

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

REVISED MINUTES
of the 5th Meeting of the Standing Committee of
X ACADEMIC COUNCIL

Day & Date

Tuesday, 14th February, 2023 & Thursday, 23rd February, 2023

Time

10.00 a.m.

**Venue
Council Hall,
Administrative Block
Goa University**

	(Action: Assistant Registrar Academic-PG)
D 3.33	<p>Minutes of the Board of Studies in International Relations meeting held through circulation.</p> <p>The Standing Committee of the Academic Council did not approve the minutes of the Board of Studies in International Relations meeting held through circulation.</p> <p>(Action: Assistant Registrar Academic-PG)</p>
D 3.34	<p>Minutes of the Board of Studies in Medicine & Allied meeting held on 21/1/2023.</p> <p>The Standing Committee of the Academic Council did not approve the minutes of the Board of Studies in Medicine and Allied meeting held on 21.01.2023.</p> <p>The Chairperson was informed to resubmit the revised references in the prescribed syllabus template before the meeting of the Academic Council for consideration.</p> <p>After discussion on Part F of the minutes, it was suggested to refer the matter to the conjoint meeting of the Board of Studies along with the Dean of Medicine thereafter to be placed before the meeting of the Academic Council.</p> <p>(Action: Assistant Registrar Academic-PG)</p>
D 3.35	<p>Minutes of Board of Studies in Para Clinical Medicine Meeting held on 18.01.2023.</p> <p>After discussion, the Standing Committee of the Academic Council was of the opinion that the minutes of the Board of Studies in Para Clinical Medicine meeting held on 18.01.2023 required to be placed before the meeting of the Academic Council.</p> <p>The Chairperson was informed to provide clarification for appointing four external examiners to the University.</p> <p>(Action: Assistant Registrar Academic-PG)</p>
D 3.36	<p>Minutes of the Board of Studies in Management Studies meeting held on 15/11/22, 12-12-2022 and by circulation 12-01-2023.</p> <p>The Standing Committee of the Academic Council did not approve the minutes of the Board of Studies in Management Studies meeting held on 15.11.2022, 12.12.2022 and by circulation 12.01.2023 with the following suggestions:</p> <ol style="list-style-type: none"> 1. Terminology 'Optional Courses' to be replaced with 'Elective Courses'. 2. Year of Publication for the References/Readings to be added. 3. The Chairperson was requested to refer the matter back to Board of Studies thereafter resubmit the revised syllabus as per prescribed syllabus template before the meeting of the Academic Council for the consideration. <p>(Action: Assistant Registrar Academic-PG)</p>
D 3.37	<p>Minutes of the Board of Studies in Chemistry UG meeting held on 13.01.2023.</p> <p>The Standing Committee of the Academic Council did not approve the minutes of the Board of Studies in Chemistry UG meeting held on 13.01.2023.</p>

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

FINAL AGENDA

For the 5th Meeting of the Standing Committee of

X ACADEMIC COUNCIL

Day & Date

Tuesday, 14th February, 2023

Time

10.00 a.m.

Venue
Conference Hall
Administrative Block
Goa University

	<p>Part E</p> <ol style="list-style-type: none"> Recommendations of the text books for the course of study at undergraduate level: NIL Recommendations of the text books for the course of study at post graduate level: NIL <p>Part F</p> <p><u>Important points for consideration/approval of Academic Council</u></p> <ol style="list-style-type: none"> The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below: <ol style="list-style-type: none"> Pathology Department: Practical & viva MD Examination would be as per existing pattern of Goa University, i.e. 3 days. Pharmacology Department: Practical & viva MD Examination would be for 2 days only. Microbiology Department: Practical & viva MD Examination would be for 2 days only. The matter of Challenge Re Evaluation, both for MBBS & MD Examination was discussed & it was decided to recommend the discontinuation of Challenge Re-evaluation for UG & PG Examination for Medical Courses. <p>It is also recommended by all the BOS members present that UG & PG Practical Examination, should be on continuous working days & not to include a Sunday/Public Holiday which is not an examination day.</p> <ol style="list-style-type: none"> The declaration by the Chairperson that the minutes were readout by the Chairperson at the meeting itself. <p>Date: 23/1/2023 Place: GMC, Bambolim.</p> <p style="text-align: right;">Sd/- Signature of the Chairperson</p> <p>Part G. The Remarks of the Dean of the Faculty/School</p> <ol style="list-style-type: none"> The minutes are in order. The minutes may be placed before the Academic Council with remarks if any. May be recommended for approval of Academic Council. Special remarks if any. <p>Date: 23/1/2023 Place: GMC, Bambolim.</p> <p style="text-align: right;">Sd/- Signature of the Dean (Back to Index)</p>
D 3.36	<p>Minutes of the Board of Studies In Management Studies Meeting held on 15/11/22, 12-12-2022 and by circulation 12-01-2023.</p> <p>Part A</p> <ol style="list-style-type: none"> Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: Nil Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level:

1. [Annexure I](#) (Refer page No. 1267) :- MBA (Sem-III and Sem-IV From A.Y. 2023-24)
2. [Annexure-II](#) (Refer page No. 1305) :- MBA Executive (Electives to be added in existing course structure from AY 2023-24)
3. [Annexure-III](#) (Refer page No. 1327) :- MBA Executive Syllabus Proposed – (From AY 2023-2024)

Part B

- i. Scheme of Examinations at undergraduate level: Nil
- ii. Panel of examiners for different examinations at the undergraduate level: None
- iii. Scheme of Examinations at postgraduate level: None
- iv. Panel of examiners for different examinations at post-graduate level: None

Part C

- i. Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: Nil

Part D

- i. Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: Nil
- ii. Recommendations of the Academic Audit Committee and status thereof: None

Part E

- i. Recommendations of the text books for the course of study at undergraduate level: Nil
- ii. Recommendations of the text books for the course of study at post graduate level: As per Annexure-I, II and III

Part FImportant points for consideration/approval of Academic Council

- i. The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below:
 - a. MBA (Sem-III and Sem-IV From A.Y. 2023-24)
 - b. MBA Executive (Electives to be added in existing course structure from AY 2023-24)
 - c. MBA Executive Syllabus Proposed – (From AY 2023-2024)

Date: 12.01.2023

Place: Panaji

Sd/-

Signature of the Chairman

Part G. The Remarks of the Dean of the Faculty

- i) The minutes are in order
- ii) The minutes may be placed before the Academic Council with remarks if any.
- iii) May be recommended for approval of Academic Council.

