E-Commerce Book", Google reads, 2nd edn

References

1. James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.
2. Lisa Miller, "Management Information System", Pearson Education
3. P.T.Joseph, S.J.SanjayMohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt. Ltd, New Delhi.
4. Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India
5. Steven Alter: Information Systems the Foundation of E-Business, Pearson Education, 4thEdition, 2002, ISBN: 978-0130617736.

23OMS3007	BUSINESS RESEARCH METHODS	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Define scientific methods in Business research analytics
- Demonstrate various research designs, problem identification, formulation techniques
- Infer and report for Business Projects and Publications

Course Outcomes: Equip the students to:

- Understand a business problem with a methodological framework
- Apply suitable research designs research designs
- Evaluate and execute relevant hypothesis testing procedures
- Analyse critical tools for prescriptive solutions
- Design and draft dissertation research proposal with appropriate methodology
- Execute articulative reports fit for project proposal and publication

Unit 1: Introduction to Business Research

Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive heory. Theory Building and Testing – Understanding the language of research – Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Research Question

– Investigation Question – Review of Literature – Hypothesis – Qualities of a good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing.

Unit 2: Research Design

Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables. Qualitative and Quantitative Research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication.

Unit 3: Sampling Techniques & Data Collection

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Data Collection: Sources of data collection Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation,

Unit 4: Data Analysis

Data Preparation – Univariate analysis: Data Visualization - Choosing appropriate charts using Tableau Software- Bivariate analysis: Correlation and Simple Regression -Multivariate Analysis: Multiple regression model, Factor analysis, Cluster analysis, discriminant analysis (using R software or Python or SPSS) – Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA)

Unit 5: Report Writing

Project Report and Paper Writing: Research Project Report – Imperatives, Layout of a Research Paper, Journals in Management Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing: Monograph – Referencing: Referencing Styles- MLA, Harvard, APA.

Text Books

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11th edn.), Tata McGraw Hill: India

Reference Books

1. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
2. Bryman, Alan & Bell, Emma (2018). Business Research Methods (latest Edition), Oxford University Press.
3. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India

4. Naresh K. Malhotra Satyabhushan Dash, (2010), Marketing Research: An Applied Orientation. (6thedn.) Pearson Education, India.
5. Pamela Schindler (2019) Business Research Methods, (13thedn.) McGraw Hill.

23OMS3008	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Train the students to do various quantitative analysis and making accurate and more suitable interpretations.
- Nurture, among the students, the quantitative and statistical thinking ability while making any decisions.
- Apply their statistical knowledge and skills for making optimum allocation of resources in personal and professional life.

Course Outcomes: Equip the students to:

- Comprehend, analyse, compare and handle quantitative data and draw interpretation and conclusion about the data.
- Apply various statistical techniques such as correlation, regression, measures of dispersion, trend analysis in their respective field of operation.
- Managerial decisions based on statistical inferences
- Apply various techniques such as linear programming, Transportation, and Assignment in their respective field of operation.
- Strike optimum results with the available resources

Unit 1: Introduction to Statistics & Classification, Tabulation and Presentation of Data

Introduction to Statistics, Importance of Statistics in modern business environment - Scope and Applications of Statistics - Scales of Measurement, Population or Universe – Sample - Quantitative - Characteristic - Qualitative Characteristic – Variable, Collection of Data - Primary Data - Secondary Data - Introduction and Functions of Classification of data - Methods of classification, Tabulation - Basic difference between classification and tabulation - Parts of a table - Types of table, Frequency and Frequency Distribution - Derived frequency distributions – Bivariate and multivariate frequency distribution - Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation

Unit 2: Uni Variate and Bi-Variate Data Analysis

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – coefficient of variation (CV) percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

Unit 3: Index Numbers and Time Series Analysis

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPI, WPI, Sensex, Nifty, Production Index, Time series – variations in

Time Series for business forecasting.

Unit 4: Introduction and Linear Programming

Management & Decision Making - Mathematical Models – Types of models (deterministic and probabilistic) – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem –Economic interpretation

Unit 5: Transportation and Assignment Models

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model.

Online Class: Video Lectures & Online discussion

Medium of Instruction: English

Text Book:

1. Richard I Levin and David S. Rubin, “Statistics for Management”, Pearson, 7th edition
2. V.K Kapoor, “Operations Research Technique for Management”, Sultan Chand, (2013)

References:

1. Business Statistics, J.K. Sharma, 5th Edition, Vikas Publication House, 2019
2. Business Mathematics, D.C. Sandheti and V.K. Kapoor, Sultan Chand & Sons, (2014)
3. Quantitative Techniques in Management – ND Vohra, Tata McGraw-Hill, 5th edition (2017)
4. Operations Research – Theory and Applications J.K. Sharma., Macmillan Indian Ltd, 5th edition, 2012.
5. Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag and Preetam Basu, “Introduction to Operations Research”, (2017), 10th e, Tata McGraw Hill

23OMS3009	CORPORATE STRATEGY	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Gain knowledge about strategic planning in the corporate sector.
- Understand the planning and evaluation strategies in corporate.
- Develop capability to develop, manage, and deploy firms’ resource across different business and environments.

Course Outcomes: Equip the students to:

- Gain knowledge and understanding on different corporate strategies
- Understand the challenges and opportunities of multinational companies in relation to corporate strategy
- Develop ability to apply different analytical techniques in a global context
- Analyze different industry settings and relate this to corporate level strategic decision making
- Apply quantitative and qualitative tools to evaluate and control



Unit 1: Strategic Management

Objectives, policies, Tools – Balanced Score Card, Strategic Management process. **Environmental Scanning:** Internal Environment Analysis (SWOT), External Environment Analysis (PESTEL); Basic Corporate strategies – Stability Strategies (No Change, Profit, Pause/Proceed with Caution), Growth strategies (New Product Development & Market Development), and retrenchment strategies (Turnaround, divestment, and liquidation)

Unit 2: Strategy Planning

Business Strategy, Operational Strategy, and Transformational Strategy. VMOSA. Corporate; Functional and Managerial Goal Setting; Positioning the Organization, Models for Resource Allocation, Environmental Turbulence, Strategic Investment, Strategic Entry.

Unit 3: Strategy Formulation

Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, and R&D. BCG Matrix: Portfolio analysis (Samsung).

Unit 4: Strategic Actions

Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger, etc.

Implementation of Strategies: Role of Managers, Leadership, Strategic Control System and Measurement, Structural Implementation, Functional Implementation.

Unit 5: Evaluation of Strategy

Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation. Recent trends in strategic management

Case studies: Strategic Planning and Management

Text Book:

1. Corporate Strategy, Dr. Moumita Ghosh, Prof. Sudip Basu, ISBN: 978-93-89516-95-1, Thakur Publications
2. Strategic Management – An Integrated Approach, Charles W. L. Hill, Gareth R Jones, Ninth Edition, Cengage, New Delhi
3. Corporate Strategy: Tools for analysis and decision making, Phanish Puranam, Bart Vanneste, Cambridge University Press, 2016
4. AzharKazmi , Adela Kazmi (2015), Strategic management, 4th edition, McGraw Hill, New Delhi
5. Barney/Hesterly (2015), Strategic Management and Competitive Adv: Concepts and Cases, 5th edition, Pearson Education, New Delhi.
6. Roman Pichler (2012), Agile Product Management with Scrum: Creating Products That Customers Love, Pearson Education, New Delhi.
7. Idris Mootee (2017), Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School, Wiley, New Delhi.

References

1. Fred R. David, Forest R. David, PurvaKansal (2018), Strategic Management Concepts: A Competitive Advantage Approach, 16th edition, Pearson Education, New Delhi.
2. John Pearce, Richard Robinson, AmitaMital (2017), Strategic Management: Formulation, Implementation and Control, 12th edition, McGraw Hill, New Delhi
3. <https://nptel.ac.in/courses/110108047>

23OMS3010	FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Understand wealth and profit maximization, Gain awareness on treasury and controlling decisions and the functions of financial management.
- Develop the skill in Time value for money and Risk – return concepts
- Evaluate the meaning of capital structure, awareness on cost of capital and capital leverage
- Gain knowledge about structure of working capital, components of working capital determinants of working capital and methods of assessment of working capital
- Perform interpretation and analysis of capital budgeting and its process as well as the avenues open for new entrepreneurs, the sources of funds and the concept and importance of social banking

Course Outcomes: Equip the students to:

1. Remember the financial avenues best suited for investment requirements.
 - Understand the Valuation techniques in finding out the value of money over the present as well as future period of time.
 - Apply the skill in establishing the Optimal Capital Structure and cost of capital for a business enterprise.
 - Analyze the sources of funds and take appropriate long-term Investment Decisions.
 - Evaluate the Cash Management, Inventory Management Policy, payables and receivables pressures in management decisions.

Unit 1: Financial Management Environment and Functions

Overview of Financial Management – Wealth Vs Profit Maximization Criterion-Treasury and controlling decisions in Financial Management, Functions of Financial Management.

Unit 2: Business Valuations and Risk-Return Concepts

Time Value of money – Importance, rationale, Present Value, Future value and compounding techniques - EMI (problems). Concepts and types of Risk and Returns.

Unit 3: Capital Structure & Leverage and Cost of Capital

Capital Structure - Net Income approach, Net Operating Income approach - Cost of Capital- Importance-computation of overall cost of capital (problems). Valuation of Bonds and shares (problems). Analysis of Operating and Financial Leverages and Composite Leverages (problems)- EBIT-EBS Analysis.