	<p>iv) Special remarks if any.</p> <p>Date: 12.01.2023 Place: Panaji</p> <p>Sd/- Signature of the Dean (Back to Index)</p>
D 3.37	<p>Minutes of the Board of Studies in Chemistry UG meeting held on 13.01.2023.</p> <p>Part A.</p> <ol style="list-style-type: none"> Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: YES Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level: NIL <p>Part B</p> <ol style="list-style-type: none"> Scheme of Examinations at undergraduate level: NIL Panel of examiners for different examinations at the undergraduate level: NIL Scheme of Examinations at postgraduate level: NIL Panel of examiners for different examinations at post-graduate level: NIL <p>Part C.</p> <ol style="list-style-type: none"> Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: NIL <p>Part D</p> <ol style="list-style-type: none"> Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: NIL Recommendations of the Academic Audit Committee and status thereof: NIL <p>Part E</p> <ol style="list-style-type: none"> Recommendations of the text books for the course of study at undergraduate level: NIL Recommendations of the text books for the course of study at post graduate level: NIL <p>Part F</p> <p><u>Important points for consideration/approval of Academic Council</u></p> <ol style="list-style-type: none"> The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below <ol style="list-style-type: none"> Changes in syllabus for Semester – II (NIL), Semester – IV and VI were carried out for both theory as well as practicals. (Annexure I along with justification Refer page No. 1388) With respect to M. Sc. GUART entrance examination, it was recommended to give 50% weightage to T. Y. B. Sc. Marks; excluding project marks. B. Sc. Semester – V theory syllabus also to be included in GUART examination and the GUART examination to be conducted in the month of April/May. (So that Semester – V syllabus can be included and regular classes will not be hampered) Pharmaceutical and Analytical papers of Semester – VI has 4 +0 credit pattern, it was suggested to change it to 3 + 1 credit as in Semester – V in order to prevent

D 3.36 Minutes of the Board of Studies In Management Studies Meeting held on 15/11/22, 12-12-2022 and by circulation 12-01-2023.

Annexure I

MBA Proposed Programme Structure and Syllabus (From AY 2023-2024)

Year	Semester	Codes	Credits	Course
Year 1	Semester 1	MBTC	16 Credits	Discipline Specific Core Course
		MBTE	4 Credits	Discipline Specific Elective Course
	Semester 2	MBTC	16 Credits	Discipline Specific Core Course
		MBTE	4 Credits	Discipline Specific Elective Course
Year 2	Semester 3	MBTS	8 Credits	Skill-Based Optional Courses
		MBTG	12 Credits	Generic Optional Courses
	Semester 4	MBTS	4 Credits	Skill-Based Optional Courses
		MBTI	16 Credits	Internship

Syllabi of Courses (MBA) – from AY 2023-24

Sr. No.	Programme Type	Programme Name	Programme Code (Running Number)

Course Codes	Skill-Based Optional Courses	Credits
	Marketing	
MBTS-501	Product Management	2 Credits
MBTS-502	Brand Management	2 Credits
MBTS-503	Integrated Marketing Communications	2 Credits
MBTS-504	Consumer Behaviour	2 Credits
MBTS-505	Digital and Social media marketing	2 Credits
MBTS-506	Services Marketing	2 Credits
MBTS-507	Sales and Distribution Management	2 Credits
MBTS-508	Retail Management	2 Credits
	Finance	
MBTS-509	Corporate Finance	2 Credits
MBTS-510	Financial Modelling	2 Credits
MBTS-511	Taxation	2 Credits
MBTS-512	International Finance	2 Credits
MBTS-513	Derivatives and Risk Management	2 Credits
MBTS-514	Security Analysis and Portfolio Management	2 Credits
MBTS-515	Behavioral Finance	2 Credits
MBTS-516	Working Capital Management	2 Credits
	Human Resource	
MBTS-517	Performance Management	2 Credits
MBTS-518	Compensation and Benefits Management	2 Credits
MBTS-519	Learning and Development	2 Credits
MBTS-520	Recruitment and Selection	2 Credits
MBTS-521	Labour Laws and Industrial Relations	2 Credits
MBTS-522	Organisational Development	2 Credits
MBTS-523	Negotiations and Conflict Management	2 Credits
MBTS-524	Occupational health and safety Management	2 Credits
MBTS-525	Indian Ethos and Human Quality Development	2 Credits
	Research Specific Courses	
MBTR-501	Advanced Business Research Methods	2 Credits
MBTR-502	Structural Equation Modelling	2 Credits
MBTR-503	Econometrics	2 Credits
MBTR-504	Human Resources Analytics	2 Credits

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Skill Based Optional Courses

MBTS-501	Product Management	2 Credits
Prerequisites for the course:	NIL	
Objective:	To enable participants to devise product strategies and make product-related decisions.	
Content:	<p>Unit I: Introduction Product and Market Focused Organisations, Product Levels, Product Classification, Buy grid Analytic Framework, Product Life Cycle Analysis, Product-portfolios, BCG Growth-Share Matrix, Product-Line Strategies and Pricing decisions, Packaging and Labelling Decisions.</p> <p>Unit II: Product Strategy and Competition Product Strategy and Planning, Product Positioning, Product Differentiation Strategies, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, Product Eliminations.</p> <p>Unit III: New Product Development Models and Process, New Product Strategy, Idea Generation and Screening, Product Concept Development and Product testing and Commercialization, managing new product growth, and managing the mature product.</p>	<p>5 hours</p> <p>10 hours</p> <p>15 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Donald R. Lehmann and Russell S. Winer; Product Management; Tata McGraw Hill; 2002 or Latest Edition 2. Majumdar R; Product Management in India; Prentice Hall India; 2007 or Latest Edition 3. Michael Baker and Susan Hart; Product Strategy and Management; FT Publishing International; 2008 or Latest Edition 4. Merle Crawford, Anthony Benedetto; New Products Management; Tata McGraw Hill; 2020 or Latest Edition 5. Paul Trott; Innovation Management and New Product Development; Pearson; 2009 or Latest Edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Analyze and manage products and product lines • Identify product opportunities for developing new products • Create new product development strategies. 	