Unit 4: Working Capital Management

Significance, Purpose, Methods of Working Capital Assessment, Working capital Approaches, Determinants of working capital - Estimation of Working Capital requirements (problems). Models of

Accounts Receivables Management, Cash Management and Inventory Management.

Unit 5: Investment Appraisal and Decisions on Source of Funds

Capital Budgeting – Evaluation Techniques –Various methods of Capital Budgeting (problems) Avenues for New Entrepreneurs- Sources of Funds - Internal, External, Spontaneous, short-term, Intermediate and Long-term Source of Funds in Private Sector and Public Sector Enterprises, Social Banking, start up Financing and Venture Capital Financing - Angel funding, Assessing and Bankruptcy Resolutions as per the Framework of Insolvency and Bankruptcy Board of India (IBBI) - Cases on Insolvencies.

Text Books:

1. I M Pandey, (2015), —Financial Management, Vikas Publishing House Private Limited, 11th edition
2. Khan MY & Jain PK, (2017). —Financial Management - Text, Problems and Cases, McGraw Hill Education, 7th edition

References

1. Prasanna Chandra, (2011), —Financial Management – Theory and Practice, Tata McGraw Hill Education Private Limited, 8th edition.
2. Richard A. Brealey, Stewart C. Myers & Franklin Allen, (2011). —Principles of Corporate Finance, Mc-GrawHill/Irwin, 10th edition
3. Jonathan Berk, Peter DeMarzo, Ashok Thampy, (2013), —Financial Management, Pearson Education Limited.
4. Raymond Brooks, (2015). —Financial Management–Core concepts,Pearson Education Limited. 3rd edition
5. Rajesh Kumar, (2016), |Strategic Financial Management-Case book, Academic Press, 1st edition

23OMS3011	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: Enable Students to:

- Understand the various functions of Human Resource Management
- Demonstrate the working knowledge of various functional aspects of HRM
- Relate and align HR functions with Organizational Strategy

Course Outcomes: Equip the students to:

- Define the nature and scope of Human Resource Management
- Explain the functional elements involved in implementing HR Planning
- Infer appropriate Training methods for effective use in capacity building and career development
- Choose the relevant pay components and construct a compensation strategy.
- Appraise the tools for Performance and career management
- Discuss the latest trends of HR functions in the contemporary world.

Unit 1: Introduction to HRM

Nature and Scope of Human Resource Management – Basic Functions of Human Resource Management- Goals - Human Resource Management as Line and Staff Responsibilities – Human Resource Management Models.

Unit 2: HR Planning, Recruitment & Selection

Human Resource Planning – Sources - Process – Methods - Job Analysis Process - Job Evaluation Methods – Recruitment - Factors – Methods - Process - Selection Process – Selection Techniques.

Unit 3: Training and Development

Training and Development – Nature - Need Analysis – Delivery Methodology - Training Effectiveness Evaluation – Capacity Building - Management Development - Career Development.

Unit 4: Compensation Management

Compensation Management – Components – Determinants of Compensation Strategy – Wage and Salary Administration, - Individual and Group Incentive Plans – Benefit Programs.

Unit 5: Performance Appraisal & Career Management

Performance Appraisal Goals & Methods – Potential Appraisal Meaning of Career – Career stages – Importance of Career Planning – Application of Artificial Intelligence in HRM

Text Books:

1. Denisi, Griffin, Sarkar, 2016, Human Resource Management – A South-Asian Perspective, Cengage Learning India PvtLtd.
2. Gary Dessler and BijuVarkkey, 2015 Human Resource Management, Pearson Education: South Asia

References:

1. K. Aswathappa, 2017, Human Resource Management – Text and Cases, Tata McGraw Hill
2. V.S.P. Rao, 2008, Human Resource Management, Excel Books
3. Robert L. Mathis, John H. Jackson, ManasRanjan Tripathy,2012, Human Resource Management, Cengage Learning
4. DeCenzo, D. A., Robbins, S. P., &Verhulst, S. L, 2013, Fundamentals of Human Resource Management. 11th Edition. Wiley. ISBN: 978-0-470-91012-2.
5. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, 2007, “Fundamentals of Human Resource Management”, Tata McGraw-Hill Publishing Company Limited
6. John. M Ivancevich, Robert Konopaske, 2012, Human Resource Management, 12th Edition, McGraw Hill.

23OMS3012	OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Course objective: Enable the students to:

- Impart knowledge and understanding on Operations Management.

- Inculcate decision making skills on capacity planning, investment, and facility location.
- Use the appropriate tools and techniques to bring out optimal solutions related to Operations.

Learning Outcomes: Equip the students to:

- Describe the basic concepts and theories on operations management.
- Demonstrate the skills in designing operations.
- Enhance the principles underlying value chain.
- Integrate the planning and controlling operations to forecast demand and inventory control.
- Appraise the production tools to achieve high standard in operations.

Unit 1: Introduction to Operations Management

Operations Management – Nature, Importance, transformation processes, differences between services and goods; Operations Strategy – Strategic fit, framework; Productivity.

Unit 2: Designing Operations

Product Design - Criteria, Approaches; Product development process - Process - design, strategy, types, analysis, make or buy decision.

Unit 3: Operations and The Value Chain

Capacity Planning – Long range, Determinants, Strategies, Equipment selection - Investment Decisions, Facility Location.

Unit 4: Planning and Control Of Operations

Demand Forecasting – Need, Types, Objectives and Steps; Inventory Planning and Control–Functions, Decisions, Inventory models; Aggregate Planning – Master Production Scheduling - Materials requirement planning.

Unit 5: Production Management Tools

JIT – TQM - Computer integrated Manufacturing and flexible manufacturing system – ISO 9000 series – Poka Yoke – Kaizen – Business Process Reengineering – Supply Chain Management – Lean manufacturing - Quality Function Deployment – Enterprise Resource Planning.

Textbooks:

1. Paneerselvam (2012), Production and Operations Management, (3rd Edition), PHI
2. Mahadevan B, (2015) Operations management: Theory and practice, Pearson Education India.

References:

1. Heizer, Barry Render, Jagadeesh Rajashekhar (2009), Operations Management, Pearson
2. Norman Gaither and Gregory Frazier, (2015), Operations Management, (9thedn), Cengage Learning
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, (2014), Operations and Supply Chain Management, (14thedn), McGraw Hill Education (India) Pvt. Ltd.
4. Russel and Taylor, (2006), Operations Management, (5thedn), Wiley.
5. Chary (2009), Productions and Operations Management Tata McGraw- Hill Publishing
6. Cecil C. Bozarth, Robert B. Handfield, (2016), Introduction to Operations and Supply Chain Management, (4thedn), Pearson

23OMS3013	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Develop an approach to maintain order, resolve disputes, establish generally accepted standards, and protect rights and liberties in business.
- Understand the regulations of business contracts and regulations applicable to Companies, Consumers, Commercial Establishment and Intellectuals.
- Establish a business practice that complies with relevant laws in an effort to maintain ethical business practices.

Course Outcomes: Equip the students to:

- Outline how law and regulations developed and apply in business and the economy.
- Infer the principles of contract law to enforce the agreement of the parties.
- Analyse and apply principles of law to generate solutions for problems faced in contractual dealings of sale, bailment, pledge, agency and bank transactions.
- Make use of the regulations of companies' law and commercial establishment to start entrepreneurship.
- Apply the knowledge and techniques learnt to protect rights of consumers, business innovations, and digital signatures and empower to seek government information.
- Discuss the latest trends in business law in the contemporary world.

Unit 1: Introduction to Law and Contract Law

Introduction to Legal Environment - Development of Business Law in Independent India - Business and Contract Law in India - Formation of Contract–Essentials of Valid Contract - Performance of Contract - Discharge of contract – Remedies for Breach of Contract - Quasi Contract

Unit 2: Sale of Goods & Special Contracts

(15 hours)

Sale of Goods Principles - Conditions and warranties -Transfer of Property - Remedies of Unpaid seller; Special Contracts - Bailment and Pledge; Guarantee and Indemnity; Agency-Agent- Principal. Negotiable Instruments - Relation between bank and a customer – Bouncing of Cheque.

Unit 3: Indian Companies Act in India

Company Law - Introduction–Incorporation of company - Prospectus and Raising of Capital – Meetings– Directors - Winding up, Corporate Ethics in Business, GST Registration Process, Digital Signature

Unit 3: Shop and Establishment Act in India

Commercial Establishments and Shops - Registration Procedure and License - Opening and Closing time, Work hours, Employment of children, young person and women, Health, Safety, Leave, Wage Payments,

Unit 5: Consumer Protection, IPR and RTI

Formation of Consumer Protection Act - Unfair Trade Practices - Consumer Rights – Consumer Disputes redressed agencies; Protecting the Intellectual property of Business - Patent - Copy Right - Trademark; Right to Information Act – Definition of Information – Information’s not to be disclosed- Procedure for requesting Information.

Note: All the laws read with reference to the latest amendment.

23OMS3014	CONFLICT RESOLUTIONS AND NEGOTIATIONS	L	T	P	C
		4	0	0	4

Course Objectives: Enable the students to:

- Understand Role of conflict in organizations
- Develop the skill for Integrative bargaining
- Evaluate the Conflict and organizational culture
- Conceptualize, conflict, negotiations and bargaining
- Understand negotiations and analyses the different factors and aspects of negotiations

Course Outcomes: Equip the students to:

- Understand the Role of conflict in organisations.
- Remember the Managerial approaches to conflict
- Evaluate Conceptualize, Conflict, and organizational culture.
- Analyze the Integrative bargaining
- Apply on Negotiations: Nature and Outcomes

Unit 1: Conflict : Concept

Conflict: - Concept, Causes and types of conflict, Transitions in conflict thought, Conflict levels and stages in conflict.

Unit 2: Role of conflict in organization:

Managerial approaches to conflict – Role of conflict in organizations, Conflict resolution styles, Relationship between conflict and performance.

Unit 3 : Leadership and its effectiveness in organisations.

Leadership approaches to conflict situation - Individual differences- Power and influence -

Conflict and organizational culture, - Superior/subordinate interactions, Ethics in conflict resolution.

Unit 4: Negotiations: Concept, nature and outcomes.

Negotiation process, characteristics of an effective negotiator -Distributive negotiations – Strategy and planning, Integrative negotiation – Targets and aspirations – Contingent contracts – Trust and relationships

Unit 5 : Negotiation: skills and techniques

Techniques for better negotiation, Negotiation ethics, Negotiating and individual personalities and Issues in negotiation. **Case studies**

Text Books:

1. Negotiations And Conflict Resolutions by Edgar H Schuster

Reference Books:

1. The Critical 14 years of your Professional Life. Secaucus, NJ: Carol Publishing, 2003
2. Judgment in Managerial Decision Making Bazerman, Wiley, 2002
3. Beyond Reason: Using Emotions as you Negotiate Fisher & Shapiro, Viking, 2005
4. The Shadow Negotiation, Kolb and Williams, Simaon and Schuster, 2000.

23OMS3015	KARUNYA VALUES PROGRAMME	L	T	P	C
		2	0	0	2

Course Objectives: To help the students

- In identifying pain areas of humanity and to find solutions for human problems.
- To impart knowledge on essential qualities to become a leader.
- To realize their role in the nation building.

Course Outcomes: Students will be able to:

- Identify the pain areas of humanity and find solutions for human problems.

- Become leaders with social concern.
- Lead a balanced life with emotional stability.
- Apply the essential steps to become value based professionals.
- Abide to the law of the land.
- Realize their role and contribution to the nation building

Unit 1

Life Balance -To create an awareness about maintaining balances in many essential and important areas in life, **Assertiveness** -How to stand up for your own or other peoples' rights in a calm and positive way, without being either aggressive, or passively accepting wrong. (Gender equality, women empowerment, rich, poor divide, fundamental rights), **Minimalism** -How to lead a minimalist lifestyle, living with fewer resources happily.

Unit 2

Emotional Intelligence- How to develop the ability to understand, use, and manage the emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict, **Boundaries**-How to set boundaries in various important areas in life. (Male & female relationship, speeches, finance) .

Unit 3

Love, marriage, sex- Understanding the real meaning for a wholesome life, **Comradeship** -How to develop the feeling of friendliness, goodwill, and familiarity among the people.

Unit 4

Collaboration-How to collaborate with people for success and build healthy relationships (academic, emotional, social), **Mindsets** -Importance of mindset and how to develop the growth mindset for a successful life.

Unit 5

Social awareness -Recognizing the strength in others, expressing gratitude, empathy, taking others perspective. **Contemporary Challenges** -Corruption, LGBTQ, loss of natural resources, cyber security, minority rights, chemical waste, unemployment, **Human response to humanitarian needs** -How to find solutions to the human problems.

Reference:

1. Emotional Intelligence: Why It Can Matter More Than IQ, Daniel goleman, Bloomsbury India; 2011th edition (30 March 2021); Bloomsbury India.
2. Sex, Love & Marriage, Zaccoonan, Jyoti Pocketbooks, 2015.
3. The 7 Habits of Highly Effective People, Steven covey, Mango media, 2005.
4. The Joy of Less: A Minimalist Guide, Francine jay, Chronicle Books; 1st edition (26 April 2016).

5. The Power of your potential: how to break through your limits, John c Maxwell, Center Street (1 May 2018).
6. Envisioning an empowered Nation: technology for societal transformation. Dr.Abdulkalam, McGraw Hill Education (28 June 2007).

23OMS3016	INNOVATION AND ENTREPRENEURSHIP	L	T	P	C
		4	0	0	4

Course Objectives: Equip the Students to:

- Familiarize the participants with the concept and overview of entrepreneurship with a view to enhance entrepreneurial talent
- Impart knowledge on the basics of entrepreneurial skills and competencies for creation of new ventures
- Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

Course Outcome: Enable the Students to:

- Understand and define basic terms of Entrepreneurship
- Analyse the business environment in order to identify business opportunities,
- Identify the elements of success of entrepreneurial ventures,
- Evaluate the effectiveness of different entrepreneurial strategies and Models.
- Develop the basic performance indicators of entrepreneurial activity,
- Interpret their own business plan

Unit 1: Basics of Innovation

Introduction-Meaning of the concepts Innovation and Creativity -Types of Innovation, Relevance of technology for Innovation ,The process of Innovation, Patents, Trademarks, Intellectual Property

Unit 2: Entrepreneurship Essentials& Models

Concept and overview of Entrepreneurship-Evolution and growth of Entrepreneurship in India-Role of Entrepreneurship in Economic Development. Models of Entrepreneurship-Emerging models of Corporate Entrepreneurship.

Unit 3: Dimensions and Emerging Trends of Entrepreneurship

Entrepreneurial Society-Women Entrepreneurship-Rural Entrepreneurship-Social Entrepreneurship-Entrepreneurial Potential-Emerging Trends in Entrepreneurship Development-

Business Environment Opportunities-Elements of Entrepreneurial Ventures-New technology in Entrepreneurship-Evaluation of Entrepreneurship in India-Introduction to business plan.

Unit 4 : Business Plan and Business Environment

Introduction: Basics of Business Plan-Types – How to Write the Business plan and the main contents of a business plan – the Purpose of business plan ,Business Environment – Types of Business Environment , Legal Aspects involved in a business Environment

Unitb 5 : Financial Institutions and Financing

Financial Institution in India – Forms of Financing – Long term Financing and Short-term Financing; Success Stories of Entrepreneurs.

Text Books

1. Entrepreneurship by Dr.Rajeev Roy, 2nd Edition, Oxford University Press-2011
2. Chandra, P. (2008). Financial management : theory and practice. Tata Mcgraw-Hill Pub.
3. Essentials of Entrepreneurship and Small Business management (5/ed.): Thomas W. Zimmerer, and Norman M. Scarborough. PHI
4. Cherunilam, F. (2015). Business and Government. Himalaya Publishing House.

References

1. Entrepreneurship: Strategies and Resources, 3/E -: Marc Dollinger; Prentice Hall
2. Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall
3. Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall
4. Dr.Vasant Desai, “The Dynamics Of Entrepreneurial Development And Management” Himalaya Publishers, 2011

23OMS3017	ETHICS & CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
		4	0	0	4

Course Objectives: Equip the students to:

- Understand the scope and complexity of Ethics & corporate social responsibility (CSR).
- Gain knowledge on the impact of CSR implementation on corporate culture, particularly as it relates to social issues
- Acquire skills to frame CSR policies and practices appropriate to the Indian workplace

Course Outcomes: At the end of the course the student participant will be able to:

- Remember the meaning and concept of Ethics & Corporate Social Responsibility
- Understand the Tools and Benefits of CSR
- Apply the factors in designing CSR Policy
- Analyze the practical implementation of CSR
- Evaluate the strategic context of CSR in an Organization

- Create new models of CSR in community and ecological environment

Course Description

Unit 1: MORALS& VALUES

Morals, values and Ethics – Integrity – Work ethic – Respect for others-Interpersonal Relationship–Moral Values - Leadership styles and theories on leadership - time Management – Cooperation – Commitment – Empathy

Unit 2: Introduction to Corporate Social Responsibility

Social Responsibility, Corporate Social Responsibility: Meaning- definition and scope of CSR- Evolution of CSR – a moral argument for CSR – a rational argument for CSR – an economic argument for CSR

Unit 3: Strategic context of Corporate Social Responsibility

Carroll’s Model of CSR (Pyramid of CSR) – Globalization and CSR, Stakeholders and perspectives: interest Groups Related to CSR – Tools of CSR –Business Benefits of CSR

Unit-4: Designing a Corporate Social Responsibility Policy

Factors influencing CSR policy – Managing CSR in an organization – Role of HR Professionals in CSR – Global Recognitions of CSR- ISO 14000 - SA 8000 - AA 1000.

Unit-5: Implementing Corporate Social Responsibility

CSR in the marketplace – CSR in the workplace – CSR in the community – CSR in the ecological environment -CSR in India

References:

1. Laura P. Hartman and Joe Desjardins, “Business Ethics: Decision Making for Personal Integrity and Social Responsibility” Mc Graw Hill education, India Pvt.Ltd.,New Delhi 2013.\
2. CS Rupanjana De (2018), A Practical Guide to Corporate Social Responsibility, Bloomsbury India- Bloomsbury India
3. Benn & Bolton, (2011). Key concepts in corporate social responsibility. Australia: Sage Publications Ltd.
4. B.N. Mandal, and Atul Sharma (2020), Corporate Social Responsibility in India, Global Vision Publishing House (2020)
5. Crane, A. et al., (2008). The Oxford handbook of corporate social responsibility. New York: Oxford University Press Inc.
6. Werther, W. B. & Chandler, D. (2011). Strategic corporate social responsibility. Thousand Oaks, CA: Sage

23OMS3018	STRATEGIC COST MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Know the underlying cost classifications and its importance in decision-making.
- Gain hand - on proficiency in using the various SCM techniques.
- Practice Analytics for effective decision-making

Course outcomes: At the end of this course the students will be able to:

- Understand the SCM and its techniques
- Remember and comprehend different cost classifications
- Apply various SCM techniques & Analytics for Managerial decision situations in manufacturing and service sectors
- Analyse alternate decisions using LC, Simulations and Time series analysis
- Evaluate Management Reports for continuous improvements

Unit 1: Strategic Cost Management

Conceptual framework, environmental influences and cost management practices, role of SCM in Strategic positioning and Competitive advantage – Steps in Strategic cost analysis.