	<ul style="list-style-type: none"> Develop a new product independently 	
MBTS-502	Brand Management	2 Credits
Prerequisites for the course:	NIL	
Objective:	To enable participants to create, execute, and manage brands.	
Content:	Unit I: Introduction to Brands The rationale for Building Brands, Branding Challenges and Opportunities, Brand Equity – Concepts, Measures and Elements, Brand Design, Brand management process, Customer-based Brand Equity, Crafting Brand Positioning, Brand Building and Brand Value Chain.	10 hours
	Unit II: Brand Strategy Brand Equity Building, Product Strategy, Pricing Strategy, Channel Strategy, Communication Strategy, Brand Leveraging, Brand Audits, Brand Equity Management System, Measuring Brand Outcomes and Market Performance.	10 hours
	Unit III: Managing Brands Brand reinforcement, Re- vitalizing Brands, Brand Portfolio Management, Brand Extension, E-Branding, Umbrella Branding, Brand architecture strategy, Brand Hierarchies, Corporate Branding, and Global Brand Strategy.	10 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; Strategic Brand Management: Building, Measuring, and Managing Brand; Pearson; 2020 or Latest Edition. Kirti Dutta; Brand Management, Principles, and Practices; Oxford University Press; 2022 or Latest Edition. Tapan Panda; Product and Brand Management; Oxford University Press; 2016 or Latest Edition. Jean-Noël Kapferer; The New Strategic Brand Management; Kogan Page; 2012 or Latest Edition. Johnny Johansson, Kurt Carlson; Contemporary Brand Management; SAGE Publications; 2014 or Latest Edition 	
Learning Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> Evaluate the role of brands Analyze brand management activities Analyze the approaches to build brand equity 	

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|--|---------------------------------------------------------------------------------------------------|--|
| | <ul style="list-style-type: none"> Design a plan to launch a new or existing brand | |
|--|---------------------------------------------------------------------------------------------------|--|

MBTS-503	Integrated Marketing Communications	2 Credits
Prerequisites for the course:	NIL	
Objective:	To enable the participant to design effective integrated marketing communication strategies.	
Content:	Unit I: Introduction Promotional Mix, IMC Planning Process, Role of IMC - Marketing Strategy and Analysis, Target Marketing Process, Developing Marketing Planning Program, Role of Client in IMC.	5 hours
	Unit II: Advertising Strategy, Platforms, and Design Type of advertising agencies, services offered by various agencies, Criteria for selecting the agencies and evaluation, Client agency relationship, Models of Communication, Response Process, Involvement and Cognitive Processing of Communication, Source, Message and Channel Factors, Creativity Strategy and Process in Advertising, Appeals and Execution Style, Ad Design and Copywriting.	10 hours
	Unit III: Media Buying, Planning, and Evaluation Determining Promotional Objectives, DAGMAR Approach, Budgeting methods and approaches, Media Buying, Developing the media plan, Evaluation and follow-up of Media and Emerging media trends. Measuring Advertising Effectiveness, Advertising Testing Process.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> George Belch, Michael Belch & Keyoor Purani; Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw Hill; 2014 or Latest Edition Jaishri Jethwaney & Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition 	

	5. Ritu Narang; Advertising, Selling & Promotion; Pearson; 2020 or Latest Edition	
Learning Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Apply the key terms, definitions, and concepts used in integrated marketing communications. • Evaluate, select and schedule media for IMC campaign plan. • Create IMC campaign plan and evaluate its effects. 	

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MBTS-504	Consumer Behaviour	2 Credits
Prerequisites for the course:	NIL	
Objective:	To enable the participants to analyse the impact of consumer decisions on marketing strategies.	
Content:	<p>Unit I: Introduction Consumer Behaviour and Marketing Strategy, Market Analysis Components, Market Segmentation, Consumption, Consumer Decisions- Outcomes, Nature and Process.</p> <p>Unit II: External and Internal influences Culture, Sub-Culture, Cross Culture, Cultural Values, Demographics and social stratification, Family Decision Making and Household Life Cycle, Consumer Socialization, Group Influences, Diffusion of Innovation, and Adoption Process. Consumer Perception, Consumer learning, Consumer Memory, Consumer Involvement and Motivation, Motivation, Personality, Emotion, Consumer Attitude, Self-concept and Lifestyles.</p> <p>Unit III: Decision-making process Situational Influences, Types of Consumer Decisions, Problem Recognition Process, Information Search Process, Alternative evaluation and selection, Outlet selection and purchase, post-purchase processes: dissonance, disposition, satisfaction, dissatisfaction, repeat purchases, customer commitment. Differences between Organizational and Individual buying behavior.</p>	<p>5 hours</p> <p>10 hours</p> <p>15 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. David Mothersbaugh, Del Hawkin and Susan Kleiser and Amit Mookerjee; Consumer Behavior: building marketing strategy; Tata McGraw Hill; 2022 or Latest Edition 2. Sangeeta Sahney; Consumer Behaviour; Oxford University Press; 2017 or Latest Edition. 	

	<ol style="list-style-type: none"> 3. Leon Schiffman, Leslie Kanuk and Joseph Wisenblit; Consumer Behavior; Pearson; 2019 or Latest Edition. 4. Michael Solomon; Consumer Behaviour; Pearson; 2020 or Latest Edition. 5. S. Ramesh Kumar, Leon Schiffman, Leslie Lazar Kanuk; Consumer Behaviour; Pearson; 2019 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Apply consumer behaviour in developing the marketing strategy. • Evaluate internal and external factors that influence consumer behaviour. • Analyse the impact of consumer decision-making on marketing strategies. 	