Unit 2: Strategic Costing

Activity Based Costing, Target Costing, Life Cycle costing, Kaizen costing, JIT theory and constraints, Business Process Re-engineering and Benchmarking,

Unit 3: Strategic Decision Making

Decision making and Pricing strategies – Inventory decision, Product-development decision, product policy, plant location, managerial decision making- Methods of Pricing; Sensitivity analysis in pricing decisions. Balanced Score Card

Unit 4: Costing of Service Sector

Methods, Pricing, and Performance Measurement – Quality control, Quality Assurance, Quality Management, Quality report

Unit 5: Analytics in Cost Management

Learning curve in Managerial decision making, Quoting for export order/tender: Impact of Learning curve in Labour variances; Simulation – Time series analysis

References:

1. Ravi Kishore, 2008 “Cost Management” 4th edition, Taxmann publications, New Delhi.
2. Vidya, 2008, “Cost Management and Strategic Approach” MacMillian India Ltd. New Delhi

3. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition, New Delhi
4. Robert Kaplan “Advanced Management Accounting” Prentice Hall Latest edition New Delhi
5. Business Strategy and Strategic Cost Management - Institute of Cost Accountants of India, Final Paper -15 – Study Materials.
6. Saxena and Vashist, 2011 Advanced Cost and Management Accounting Problems and Solutions, Sulthanchand and sons
7. Saxena V.K, 2020, Strategic Cost Management and Performance Evaluation, Sulthan Chand and sons

23OMS3019	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Gain insight into financial markets specifically about Equity markets
- Understand the mechanism of trading, listing, IPO and Valuation of Securities
- Apply Portfolio Planning and to evaluate the performance of a portfolio.

Course outcomes: At the end of this course the students will be able to:

- Understand the skills required in asset allocation and choice of various types of investment vehicles
- Remember the back office and front-end of trading systems through NCCMP training program.
- Analyse the growth and need of stock exchanges contributing to the economy
- Apply the securities performance of various sectors using fundamental and technical analysis
- Evaluate portfolio analysis on the performance of Mutual funds of different AMCs

Unit 1: Securities & stock market

Investment Avenues – Financial markets: review, structures, primary & secondary market, Players in stock market, Investment Vs Speculation. Trading Mechanism in India - Mechanics in Trading; Functions of stock exchanges – BSE & NSE, Trading and Settlement process – Stock Indices – Listing of securities, OTCEI – IPO.

Unit 2: Valuation of Securities

Need, Types of valuation, Balance sheet, Book value, Liquidation value, Replacement value ; Equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, (problems) – Bond Valuation.

Unit 3: Risk and Return analysis

Systematic and unsystematic risks – Types of risks - Risk and Return analysis of stocks - Correlation coefficient - Covariance - Beta & Alpha – Markowitz Model – Risk Return assessment of individual and Portfolio

Unit 4: Fundamental and Technical Analysis

Economic, Industry, Company, Intrinsic value, technical analysis: Tools, charts, patterns, Dow Theory and Eliot wave theory-Efficient Market Theory and Random walk theory – Fundamentals of behavioural finance

Unit 5: Portfolio Analysis

Portfolio planning, Implementation, principles, Guidelines for investment decisions, Measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen’s measures of Index. Construction and Evaluation of a portfolio based on the financial analytical tools.

References:

1. Fisher,D.E., & Jodan, R.J. (2003), Security Analysis and Portfolio Management, (6th Edn.), Prentice hall of India, New Delhi
2. Zvi Bodie, Marcus & Mohanty., (2005), Investments, (6thEdn.), Tata McGraw Hill, New Delhi
3. Singh, P. (2004), Investment Management, (9th Edn.), Himalaya Publishing House, New Delhi
4. Kevin S,(2001), Security Analysis and Portfolio Management, Prentice hall of India, New Delhi
5. P. Pandian “Security Analysis and Portfolio Management”, 2001 Vikas Publishing House.

23OMS3020	FINANCIAL DERIVATIVES	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Know about the role of Forward and Future markets
- Analyse the Option valuation & prices.
- Know about the Derivatives Markets

Course outcomes: At the end of this course the students will be able to:

- Understand the practice on the trading platforms applying the commodity and currency market strategies using options, futures, and swaps.
- Remember on the Black & Scholes option pricing model and Greeks,
- Apply the technique to evaluate and compare options of different maturities and strikes.
- Analyse the forward and future prices
- Develop the relevant options strategies

Unit 1 Forward Contracts

Introduction-Features- Mechanism and Settlement of Contracts and factors influencing forward Contract Prices. The ways of computing Forward Price in Foreign Exchange Market

Unit 2 Futures Contracts-Introduction and Mechanism

Introduction- types of traders-Hedgers, Speculators and Arbitrageurs, Convergence of future price to spot price, Daily Settlement and Margins, hedging strategies using futures, Basis risk, Cross hedging, Stock index futures, An overview of Equity, Currency, and Commodity Trading Process.

Unit 3 Future Trading Process and SWAPS

Determination of Forward and Futures prices: Investment assets vs. consumption assets, short selling, known income, known yield, Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango – Mechanics of trading in Futures and factors influencing Future Prices. SEBI guidelines for Equity, Commodity and Currency Trading

Unit 4 Option Contracts

Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Price determination using Black – Scholes models and some extensions, Greeks, Dynamic hedging, Call option valuation, Put option valuation.

Unit 5 Process of Option Contracts and Debt Derivatives

Hedge ratios, Binomial model. Option pricing by Monte Carlo simulation. Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars. Option valuation: Introduction, Intrinsic and time values; Interest rate derivatives, Credits derivatives, Options in corporate securities

References:

1. R.Amuthan, 2013, Financial Derivatives, (2nd Edition) Himalaya Publications Private Limited, Mumbai
2. John Hull, 2010, Fundamentals of Futures and Options Markets (7th Edition) Pearson Higher Education
3. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009
4. John C Hull, 2010, Options, Futures, and Other Derivatives, (7th Edition), Pearson Higher Education
5. S.S.S. Kumar, 2010, Financial Derivatives, PHI Learning
6. S.L Gupta, Financial Derivatives: Theory, Concepts and Problems, 2009, PHI L

23OMS3021	FINANCIAL ANALYSIS AND REPORTING	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Know the concept, note on financial reporting
- Gain hand on, in recognition and measurement
- Aware of the regulatory framework

Course outcomes: At the end of this course the students will be able to:

- Remember relevance of financial statements and its faithful representation
- Develop understandability and verifiability in relation to the provision of financial information
- Analyze the importance of comparability and timelines using accounting ratios
- Apply IFRS standards in construction of cash flow statements
- Evaluate alternate decisions concerning financial distress and prepare management reports

Unit 1: Understanding the Financial Statements

Interpreting the Published Financial Statements and their interlinking with financial ratios and ratio analysis - General Purpose Financial reporting – Qualitative and Quantitative characteristics of financial statements

Unit 2: Accounting for transactions in financial statement

The regulatory framework – The need for a regulatory framework – The International Accounting Standards Board (IASB) - Tangible Non-Current Assets, Intangible Non-current assets, Inventory and Biological assets, Government Grants, Foreign currency transactions

Unit 3: Analyzing and Interpreting the Financial Statements

Calculation and Interpretation of accounting ratios, its usage and trends to address Users' and Stakeholders needs – benchmarking with Industry standards. Limitations of interpretation techniques.

Unit 4: Preparation of Cash flow Statements

Prepare a statement of cash flows for a single entity (not a group) in accordance with IFRS standards.

Unit 5: Financial Distress and Reporting Financial Performance

Cost of financial distress, static tradeoff theory, pecking order theory and windows of opportunity theory – Predicting corporate failures using Altman's Z score, Argenti's A Score; Creating a Management Report – reporting on the results of discontinued operations – assets held of sale and discontinued operations.

References

1. ACCA Study Guide on Financial Reporting, Published by ACCA from time to time,

2. Stephen H Penman, 2017, financial Statement analysis and Security Valuation, 4th e, Tata McGraw hill publishing company ltd. New Delhi
3. Gokul Sinha, 2009, Financial Statement analysis, Prentice Hall of India, New Delhi
4. John J. Wild Subramanyam K.R and Robert F. Halsey, 2005, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi
5. Krishna G. Palepu, Paul M. Healy and victor L. Bernard, 2003, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi,
6. Ruzbeh J. Bodhanwala, 2004, Understanding and Analysing Balance Sheets Using Excel Worksheet, PHI, New Delhi.