MBTS-505	Digital and Social Media Marketing	2 Credits
Prerequisites for the course:	NIL	
Objective:	To enable the participants to use the tools and techniques required for marketing in digital and social media.	
Content:	<p>Unit I: Introduction Importance of digital marketing, Difference between traditional and digital marketing, recent trends, Website Planning and Creation, Importance of Design. Search Engine Optimisation (SEO) Various search engines and their applications, Advertising on social media, search engine result page (SERP), Ads platform,</p> <p>Unit II: Digital Media Planning and Buying Search Engine Marketing (SEM), Various factors affecting on-page and off-page optimization, keywords research, meta tags, meta description, link building, E-mail, SMS and WhatsApp Marketing, Media Planning to optimize cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR), platform-based Ad space, and media planning and budgeting, Web Remarketing.</p> <p>Unit III: Social Media Marketing Keyword Planners -search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics, social media strategies on various platforms, Target audience, building social media campaign, writing ad copies and ad creatives, Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM), Effective content writing, Fundamentals of blogging, email marketing, mobile marketing, Building subscriber lists, database segmenting, App store optimization (ASO).</p>	<p>5 hours</p> <p>10 hours</p> <p>15 hours</p>

Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Dave Chaffey, Fiona Ellis-Chadwick; Digital Marketing: Strategy, Implementation & Practice; Pearson; 2015 or Latest Edition. 2. Seema Gupta; Digital Marketing; McGraw Hill; 2022 or Latest Edition. 3. <i>Damian Ryan; Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation; Kogan Page; 2016</i> or Latest Edition. 4. Eric Enge, Stephan Spencer, Jessie Stricchiola; The Art of SEO; O'Reilly Media; 2015 or Latest Edition. 5. Jan Zimmerman, Deborah Ng; Social Media Marketing All-in-one Dummies; For Dummies; 2021 or Latest Edition. 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Make digital and social media marketing decisions. • Evaluate the effectiveness of various digital and social media platforms. • Create digital and social media marketing campaigns. 	

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MBTS-506	Services Marketing	2 Credits
Prerequisites for the course:	NIL	
Objective:	To enable participants to design and deliver services.	
Content:	<p>Unit I: Introduction Characteristics of services, service marketing mix, GAPS Model, Service Expectations, Customer Perceptions, Customer satisfaction, Service Quality, Service Encounters, Servicescape,</p> <p>Unit II: Service Design and Delivery Service innovations, Service blueprinting, Setting Service Standards, Customer-defined service standards and development, Service culture, the role of service employees, customer-oriented service delivery, roles of customers, capacity constraints, demand patterns, matching capacity and demand strategies, yield management, waiting line strategies.</p> <p>Unit III: Service Promises and Recovery Service failure and recovery strategies, Service Guarantees, Service communication challenges, strategies to match service promises</p>	<p>5 hours</p> <p>15 hours</p> <p>10 hours</p>

	with delivery, customer's perception towards service pricing, approaches to pricing services, service evaluation and control.	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; Services Marketing: Integrating customer focus across the firm; Tata McGraw-Hill; 2018 or Latest Edition. 2. Vinnie Jauhari, Kirti Dutta; Services Marketing; Oxford University Press; 2017 or Latest Edition. 3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee; Services Marketing: People, technology and strategy; World Scientific, 2021 or Latest Edition. 4. K. Douglas Hoffman, John E. G. Bateson; Services Marketing Concepts, Strategies, & Cases; South-Western College Publishing; 2016 or Latest Edition. 5. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee, Gopal Das; Essentials of Services Marketing; Pearson; 2019 or Latest edition. 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Design service blueprints • Identify and evaluate service gaps • Measure and analyze service quality • Create service communication and pricing strategies 	

MBTS- 507	Sales and Distribution Management	2 credits
Prerequisites for the course:	NIL	
Objective:	To enable the participant to develop the ability to handle channel sales and make distribution sales decisions.	
Content:	<p>Unit I: Introduction</p> <p>Sales Management Objectives, Sales Executives as Coordinators, Personal selling, Buyer-Seller Dyads, Theories of Selling: AIDAS Theory, Right set of circumstances Theory, Buying Formula Theory, and Behavioural Equation Theory, Types of Personal-Selling Objectives, Market and Sales Potential, Sales-related Marketing Policies, Personal-Selling Strategy, Impact of Industry and Size of the firm on the distribution network.</p>	5 hours

	<p>Unit II: Sales Force Organization Effective Sales Executives, Sales Organizational Structures, Sales Personnel – Staffing, Training, Motivation, Compensation, Evaluation and Control of the Sales Force, Sales Forecasting Methods, Sales Budget and Targets, Sales Territory Management, Setting Quotas, Sales Control and Cost Management.</p> <p>Unit III: Channel Management Systems Customer-Oriented Marketing Channel, Functions of Channel Partners, Selecting Channel Partners, Channel intensity, Managing Channel Partners, Supply Chain and Logistics, Channel Relationships Management, Managing the Channel Conflict, Channels Information System, Evaluation of Channel Performance, Differences between consumer sales management and institutional sales management, Role of E-commerce in distribution sales.</p>	<p>10 hours</p> <p>15 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Richard Still, Edward Cundiff, Norman Govoni and Sandeep Puri; Sales and Distribution Management: Decisions, Strategies & Cases; Pearson; 2017 or Latest Edition. 2. K Krishna Havaladar and M V Cavale; Sales and Distribution Management: Text and Cases; Tata McGraw Hill; 2017 or Latest Edition. 3. David Jobber, Geoffrey Lancaster; Selling and Sales Management; Pearson; 2018 or Latest Edition. 4. William Cron and Thomas DeCarlo; Sales Management: Concepts and Cases; Wiley; 2010 or Latest Edition 5. Tapan Panda, Sunil Sahadev; Sales and Distribution Management; Oxford University Press; 2019 or Latest Edition 	
Learning Outcomes:	<p>At the end of the course, the participants shall be able to:</p> <ul style="list-style-type: none"> • Design a personal selling process and demonstrate a sales pitch. • Analyse and decide on organizing and controlling the salesforce. • Evaluate and examine various distribution channels. • Develop a distribution sales plan for an organization. 	

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MBTS-508	Retail Management	2 credits
Prerequisites for the course:	NIL	
Objective:	To enable the participants to manage a retail outlet.	
Content:	<p>Unit I: Introduction to Retailing Retailing – Role, Relevance, functions and trends, Retail organization structure, Merchandise mix, Retail formats, methods of customer interaction, Retail in India and Global, Retail customer, Retail market segmentation, Evaluating retail performance.</p> <p>Unit II: Store Location and Layout Retail Location Strategies and Decisions, Types of Retail Locations, Site Selection Analysis, Estimate of Store Sales, Retail Location Theories, Location Assessment Procedures, Store Design and Layout, Visual Merchandising, Retail Space Management.</p> <p>Unit III: CRM and Merchandising Planning, Buying, Procurement CRM in retailing, reviews and feedback mechanism, Merchandise – objectives, acquisition, control, handling, systems, Retail pricing – objectives, approaches and strategies, Promotion in Retailing: Advertising, Sales promotion, Store operations, new retail formats.</p>	<p>5 hours</p> <p>10 hours</p> <p>15hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Michael Levy, Barton Weitz, Dhruv Grewal; Retailing Management; Tata McGraw Hill; 2021 or Latest Edition. 2. Bajaj, Tuli and Srivastava; Retail Management; Oxford University Press; 2016 or Latest Edition. 3. David Gilbert; Retail Marketing Management; Pearson; 2006 or Latest Edition. 4. Swapna Pradhan; Retail Management: Text and Cases; Tata McGraw Hill; 2020 or Latest Edition 5. Barry Berman, Joel R. Evans, Patrali Chatterjee, and Ritu Srivastava; Retail Management: The 	

	strategic approach; Pearson; 2017 or Latest Edition	
Learning Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> Analyze retail business scenarios and their working mechanisms. Analyze the merchandising strategies. Evaluate existing retail outlets. 	

MBTS-509	Corporate Finance	2 Credits
Prerequisites for the course:	Nil	
Objectives:	To enable the participants to take Financing and capital budgeting decisions by using Financing Theories and analysing risks.	
Content:	Unit I: Capital Budgeting Decision Types of Investment Decisions – Expansion & Diversification; Replacement and Modernisation; Mutually Exclusive Investments; Contingent Investments; Investment Decisions Under Inflation and Complex Investment Decisions. Investment Evaluation Criteria – Cash Flow Investment Analysis; NPV, IRR, PI, Discounted Payback, ARR and MIRR; Investment under Capital Rationing.	10 hours
	Unit II: Cost of Capital Introduction - Significance of The Cost of Capital; Designing Debt Policy; Opportunity Cost of Capital. Determining components of cost of capital - Cost of Debt (Issued at Par, Premium and Discount; Tax Adjustment and Cost of Existing Debt); Cost of Preference Capital; Cost of Equity (Internal & External Equity Dividend Growth Model; CAPM); Risky Debt and CAPM; WACC. Risk analysis in Capital Budgeting - Theories of Capital Budgeting (Utility theory); Risk and Uncertainty; Expected NPV; Risk Adjusted Discounting; Sensitivity Analysis; Decision Tree.	10 hours
	Unit III: Financing Theories and Decision Financial and Operating Leverage – Shareholders' return, Combining Financial and Operating Leverage and Leverage and Shareholders' Risk. Theories of Financing (Net Income, MM Hypothesis, Trade-off, Agency Cost, Pecking Order Theory).	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	

References/ Readings:	<ol style="list-style-type: none"> 1. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition. 2. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2019 or Latest Edition. 3. Brealey, Myers, Allen and Mohanty; Principles of Corporate Finance; Tata McGraw-Hill; 2018 or Latest Edition. 4. Khan M.Y & Jain P.K.; Financial Management; McGraw Hill; 2018 or Latest Edition. 5. Watson, Denzil and Antony Head; Corporate finance: Principles and Practice; Pearson Education; 2013 or Latest Edition. 	
Learning Outcomes:	<p>At the end of the course, participants will be able to:</p> <ul style="list-style-type: none"> • Take Capital Budgeting Decisions by evaluating risks associated with Capital Investments. • Take Capital Structure Decisions. 	

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MBTS-510	Financial Modeling	2 Credits
Prerequisites for the course:	Nil	
Objective:	To enable the participants to use Spreadsheets to make Financial Decisions by building models.	
Content:	<p>Unit I: Understanding Financial Modelling Overview of designing models using a spreadsheet – Attributes of the spreadsheet, Common faults, Design Process, Examining User needs and required user interface, Breaking down the calculations into manageable groups, Producing individual modules, Menu structure, Management reports and Summaries, Development, Auditing and sensitivity testing, Documentation. Features and Techniques.</p> <p>Unit II: Building a Financial Model Using Spreadsheet Analysing performance (P&L Account, Balance Sheet, Key Ratios, Trend Analysis, Sustainability), Cash Flow (Deriving Cash Flow, Strained Cash Flow and Overtrading), Forecasting Models (Regression, Data Smoothing, Cyclicity and Seasonality), Variance Analysis (Budget Variances, Flash Reports and Graphics), Cost of Capital (CAPM, WACC, growth model), Bonds (Pricing, Yield Measurement, Convexity and Sensitivity and Portfolio Duration), Risk Analysis, Depreciation, Company Valuation, Optimisation, Decision Trees.</p>	<p>10 hours</p> <p>20 hours</p>
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc.	

	or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Shmuel Oluwa; Hands-On Financial Modelling with Microsoft Excel; Packt; 2019 or Latest Edition. 2. Daniel Stein Fairhurst; Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals; Wiley; 2015 or Latest Edition. 3. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition. 4. M Y Khan and P K Jain; Management Accounting, Text, Problems and Cases; McGraw Hill Education; 2018 or Latest Edition. 5. Alastair L. Day; Mastering Financial Modelling in Microsoft Excel; Pearson; 2012 or Latest Edition. 	
Learning Outcomes:	<p>At the end of this course, the participants will be able to:</p> <ul style="list-style-type: none"> • Design and build Financial Models using Spreadsheets to make business decisions. 	