23OMS3022	INCOME AND CORPORATE TAXATION	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Demonstrate the concepts and principles governing Direct and Indirect Taxes in India
- Bring out the various approaches of analysing and interpreting the Tax Laws which are beneficial among Individuals and Corporates
- Articulate the Tax Laws in Tax Planning and Consultancy to various kinds of Persons engaged in Business

Course outcomes: At the end of this course the students will be able to:

- Understand the Concepts and Principles governing Goods and Service Taxes
- Remember the Process of filing GST Returns and the Administrative Process governing Goods and Service Taxes
- Analyse the Customs Law Proceedings in accordance with the Valuation Rules, Import and Export Procedures as per the Customs Act
- Apply the principles to the Types of Companies and the steps involved in the Computation of Taxable Income of Companies
- Evaluate and Compute the Taxable Income on the different heads of income along with clubbing of income and set-off and carry forward of losses

Unit 1: Introduction to Goods and Service Tax

Definition - Intra-state and Inter State supply - Exempted and zero rated supply - Mixed and composite supply; Introduction of CGST, SGST and IGST; Overview of GST and GST law: Constitutional provisions - Taxable event-supply - Destination principle - Concurrent Dual GST - Composition levy

Unit 2: GST Business Process - Returns

Filing returns - Types of returns and formats - input tax credit and its matching - Tax returns preparers accounts and records tax invoice - Debit/credit notes and payments, Inspection, search, seizure and arrest detention, confiscation of goods and conveyances

Unit 3: Customs Law

Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage.

Unit 4: Assessment of Companies

Introduction – Meaning of Company – Types of Companies – Computation of Depreciation – Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Computation of Tax Liability.

Unit 5: Income chargeable under various heads of income

Salaries, Income from house property, profit and gains of business or profession, capital gains and income from other sources; Permissible Deductions under section 80C to 80U; Setoff and Carry Forward of Losses and Clubbing of Income.

References:

1. Arpit Haldia & Mohd. Salim, 2021, “GST Law & Practice”, Kindle edition, Taxmann Publication Pvt. Ltd., India
2. Vinod K Singhania & Kapil Singhania, 2021, “Direct Taxes Law & Practice with special reference to Tax Planning”, 64th edition, Taxmann Publishing Pvt. Ltd., India
3. Milind Kumar, 2019, “Goods and Services Tax: Law and Practice”, 1st edition, EBC Publishing Pvt. Ltd., India
4. Rakesh Garg & Sandeep Garg, 2019, “Guide to GST on Services (HSN Code wise taxability of all services)”, 2nd edition, Bloomsbury Publishing PLC, India
5. Vinod K Singhania & Monica Singhania, 2021, “Students’ Guide to Income Tax including GST”, 64th edition, Taxmann Publications Private Limited, India
6. Manoharan T N, 2020, “Students’ Handbook on TAXATION”, 1st edition, Snow White Publishing Private Limited, India
7. Gabhawala & Gabhawala, 2020, “Tax Practice Manual, Day to Day Tax Practice Guide for Professionals”, 6th edition, Taxmann Publishing Private Limited, India

21MSO3023	TALENT ACQUISITION	L	T	P	C
		4	0	0	4

Course Objectives: Equip the students to:

- Orient management students on the fundamentals of employee recruitment and selection.
- Provide contemporary knowledge of the theoretical concepts of employee recruitment and selection.
- Present latest knowledge of the applications and issues related to employee recruitment and selection.

Course Outcomes: After completing this course, the student should be able to:

- Understand contemporary knowledge of the fundamentals of employee recruitment and selection.
- Demonstrate requirement planning and staffing
- Analyse job requirement with an outcome of specific job description and job

specification

- Apply interview techniques and design interview plans with tools and techniques
- Exhibit knowledge on selection decision and on boarding.
- Display latest knowledge of the applications and understand ethical issues related to employee recruitment and selection.

Unit I: Context of Recruitment and Selection

Workforce planning – Workforce Assessment – Employee life cycle – Organizational need assessment – Job Design – Job & Job Families – position – occupation. Recruitment analytics - Causes of bad recruitment, metrics of effective recruitment – Yield pyramid ratio.

Unit 2: Overview of Requirement Analysis

Motivational Job Specification, Functional Specification – process - DOT/O*Net – Job Description - Job Element Analysis – Critical Incident Methods. Identify job competencies - Behavioural Specification - Methods to Behavioural Job Analysis - Threshold Trait Analysis - Quantitative Competence Framework.

Unit 3: Recruitment, Sources and methods

Screening, Sourcing and shortlisting - 4S Model - sources of recruitment, internal recruitment methods, external recruitment methods.

Unit 4: Selection, Tools and Techniques

Assessment techniques in recruitment process – Interview techniques – Motivational, behavioural & functional. Behavioural Event Interview process, Key Interviewer skills - Non – Interview methods - Knowledge Based Filtering - Skill Based Filtering - Attitudinal or Potential Based Filtering.

Unit 5: Staffing System Management

Selection and reference check -Making the selection decision. Evaluation methods - The Ranking Systems - Checklist Scales – Behaviour Anchored Rating Scale (BARS)– Checking references and checking scales - reliability and validity of selection instruments. Ethical considerations in recruitment and selection. Nepotism - Ongoing Recruitment and Selection Issues; Current trends in recruitment and selection

References:

1. Dale M. (2003), Handbook of Successful Recruitment and Selection: A Practical Guide for Managers (1st ed.), New Delhi: Crest Publishing House.
2. Edenborough R. (2006), Assessment Methods in Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres (3rd ed.), London: Kogan Page.
3. Jonathan Crawshaw, Pawan Budhwar, Ann Davis, "Human Resource Management - Strategic and International Perspectives", Sage Publications Ltd., July 2020.
4. Sonal Minocha, Dean Hristov, "Global Talent Management - An Integrated Approach, Sage Publications, Dec 2018.

5. Carrie A. Picardi, “Recruitment and Selection - Strategies for Workforce Planning & Assessment, Sage Publications, 2019.

23OMS3024	LEARNING AND DEVELOPMENT	L 4	T 0	P 0	C 4
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Course Objectives: Equip the students to:

- Comprehend the theory surrounding learning and implications of learning process
- Provide the application of training methods and help prospective trainers to create a value through Training and Development
- Successfully deal with competitive challenges emerging in the new horizon

Course Outcomes: After completing this course, the student should be able to:

- Recognize the importance of learning theories and the need for training and development for employees
- Summarize different types of training and its suitability and training process
- Identify the training needs of the employees
- Design and develop the training programs for employees
- Illustrate the implementation and evaluation of the training imparted to the employees
- Appraise the learners’ capability using the various tools and thereby create appropriate training application and Portals

Unit 1: Introduction to Learning and Development

Learning - Meaning - characteristics – Learning Process - Learning curve - Plateau in learning - Theories of learning – Implications of Learning Process on Instruction - Learning style. ADDIE Model and Training Design Process — Impact of Organizational Vision, Mission and Values on Training — Models of Organizing Training Department — Considerations for Effective Training Design.

Unit 2: Training Needs Analysis

(4 Hours)

General Process of Training Needs Analysis (TNA) — Michalak & Yager Process and Mager & Pipe Model of Performance Gap Analysis — Output of TNA - Competency Modelling.

Unit 3: Training Design & Development

(5 Hours)

Training Objectives – Need-Types of Training - Developing - Bloom’s Taxonomy for Learning Objectives — Elaboration Theory for Content Sequencing — Gagne’s Instructional Events for Lesson Design — Merrill’s Components Display Theory for Topic Design — Development of Training Programmes.

Unit 4: Training Implementation & Evaluation**(5 Hours)**

Training Implementation - Types of Management Development Programmes & Executive - Level Management Development; Training Evaluation - Outcomes — Kirkpatrick’s Model of Learning Analytics and Evaluation Practices - Types of Evaluation Designs - Measuring Training’s Impact.

Unit 5: Learners Capability Evaluation**(5 Hours)**

Evaluation of learners’ capability based on Bloom’s Taxonomy –Use of new technologies for training delivery – Instructional AIDS –Trainers role- Approaches to Employee Development

Text Books

- 1.Noel A. Raymond, “Employee Training and Development”, Tata McGraw Hill Publications.
2. Rao. P. L., “Enriching Human Capital through Training and Development”, Excel Books.
3. Naik, G. P., “Training and Development: Text, Research and Cases”, Excel Books.
4. Sahu R. K., “Training for Development”, Excel Books, New Delhi.
5. Taylor B. & Lippitt G., “Management Development and Training Hand Book”, McGraw-Hill, London.
6. Deb, Tapomoy, “Training & Development: Concepts & Applications”, Ane Books.

References:

1. Watson, Sherri & Raymond, A. Noe (2017), Employees Training and Development, 4th ed., Tata McGraw Hill Education, New York.
2. Blanchard, P.N., and Thacker, J.W., (2019), Effective training: Systems, strategies and practices, 6th ed., Prentice Hall of India.
3. Bhattacharyya, D. K. (2015). Training and Development: Theory and Applications, Dewey 23rd ed., SAGE Publications India Pvt, Limited
4. Armstrong Michael (2014), A Handbook of Human Resource Management Practice, 14th ed, Kogan page
5. Erasmus, B., et al. (2015). Managing Training and Development, 7th ed., Oxford University Press, SouthAfrica
6. Lynton Rolf and Pareek Udai (2011), Training for Development 3rd ed., Sage Publications, New Delhi.
7. Stephen Gibb, (2002), Learning and Development: Processes, Practices and Perspectives at Work,Palgrave Macmillan

21MSO3025	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	L	T	P	C
		4	0	0	4

Course Objectives: Equip the students to:

- Understand role played by the government, employer and employees in shaping the labour management relations and policies.
- Gain knowledge on major employment related legislations.