MBTS-511	Taxation	2 Credits
Prerequisites for the course:	Nil	
Objective:	To enable the participants to Compute Taxable Income, calculate the income tax payable by Individuals and file income tax returns.	
Content:	<p>Unit I: Computation of Total Income Definitions- Income, agricultural income, Person, Assessee, Company, Previous year and Assessment Year, Residential Status and the scope of total Income, Incomes exempt from Tax, Heads of Income – Income from Salary, Income from House Property, Profits & Gains from Business & Profession, Capital Gains and Income from Other Sources – Definitions, Basis of Charge, Deductions specific to these heads, Taxable Income under each head, Gross Total Income, Special Provision sec. 5A.</p> <p>Unit II: Computation of Taxable Income, Income Tax and Filing of Return Computation of Taxable Income- Set off and carry forward of losses; Deductions under Chapter VI-A- 80C, 80D, 80E , 80G, 80 GG, Computation of Tax; Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source.</p>	<p>20 hours</p> <p>10 hours</p>
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	

References/ Readings:	<ol style="list-style-type: none"> 1. Singhanian, V. K., and Singhanian M.; Students Guide To Income Tax including GST; Taxmann Publications (P) Ltd.; 2022 or Latest Edition. 2. Manoharan T. N. & Hari G. R.; Students' Handbook on Taxation; Snow White Publications Pvt.; 2020 or Latest Edition. 3. G. Sekar; Handbook On DIRECT TAXES; Commercial Law Publishers (India) Pvt. Ltd.; 2020 or Latest Edition. 4. Singhanian Vinod and Singhanian Kapil; Direct Taxes Law and Practice with special reference to Tax Planning; Taxmann Publications (P) Ltd.; 2022 or Latest Edition. 5. Dr. R. G. Saha and Dr. Usha Devi N.; Income Tax (Direct and Indirect Taxes), Himalaya Publishing House (P) Ltd.; 2021 or Latest Edition. 	
Learning Outcomes:	<p>At the end of the course, participants will be able to:</p> <ul style="list-style-type: none"> • Compute taxable Income under various heads and total taxable Income and Income Tax. • Analyse the impact of changes in the Income Tax Act on an Individual's taxable income. • File Individual's Income Tax return. 	

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MBTS-512	International Finance	2 credits
Prerequisites for the course:	Nil	
Objective:	To enable the participants to evaluate and manage the financial risk in International Business.	
Content:	<p>Unit I: Foreign Exchange Rates Introduction to Foreign Exchange Rates – Rate changes, Volatility and Exposure, Supply and Demand, Central Bank and BoP, Speculators, Triangular Arbitrage. FX and Purchasing Power – APPP & RPPP. Forward FX – Long and Short forward positions, Forward FX contract and Hedging FX Exposure, Synthetic FX forward, Mark-to-Market FX Contract. FX and Interest Rates</p> <p>Unit II: Long-Term Foreign Exchange Exposure FX Operating Exposure – Foreign Subsidiary Exposure, Operational Hedging and Operational Leverage, Examination of Operating Exposure, Forecasting FX Exposure. Debt and FX Exposure – Debt and FX Net Cash Flows, Value Exposure, Equity Exposure, Hedging FX Exposure, Unlevering Estimated FX Equity Exposure. Currency Swaps – Interest Rate Swaps, Swap driven Financing, Unlevering estimated FX Exposure.</p>	<p>10 hours</p> <p>10 hours</p>

	Unit III: Cost of Capital and Cross-Border Investment Decisions Global Finance & Cost of Capital –The CAPM Model, Global Equity Beta and Cost of Capital, Risk-Free Rate, WACC, Systematic FX Risk, Risk Adjusted Uncovered Interest Rate Parity. Cost of Capital for Overseas Investments – Operating Risk, Accounting Beta, Country Beta, Emerging Market Investments, Cost of Capital in Foreign Currency, Unlevering Equity Betas, WACC & Operating Risk, FX Exposure & Beta, Risk-Return in Foreign Currency. Overseas Acquisition, Production Relocation,	10 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Thomas O'Brien; International Finance; Oxford University Press; 2007 or Latest Edition. 2. Prakash G. Apte; International Finance A Business Perspective; McGraw Hill Education (India), Pvt Ltd.; 2020 or Latest Edition. 3. Siddaiah T.; International Financial Management: An Analytical Framework; Pearson Education India; 2015 or Latest Edition. 4. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education, India; 2018 or Latest Edition. 5. Prasanna Chandra; Strategic Financial Management; McGraw Hill Education (India) Pvt. Ltd.; 2020 or Latest Edition. 	
Learning Outcomes:	At the end of the course, participants will be able to: <ul style="list-style-type: none"> • Analyse FX rates and associated risks. • Manage Long Term FX exposure. • Take overseas business investment decisions. 	

MBTS-513	Derivatives and Risk Management	2 Credits
Prerequisites for the course:	Nil	
Objective:	To enable the participants to manage portfolio risks using Derivatives.	
Content:	Unit I : Risk Management using Derivatives Derivatives, Types – Forwards, Futures, Options, Swaps – underlying assets, contracts specification, Features, Market Mechanics –	15 hours

	Settlement, Trading, Margins, Determining Cash Flows, Calculating Portfolio Risk using Derivatives. Unit II: Derivative Pricing and Trading Strategies Pricing of Derivative Instruments – Futures and Options, Trading Strategies using Derivatives like Forwards, Futures, Options and Swaps. Hedging, Speculation and Arbitrage with Futures and Options.	15 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education India; 2018 or Latest Edition. 2. Jayant Rama Varma; Derivatives and Risk Management; McGraw Hill; 2019 or Latest Edition. 3. A.N.Sridhar; Futures & Options, Equities & Commodities; SPD Publications; 2008 or Latest Edition. 4. Chance Don M.; An introduction to derivatives and risk management; Australia: South - Western Cengage Learning; 2019 or Latest Edition. 5. Kolb, Robert W.; Financial derivatives: pricing and risk management; Hoboken, NJ: Wiley; 2019 or Latest Edition. 	
Learning Outcomes:	At the end of the course, participants will be able to: <ul style="list-style-type: none"> • Evaluate and manage portfolio risk using Derivatives. • Determine price of Derivative contracts. • Create a Derivative portfolio to manage risks. 	