- Remember the practical labour regulations for the betterment of the employer-employee relations.

Course Outcome: After completing this course, the student should be able to:

- Remember the Industrial Relations concepts to maintain industrial peace in an employment relationships;
- Understand the duty of the employer in maintain Occupational Safety, Health and Working Conditions.
- Understand the legal provisions relating to Trade Unions, Conditions of Employment, Investigation and Settlement of Industrial Disputes.
- Analyze the labour laws concerning Payment of wage, bonus, Universal Minimum Wages to all workers in India.
- Learn to apply the Social Security benefits to all employees in the organized, unorganized sectors.
- Discuss the role of ILO in national legislations and the labour standards laid down by it.

Unit 1: Industrial Relations Concepts

Scope - Industrial disputes - Causes - Effects; Collective Bargaining; Workers participation in Management; Code of discipline; Tripartite bodies; Trade Unions – Evolution - Problems of trade unions in India; Role of ILO in national legislations - Labour standards of ILO.

Unit 2: Occupational Safety, Health and Working Conditions Regulations

Duties of Employer and Employees - Occupational Health and Safety - Working Conditions - Welfare Provisions - Hours of work - Annual Leave with wages; Maintenance of Registers - Returns and Records; Inspector-cum-Facilitators; Special provisions relating to Women employment; Contract Labour and Inter-state Migrant workers; Offences and Penalties.

Unit 3: Industrial Relations Regulations

Bi-Partite Forums; Trade Unions; Standing Orders; Voluntary Reference of Disputes to Arbitration; Mechanism for Resolution of Industrial Disputes; Strikes and Lockouts; Lay-off, Retrenchment and Closure.

Unit 4: Wage Regulations

Minimum Wages; Payment of Wages; Payment of Bonus; Advisory Board; Payment of Dues; Inspector –cum-Facilitator; Offences and Penalties.

Unit 5: Social Security Regulations

Social Security Organizations - Employees' Provident Fund - Employee State Insurance Corporation; Gratuity; Maternity Benefit; Employees Compensation; Social Security and Cess for Building and Construction Workers - Unorganized Workers - Platform Workers; Offences and Penalties.

References:

1. Legal Manuals
2. E-Book of The Code on Social Security, 2020 No. 36 OF 2020
3. E-Book of The Industrial Relations Code, 2020 No. 35 of 2020
4. E-Book of The Code on Wages, 2019 No. 29 of 2019
5. E-Book of The Occupational Safety, Health and Working Conditions Code, 2020 No. 37 of 2020
6. <https://labour.gov.in/labour-codes>
7. P.R.N. Sinha, (2010), Industrial Relations, Trade Unions, and Labour Legislation, Pearson.

Note: All the laws read with reference to the latest amendment.

21MSO3026	ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: Equip the students to:

- Understand radical change dynamics in management philosophy
- Help the student participant understand organizational transformation
- Facilitate deeper insight through knowledge and skill acquisition

Course Outcome: At the end of the course the student participant will be able to:

- Remember the historical context of Organizational Change
- Understand the fundamental theories of Organization Transformation
- Apply Practically decipher organizational structures and design for effective change
- Analyze the Organizational Power and Politics
- Evaluate various models in Organizational Change
- Create successful organizational change management applying the related rules.

Unit 1: Introduction to Organizational Development (5 Hours)

Introduction ,Meaning ,Nature of OD , Historical Perspective of Organization Development, Values, Assumptions and Beliefs in OD, System Theory of OD

Unit 2: Introduction to Planned Change (5 Hours)

Introduction , Meaning of change ,The two forces of planned Change ,Change programs levels ,Managing Planned Change

Unit 3: Organizational Politics, Power and Ethics in OD (5 Hours)

Introduction, The Concept of Organizational Politics, The Concept of Organizational Politics,Ethical issues in an organizations , Success stories of organizational transformation in

Indian industries

Unit 4: Organizational Intervention (5 Hours)

Introduction , Characteristics of Organization Development Interventions, Classification of OD Interventions, Sensitivity training, Team building and its process,

Unit 5: Organizational Intervention (5 Hours)

Introduction , Meaning ,Definition of Organization structure, Different types of organization structure .

References:

1. Priyadarshini (2015), Organizational Change and Development, Cengage Learning Publications
2. Ratan Raina (2018), Change Management and Organizational Development by, Sage Publications Pvt. Ltd.
3. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki (2011) Organization Development and Transformation (6th edition), Tata McGraw-Hill,India.
4. Barbara Senior & Jocelyne Fleming, (2010), Organizational Change, (3rd Edition) Pearson Education, India.
5. Cummings & Worley (2009), Organizational development and change (8th edition), Cengage Learning,India.
6. Thomas G. Cummings, Christopher G. Worley (2004),Organization Development & Change , Cengage Publications.

21MSO3027	COMPENSATION MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives: Equip the students to:

- Impart an insight into compensation structure followed in the industry
- Understand the value/ process of framing of different benefit plans
- Explore methods by which labour costs could be controlled

Course Outcomes: After completing this course, the student should be able to:

- Remember the basic compensation concepts and the context of compensation practice
- Understand different ways to strengthen the pay-for-performance link.
- Apply the concepts of Payment and employee benefits issues for contingent workers.
- Analyse the Legally required employee benefits.
- Evaluate the implications for strategic compensation and possible employer approaches to managing legally required benefits
- Create incentive schemes, benefit plans based on organizational/industry requirements

Unit 1: Introduction to compensation

Compensation: Definition, Dimensions – Compensation System, Job Evaluation: Definition – Traditional and new Techniques

Unit 2: Performance Appraisal

Basic concepts – Performance standard – Appraisal methods, Compensation: Classification – Types- Incentives-Fringe Benefits

Unit 3: Theories of wages

Wage structure – wage fixation – wage payment, salary administration.

Unit 4: Pay for Performance Plan

Types of Pay for Performance- Shop Floor Incentives- Sales Force Incentive Schemes,

Unit 5: Profit and Gain Sharing, Incentive and Benefit Plans

Profit Sharing, Gain Sharing – Employees Stock Ownership Plan (ESOP), Role of Performance Appraisals in determining pay for performance. Incentive plans, Components of a benefit plans, Role of Union in determining compensation, Current Scenario of Strategic Reward Management in India

References:

1. B. D. Singh (2017) Compensation and Reward Management, Excel Books
2. John G Fisher (2015), Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives. Publisher: Kogan Page

23OMS3028	INTRODUCTION TO LOGISTICS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: The objectives of the course are to:

- Provide an understanding of the basic concepts in logistics Management
- Give an insight about the logistics market; and
- Provide an overview of the Logistics System.

Course outcomes: At the end of this course the students will be able to:

- Describe the evolution and concepts behind logistics management practice

- Discuss the skills in logistics functional strategies.
- Illustrate a suitable decision-making function in logistics related issues.
- Compare and contrast the cross-functional business processes in supply chains.
- Justify decisions affecting supply chain's plan, deliver, and customer management functions.
- Synthesize decisions affecting supply chain's plan, source, and make functions.

Unit 1: Basics of Logistics

Introduction to Logistics – Definitions of Logistics – terms or jargons used in logistics industry– Merits and demerits of logistics – 7Rs of Logistics – 5 Ps of Logistics

Unit 2: Logistics Theories (5 Hours)

Concepts and Theories related to Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design

Unit 3: Logistics Operation (5 Hours)

Types of Logistics: 3 PL – 4 PL – 5 PL solution – Problems related to 3PL, 4PL and 5 PL. Logistics positioning

Unit 4: Elements of Logistics (5 Hours)

Transportation – Warehousing - Packaging & Unitization – Inventory – Material Handling – Information and Control

Unit 5: Logistics Decisions (5 Hours)

Logistics strategy - Logistics planning triangle, purchasing decisions, storage decisions, inventory decisions and location decisions, introduction to Industry Internet of Things (IoT)

References:

1. Sudalai Muthu, S. Anthony Raj: Logistics management for International Business: Text and cases. New Delhi: Prentice Hall India.
2. V.V. Sople (2015), Logistics Management, New Delhi: Pearson Limited.
3. Khalid Zidan, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), Createspace Independent Pub, 2016
4. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
5. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2nd ed.), New Delhi: Prentice Hall India.
6. Paul .A Myerson (2015), Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design , Pearson FT Press
7. Internet Source: <https://doi.org/10.1016/j.promfg.2017.09.045>

23OMS3029	WAREHOUSING AND FACILITIES MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: The objectives of the course are to:

- Provide an understanding of the basic concepts pertaining to warehousing operations and the supply chain;
- Give an insight about the procedural set-up of warehousing; and
- Offer an overview of managing warehouse efficiency.

Course Outcomes: At the end of this course the students will be able to:

- Describe the role of the warehouse and warehouse manager in today's supply chain
- Explain the various warehouse processes, strategies, and methods
- Illustrate the impact of health, safety, and warehouse environment on operational effectiveness.
- Examine the key elements of warehouse management and the supply chain involved in it.
- Justify the choice of sourcing and outsourcing
- Design a warehouse process with its associated costs, and profitability.