MBTS-514	Security Analysis and Portfolio Management	2 Credits
Prerequisites for the course:	Nil	
Objective:	To enable participants to analyse securities and various asset classes to create and manage the portfolio over long-term horizons.	
Content:	Unit I: Security analysis Working (Market Mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various Investment Avenues, Valuation of Shares and Fixed Income Securities, Fundamental Analysis and Technical Analysis. Unit II: Portfolio Management	15 hours

	Portfolio creation, Theories of Portfolio Management – Active and Passive, Markowitz Theory, Portfolio Return and Risk, Efficient Market Hypotheses-Strong, Semi-Strong & Weak form - Leveraged Portfolio - Corner Portfolio, Portfolio-Evaluation Measures.	15 hours
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Jordan & Fischer; Security Analysis & Portfolio Management; Prentice Hall India; 2018 or Latest Edition. 2. Prasanna Chandra; Investment Analysis& Portfolio Management; McGraw Hill Education India Pvt. Ltd., 2021 or Latest Edition. 3. S. Kevin; Security Analysis and Portfolio Management; PHI Learning Pvt. Ltd; 2017 or Latest Edition. 4. Bodie, Kane, Marcus; Investments; Tata McGraw Hill; 2017 or Latest Edition. 5. A.K.Dash.; Security Analysis And Portfolio Management; Wiley; 2021 or Latest Edition. 	
Learning Outcomes:	<p>At the end of this course, participants will be able to:</p> <ul style="list-style-type: none"> • Evaluate various Investment Classes. • Create and Manage a portfolio considering the Efficient Frontiers. 	

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MBTS-515	Behavioural Finance	2 Credits
Prerequisites for the course:	Nil	
Objective:	To enable the participants to make financial decisions by evaluating biases and the behaviour of individual investors, fund managers and corporate managers.	
Content:	<p>Unit I: Overview of Behavioural Finance Overview of behavioural finance - Biases in individual Investors and Professional Investors, Heuristics, Disposition effect, Risk perceptions, Portfolio Management - Herding and Social Interaction, Familiarity and representativeness, Prospect Theory.</p> <p>Unit II: Behavioural Finance and Decision Making Decision Frames, Emotions and Investment Decisions Behavioural biases and Corporate Decision-making-Valuation,</p>	<p>15 hours</p> <p>15 hours</p>

	Capital Budgeting, Capital Structure Dividend Policy and Mergers & Acquisitions	
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Satish, D. and Kishore, P. Krishna; Behavioral Finance; The ICFAI University Press; 2006 or Latest Edition. 2. Nofsinger, J.; The Psychology of Investing; Pearson; 2017 or Latest Edition. 3. Shefrin, H.; Behavioral Corporate Finance; McGraw-Hill; 2005 or Latest Edition. 4. Forbes, W.; Behavioural Finance; John Wiley; 2009 or Latest Edition. 5. Ackert, L. and Deaves, R.; Behavioral Finance: Psychology, Decision-Making, and Markets; South-Western; 2012 or Latest Edition. 	
Learning Outcomes:	<p>At the end of the course, participants will be able to:</p> <ul style="list-style-type: none"> • Evaluate the biases and errors of judgment that affect financial decisions. • Use behavioural patterns in making financial decisions. 	

MBTS-516	Working Capital Management	2 Credits
Prerequisite for the course	Nil	
Objective:	To enable the participant to manage working capital in an organisation.	
Content:	<p>Unit I: Working Capital and Cash Management Working Capital, Sources, Types, Policies, Estimation of Working Capital, Factors affecting Working Capital requirement, Operating Cycle. Management of Cash - Facets, Motives for Holding Cash, Cash Forecasting and Budgeting, Managing Cash Collections and Disbursement.</p> <p>Unit II: Current Assets Management Inventory EOQ, Reorder Level, Safety Stock, Control Techniques, Investment in Debtors, Credit Management Decisions Concerning Risk-Return Trade-Off, Credit Policy Variables, namely Credit Standards, Collection Period, Discounts, Economic Credit Policy, Monitoring Tools like Aging Schedule, Sources of Long Term and Short-Term Finance.</p>	<p>15 hours</p> <p>15 hours</p>
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term	

	Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Hrishikesh Bhattacharya; Working Capital Management: Strategies and Techniques; PHI Learning; 2021 or Latest Edition. 2. Prasanna Chandra; Financial Management: Theory and Practice; McGraw Hill Education; 2019 or Latest Edition. 3. Bhalla, V. K.; Working Capital Management: Text and Cases; Anmol Publications Pvt. Ltd.; 2012 or Latest Edition. 4. Rustagi, R. P.; Working capital management; Taxmann Publications (p) Ltd; 2021 or Latest Edition. 5. Frederick C. Scherr; Modern Working Capital Management: Text and Cases; Prentice Hall; 1988 or Latest Edition. 	
Learning Outcomes:	<p>At the end of the course, participants shall be able to:</p> <ul style="list-style-type: none"> • Determine an organisation's working capital requirements. • Manage various Current Assets determining working capital. 	