Unit 1: Basics of Warehousing (4 Hours)

Introduction to Warehousing – Definitions of Warehouse –Need for warehousing - Types of Warehouses – Functions of a warehouse – Advantages of Warehouse – Warehouse Performance Measures

Unit 2: Material Flow and Activity Profiling (5 Hours)

Introduction to Material Flow – The fluid model of product flow –Units of handling – Two fundamental resources approach – Dedicated Storage and Shared Storage – Activity Profiling

Unit 3: Warehousing Operations and Supply Chain Management (SCM) (5 Hours)

Introduction to Warehouse Operations – Introduction to Supply Chain Management – Objectives of SCM – Decision Phases in SCM – Process View of Supply Chain – Barriers to SCM.

Unit 4: Design of Supply Chain and Planning Transportation Networks (5 Hours)

Introduction and role of distribution Network – Factors influencing distribution network design – design options for a distribution networks – E-business and its impacts

Unit 5: Sourcing, Pricing, Demand Management and Customer Service (5 Hours)

Introduction to Sourcing, In-house and Outsource – Pricing and Revenue Management for multiple customers – Demand Forecasting – Cost of Stockouts- Radio Frequency Identification (RFID)

References:

1. Gwynne Richards (2014), Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page Publications, 1st Edition, 2014
2. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,
3. Meir Liraz (2017), Guide to Effective Retail Merchandise Management (1st ed.), Create Space Publication, 2017
4. Chopra and Kalra (2016), Supply Chain Management (6e), Pearson Education (India).
5. Bowersox (2018), Supply Chain Logistics Management (4e), McGrawHill.
6. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
7. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5th ed.), Kogan Page.

23OMS3030	FREIGHT TRANSPORT OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: The objectives of the course are to:

- Provide a basic understanding about freight management;
- Give a broader view on the fundamentals of transportation component in Logistics management; and
- Give an overview of the regulatory framework of transportation.

Course outcomes: At the end of this course the students will be able to:

- Describe the essentials of freight management in cost efficiency.
- Explain the management in the decision-making process to manage their cargo movement.
- Use international logistics / freight procedures & documentation
- Identify and develop effective resources planning
- Justify the movement plan for cargo and forwarding
- Design an optimized work processes and financial areas including cost management and reduction

Unit 1: Operations in Transport Management (4 Hours)

Introduction to transportation -The transport field – key drivers of change in Transport Management – Operations Management processes in Transportation

Unit 2: Management Principles in Transport Operations (5 Hours)

Six Sigma Principles and its advantages – ISO 9000 – 8 Principles of ISO 9000 – Advantages of

ISO – Kaizen 5S principles – Ergonomics -

Unit 3: Role of Transport Operations in Logistics (5 Hours)

Role of Transport – Logistics Operations – inbound & outbound – The Operating plan – Functions of Freight Transport Operations – Transportation Planning – Route Planning and Scheduling– Multimodal Transport

Unit 4: Practical Methodologies, Tools and Techniques in Transport Operations (5 Hours)

Basic tools for Quality Management – Iterative Design –Meta Analysis Tools – System Analysis Tools – Time and Motion Study

Unit 5: Transport Management Systems (TMS) and Sustainable Transportation (5 Hours)

TMS Definition –Fleet Management – Operating Maintenance Strategy Table – GPS – Functionalities of TMS – TMS Framework for planning– Green Fleet Management

References:

1. Pratibha Deshmukh (2010), Urban Transport Planning & Management, SBS Publishers
2. Capt. G. Ramesh Khare (2019), Management & Operation Of Container Terminals & Multi-Modal Transport Logistics, Sterling Book House
3. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
4. David Lowe (2005), Intermodal Freight Transport, Elsevier Butterworth Heinemann
5. Nagabhushana Rao S (2017), Transportation Management, New Delhi: Nidhi Book Centre.
6. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.
7. Tolga Bektas(2019), Freight Transport and Distribution: Concepts and Optimisation Models , CRC Press, 1st Edition

23OMS3031	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: The objectives of the course are to:

- Provide an understanding of the fundamental concepts in Supply Chain;
- Provide a platform to evolve a successful supply chain performance; and
- Offer the ways of forecasting to enhance Supply Chain planning.

Course outcomes: At the end of this course the students will be able to:

- Describe the basics of logistics management for the efficiency in performance.
- Restate the exploring global logistics market.

- Classify the fundamental supply chain management concepts.
- Examine and manage an effective supply chain.
- Justify the management of a supply chain with corporate goals and strategies.
- Plan and improve supply chain processes.

Unit 1: Basics of Supply Chain Management (SCM) (4 Hours)

Introduction – Process Mapping – Acquisition Costs – Possession Costs – Application Costs – Inspection Costs – Internal /External Failure Costs.

Unit 2: Developing SCM Strategy (5 Hours)

Introduction–Fitting vision and mission of an organization – need forecast – Aggregate planning and Integrated processes – Make or Buy decision – Capacity Decisions

Unit 3: SCM Supplier (5 Hours)

Introduction – Supplier Identification and Evaluation – Selection of a Supplier – Building relationship

Unit 4: Supplier Quality Systems (5 Hours)

Introduction – QS Surveys – Visits and Continuous improvements – Supplier Scorecards and measures – Issues related to QS

Unit 5: Quality tools to Customers and Suppliers (5 Hours)

Introduction – Scatter Diagrams – Histogram – Tally Sheets – Pareto Analysis – Cause and Effect Diagram – Control Chart – Why-Why diagrams.

References:

1. Shah Janat (2016), Supply Chain Management: Text and Cases (2e), Pearson Education
2. Vinod V Sople (2011), Supply Chain Management: Text and Cases (1e), Pearson Education
3. Sunil Chopra, PeterMeindl, Supply Chain Management: Strategy, Planning, and Operation(2015) 6th Edition Pearson Education Limited
4. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
5. Robert Monczka, Robert Trent and Robert Handfield (2007), Purchasing and Supply Chain Management, International Edition: South-Western Publishing, Thomson Learning Inc.
6. Rahul V Altekar (2009), Supply Chain Management: Concepts and cases (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.
7. Janat Shah (2016), Supply Chain Management 2/e: Text and Cases, Pearson Education India.

23OMS3032	MATERIALS AND INVENTORY MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives: The objectives of the course are to:

- Provide an understanding of the basic concepts in Materials and inventory management
- Give an insight about the cost aspects of Inventorying; and
- Provide an overview of the inventory control system.

Course outcomes: At the end of this course the students will be able to:

- Describe the flow of materials and services throughout an organization's production process, from order placement to product delivery;
- Discuss the skills in Managing Materials and Inventory system.
- Illustrate Materials and inventory safety stock options.
- Investigate the successful inventory management methods.
- Justify the optimal processes to both satisfy customers and maximize company profits
- Equip with latest tools and techniques of materials management

Unit 1: Basics of Materials Management (4 Hours)

Introduction – Supply Chain metrics – Production Planning Systems: Manufacturing planning and control systems – Sales and Operations Planning – Manufacturing Resource Planning

Unit 2: Master Scheduling (5 Hours)

Introduction – Relationship to Production Plan – Developing Master Production Schedule – Production Planning – Master Scheduling and Sales Planning

Unit 3: Materials Requirements Planning (MRP) (5 Hours)

Introduction – Bills of Materials – Materials Requirement Planning Process – Using MRP effectively

Unit 4: Capacity Management (5 Hours)

Introduction – Capacity Requirement Planning (CRP) – Capacity Available – Capacity Required – Scheduling Orders – Making the plan – Demand Forecasting

Unit 5: Inventory Management Fundamentals (5 Hours)

Introduction – Aggregate Inventory Management – Functions and objectives of Inventories – Order Quantities – Types of Inventories – Inventory Techniques – Inventory Control System

References:

1. N. Chapman Stephen, Arnold J. R. Tony, et al.(2017), Introduction to Materials Management, Pearson Education
2. Radoslaw Sliwka (2019), Inventory Management Fundamentals: A handbook of inventory management techniques (1e), Smart Project Publisher
3. S.N.Chary (2009), Production and Operations Management, Tata McGraw-Hill Education.
4. Richard J. Tersine (1993), Principles of Inventory and Materials Management (4th Edition), Pearson Limited
5. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt

Ltd.,

6. A.K. Datta (2009), Materials Management: Procedures, Text and cases (2nd Edition), New Delhi: PHI Learning Pvt Ltd.,
7. John W. Toomey (2000), Inventory Management: Principles, concepts and Techniques (Materials Management Logistics series), London: Springer – Verlag Gmbh.

23OMS3033	SEARCH ENGINE MARKETING	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Impart the knowledge on the functions of Search Engine Marketing.
- Enable them to create, measure and make decisions on search engine marketing strategies
- Understand the impact of social media marketing by providing insights into social analytics, metrics, and measurements and challenges in the digital Media Mix

Course Outcomes: At the end of this course the students will be able to:

- Understand and Acquire skills in search engine marketing management.
- Apply functional skills to analyze various tools in SEM.
- Analyze and audit existing digital and search engine marketing tools used by organizations
- Examine Optimizing SEM campaigns for search engine optimization
- Create campaigns, manage and monitor execution
- Develop skill to take decisions concerning appropriate SEM tools applied.

Unit 1: Search Engine Marketing Overview.

Understanding Google search - Search engine advertising - Rule-based personalization of marketing at internet scale - Overview of Google AdWords, Microsoft AdCenter, and Yahoo Search Marketing

Unit 2: Pay Per Click Overview and Strategizing PPC Campaigns.

PPC definition and it's functioning - Important Terms – Quality Score, Conversion Rate, ROI, etc.- Quality Score Overview - Setting objectives, goals & expectations - Actionable metrics for performance measurements - Effective segmentation of keywords - Usage of multiple match types - Non-Overlapping Ad Groups

Unit 3: Setting up Google Ad words and Google AdWords Structure

Google AdWords account setting - Billing setting, preferences, bulk operations, etc. - Google Ad words account structure - Account, campaign, Ad group -Google Ad types- search ads, Display Ads, Video ads - Keywords and Matching type - Broad Match, phrase match, exact match, negative keywords

Unit 4: Bidding and Budgeting Management Plan

Understanding how bidding works - clicks, conversion, Impressions - Understand Bidding strategy - Ad group bid, keyword bid, strategy - Manual vs Automated Bid Management - Different bid management features like CPA bidding, position preference, etc.

Unit 5: Campaign Management

Overview of campaign Management tools - Google Analytics, Hootsuite, Hubspot - Creating a Campaign and Campaign Types - Setting goals and objectives, Define Performance Metrics - Optimizing The Campaign - Campaign Tracking and A/B Testing. SEM Strategy and opportunities - Establish a Plan and highlighting goals - Analyzing efficiency of SEM strategy- visits, CTR, ROI, conversions - Re-marketing

References

1. Anne F. Kennedy, (2014), Global Search Engine Marketing, Pearson Education;
2. Andreas Ramos, Stephanie Cota, (2008) Search Engine Marketing, McGraw-Hill Education;
3. Puneet Singh Bhatia, "Fundamentals of Digital Marketing, Wiley India Pvt. Ltd, New Delhi,
4. Mike Moran, Bill Hunt, "Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website", IBM Press, Pearson Publications.
5. Dave Evans and Jake Mckee, "Social Media Marketing – The Next Generation of Business Engagement", Wiley India Pvt. Ltd, New Delhi, 2011.
6. Jan Zimmerman and Doug Sahlin, "Social Media marketing for Dummies", Wiley India Pvt. Ltd, New Delhi, 2012.
7. George Pain (2019) Marketing Automation and Online Marketing: Automate Your Business through Marketing Best Practices such as Email Marketing and Search Engine Optimization by George Pain.

23OMS3034	SALES AND CHANNEL MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Delve into the intricacies of the rare combination of sales and channel management among marketing subjects
- Examine the strategic channel management process
- Impart the knowledge and skills of salesmanship

Course Outcomes: At the end of this course the students will be able to:

- Understand the role played by sales in a business
- Apply the skills of a manager to handle sales and sales force
- Analyse decisions related to channel partners and channel management
- Develop clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers

- Examine the nuances of sales force and channel management.
- Create the techniques of warehousing and Inventory management in a real hand scenario

Unit 1: Sales Management

Introduction - Sales Management an overview - Selling and Salesmanship -Personal Selling, Formulating Strategy. Managing Sales Department Relations, Distributive Network Relations. Leading, Motivating, and Controlling the Sales Force

Unit 2: Sales Budget and Channel Structures

Quota, Territories, Control and Cost Analysis. International Sales Management Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships. Channel Management - Channel Conflicts and their Management.

Unit 3: Logistics Management

Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing.

Unit 4: Industrial channel management

Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits.

Unit 5: Sales force Management

Managing People – Recruitment, Selection, Training of Sales Personnel and Sales Budget. Logistics Management –Physical supply and Physical Distribution, Warehousing – Transportation – Inventory Management – Order Processing. Channel Strategies - Channel planning process.

References:

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Sales Management –Decisions, Strategies and Cases- by Richard R Still, Edward W. Cundiff and Norman A.P.Govani, Prentice Hall of India
3. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.
4. Kotler, P (2006). Marketing Management,13e, PHI, 2006
5. Bovee& Thill (2006) Advertising Excellence, McGraw Hill International, USA.
6. Sunil Chopra, Peter Meindl, D.V. Kalra (2010) Supply Chain Management D.K. Agarwal (2003) Text Book of Logistics – Supply Chain Management, MacMilan.

23OMS3035	PRODUCT AND BRAND STRATEGIES	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

1. Provide an overview of product development
2. Determine the various aspects of brand building
3. Examine product and branding strategies applied in current business context

Course Outcomes: At the end of this course the students will be able to:

1. Examine strategies on product assortment decisions
2. Understand the New Product development process
3. Analyse the crux of Concept testing procedures
4. Apply strategic courses available before a brand manager
5. Develop the premises for Brand building leading to Brand Equity
6. Create bases for Global Branding framework

Unit 1: Introduction to Product

Product concepts – Product classification – Product levels - Product mix - New product’s success and failures - New product development process

Unit 2: New Product Strategies

Attribute listing, Focus group, Perceptual maps, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing

Unit 3: Product Management

Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories

Unit 4: Brand Concepts

Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate

Unit 5: Branding Strategies

Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty

References:

1. Keller, K.L. (2003). Strategic Brand Management, 3e, PHI, New Delhi.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi
3. Kapferer, J.N. (2008), Strategic Brand Management,5e, Kogan Page, UK.
4. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
5. Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
6. Ramesh Kumar (2012) Brand Management Cases, PH

23OMS3036	CONSUMER BEHAVIOUR INSIGHTS	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Orient the participants towards the consumer decision premise
- Familiarize the various models involved in purchase decision making of customers.
- Learn different aspects of the environment influences consumer behaviour

Course Outcomes: At the end of this course the students will be able to:

- Understand and Gain insight into the factors influencing consumer decision process.
- Analyse the dynamics involved in determining the behavior of consumer in respect of purchase decision.
- Apply strategies relating to Consumer purchases in Group setting
- Examine strategies relating to Consumer purchases from Psychological perspectives
- Develop appropriate marketing strategies for different segments of consumers
- Create mapping for Consumer insights and concomitant strategies

Unit 1: Consumer Behaviour

Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy.

Unit 2: Consumer Decision Process (CDP)

Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search.

Unit 3: Determining Alternatives

Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator, Compensatory Vs. Non-compensatory Evaluation Strategies. Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behavior – Types of Impulse Purchasing - Post Consumption insights.

Unit 4: Influencing Factors

Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behavior – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations. Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fischbein Multi-Attribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture.

Unit 5: Responsibilities of consumers

Consumer decision making – various levels; Customer relationship management with perceptual interpretation; Message structure and presentation; Dynamics of Status Consumption; Nationality

sub-cultures and religious sub-cultures; Types of reference groups and traditional family life cycle; Post-purchase process and customer satisfaction

References:

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, LesileLazer Kanub and S. Ramesh Kumar, Consumer Behaviour, 10th edition, Pearson Education.
3. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.
4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
5. Kardes, Frasnk R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.
6. Barry Berman, Joel R. Evans, Patrali Chatterjee, RituSrivatsava (2018). Retail Management – A Strategic Approach, Pearson Education

23OMS3037	MARKETING COMMUNICATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Course objectives: Equip the students to:

- Expose the students to the various dimensions of promotional mix of marketing
- Introduce the concepts on managing advertisements and advertising media management
- Familiarize the role of sales promotion and evaluation methods

Course Outcomes: At the end of this course the students will be able to:

- Understand the importance of promotion mix
- Apply their expertise on managing advertisements and media planning
- Develop their expertise on managing advertising media
- Examine the concepts on evaluation of advertisements and sales promotions
- Evaluate the effectiveness of advertising, media planning and scheduling
- Create various forms of promotions with digital advertising

Unit 1: Integrated Marketing Communications

The basic concept - Process of Integrated Marketing Communications - Introduction to brand communication and value creation – Corporate Branding and Integration – DAGMAR approach- Budgeting for marketing communication – Social, Ethical and Legal issues in advertising – Ad industry and Campaign

Unit 2: Integrated Marketing Communications Plan

Message Strategy and Media Planning -IMC Plan – Creative Brief – Ad appeal – Copy writing:

Print, Radio and TV – Art Direction: Design Layout and Production – Media terms – Planning Process – Media Efficiency Estimation – Indices – GRP Rating and Share

Unit 3: Promotional Tools

Consumer Sales Promotion- Trade Promotion – Direct Marketing – Outdoor Marketing and Signage – Event Sponsorship – Online and Mobile Advertising-Social Media for Advertising and Promotion-Direct Marketing and Other Media – Mobile Engagement and CRM

Unit 4 : Public relations and Word-of-Mouth Influence and Sponsorships

Packaging, Point of Purchase Communications and Signage - Proactive and reactive PR – Opinion leaders in WOM dissemination – Perspectives on Buzz Creation

Unit 5 : Monitoring, Evaluation and Control

Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies, Digital Advertising - Digital Ad strategy – types and Design – Digital Ad Landing pages - Ad targeting - Ad pricing – Ad technologies – testing and optimization.

References:

1. Bovee, Thill, Dovel and Wood, Advertising Excellence, McGraw Hill Publication
2. Gary Vaynerchuk, Jab, Jab, Jab, Right Hook, by Harper Business, 2013.
3. Terence A Shimp, 2009, Integrated Marketing Communications in Advertising and Promotion, Cengage Publication
4. George Belch and Michael Belch, Advertising and Promotion: An IMC Perspective, Tata McGraw Hill, 11th edition
5. O'guinn, Allen and Semenik, Advertising and Integrated Brand Promotion, Cengage Publication, 8th edition
6. Alan D Souza, Kruti Shah, 2008, Advertising and Promotion: An INC Perspective, TMH
7. Russ Henneberry, 'Digital Marketing For Dummies (For Dummies (Business & Personal Finance))' For Dummies, 2017.