MBTS-517	Performance Management	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with the necessary skills and techniques for effective performance management.	
Content:	<p>Unit I: Introduction Relationship between Development Strategies and Business Performance, Interpersonal dynamics in Performance Management, Cultural Factors in Performance Management, Mapping Competencies for Effective Performance, Performance Management Cycle</p> <p>Unit II: Process Setting SMART objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal – Methods, Documentation, Feedback, Legal and Ethical Considerations, Role of Appraisers, Conducting Performance Review meetings, Performance Feedback and Coaching</p> <p>Unit III: Outcomes Career planning, Compensation, Learning & Development, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices, Performance Management in MSMEs</p>	<p>10 hours</p> <p>10 hours</p> <p>10 hours</p>

Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. A.S. Kohli; T. Deb; Performance Management, Oxford Higher education Press; 2009 or Latest edition 2. Michael Armstrong; Armstrong's Handbook of Performance Management; Kogan Page; 2022 or Latest edition 3. T.V. Rao; Performance Management: Towards Organisational Excellence; Sage Publications; 2015 or Latest edition 4. Herman Aguinis; Performance Management; Pearson Education; 2013 or Latest edition 5. Dipak Kumar Bhattacharyya; Performance Management Systems and Strategies, Pearson Publication; 2011 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Define SMART objectives • Conduct effective appraisal interviews • Create an effective performance management system 	

MBTS-518	Compensation and Benefits Management	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with necessary skills and techniques for designing an effective compensation structure	
Content:	<p>Unit I: Introduction Job Evaluation and Strategic compensation, Methods of Job Evaluation, Principles of compensation, Compensation Structures, Labour Market Concept, National Wage Policy: Objectives, Concepts, Wage Law, Implications in Income Tax, Professional Tax, PF, ESIC, Bonus and other labour acts</p> <p>Unit II: Process Compensation Determination, Pay Grades, Economic Principles, External Equity: Salary Surveys, Salary Components; Compa-Ratio, Cost-to-Company Structure, Fixed remuneration, Variable Pay, Rationale and Design in Executive/ Workmen Compensation Take Home Pay, Designing an Increment Cycle, Budgeting</p> <p>Unit III: Benefits and Perquisites</p>	<p>10 hours</p> <p>12 hours</p> <p>8 hours</p>

	Benefits and Perquisites: Rationale, Key Concepts, Principles of Designing a Benefits/Perquisites Program, Types of Benefits and Perquisites, Reward and Recognition Systems, Compensation Management in MSMEs	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. GT Milkovich; JM Newman; CSV Ratnam; Compensation; Mc Graw Hill; 2017 or Latest edition 2. DK Bhattacharya; Compensation Management, Oxford Higher Education; 2009 or Latest edition 3. RL Henderson; Compensation Management in a knowledge-based world; Pearson Publishing; 2005 or Latest edition 4. Joseph J Martocchio; Strategic Compensation; Pearson Education; 2020 or latest edition 5. Jerry M. Newman; Barry Gerhart; et al Compensation; McGraw Hill; 2020 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Identify the legal requirements of compensation & implications of strategic compensation. • Devise an effective compensation plan. 	

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MBTS-519	Learning and Development	2 Credits
Prerequisite for the course	Nil	
Objective:	To enable the participants design and deliver training initiatives.	
Content:	<p>Unit I: Introduction A Systematic Approach to Learning and Development, Challenges, Issues and Trends, Strategic Alignment, Role of top Management, L & D professionals, Adult learning styles, Training Policy, Training Models</p> <p>Unit II: Analysis and Design Learning Needs Analysis, Training Calendar, Identifying Objectives, Internal vs External trainers, Choosing Content, Approaches to L & D Instructional Design Process, Methodology</p> <p>Unit III: Delivery and Evaluation Training Delivery: Instructional Techniques, Training Department and Trainers' Roles, Transfer of Training, Training Evaluation,</p>	<p>10 hours</p> <p>10 hours</p> <p>10 hours</p>

	Moving from Training to Performance, Emerging Trends, Learning Orientation in MSMEs	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Devendra Agochiya; Every Trainer's Handbook; Sage Publications; 2009 or Latest edition 2. P.N. Blanchard; J W Thacker; V A Anand Ram; Effective Training; Pearson; 2015 or Latest edition 3. Raymond Noe; Employee Training and Development; Mc.Graw-Hill Education; 2019 or Latest edition 4. Dipak Kumar Bhattacharya; Training and Development – Theories and Applications; Sage Textbooks; 2015 or Latest edition 5. Rolf P Lynton; Training for Development; Sage India; 2015 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Design training programs based on learning need analysis using appropriate methodologies. • Evaluate training for effectiveness. 	

MBTS-520	Recruitment and Selection	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with tools and techniques for manpower planning and recruitment & selection	
Content:	<p>Unit I: Manpower Planning Forecasting Methods, Factors affecting and Designing a Manpower Plan, Job Analysis: Methods and Sources, Defining Competencies, Role in Recruitment and Selection, External and Internal factors</p> <p>Unit II: Effective Hiring Tools Identification of Talent, Sources of Talent – Internal & External, Criteria for Hiring, Screening, Validity and Reliability of Selection Instruments, Conducting Tests, Selection Methods</p> <p>Unit III: Technology and Culture Role of Technology, Industry 4.0 in Hiring, Organisation Culture & Person-Job Fit, Challenges, Ethics, Impact on Individual, Team, and Organizational Effectiveness, Hiring in MSMEs</p>	<p>10 hours</p> <p>10 hours</p> <p>10 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term	

	papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. D Arthur; Recruiting, Interviewing, Selecting & Orienting New employees; Prentice Hall India; 2013 or Latest edition 2. R Edenborough; Assessment Methods in Recruitment, Selection & Performance; Kogan Page; 2007 or Latest edition 3. Carrie A Picardi; Recruitment and Selection: Strategies for Workforce Planning & Assessment; Sage Texts; 2020 or Latest edition 4. Dipak Kumar; Recruitment and Selection – Theory and Practices; Cengage Learning; 2016 or Latest edition 5. Gerard V McMohan; Recruitment and Selection – How to get it Right; Prentice Hall India; 2006 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Create a Manpower plan • Conduct a job analysis • Analyse various sources of recruitment and employee selection methods • Use technology in recruitment and selection process 	

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MBTS-521	Labour Laws and Industrial Relations	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with knowledge of legal provisions and acts for organisational compliance	
Content:	<p>Unit I: Labour Laws History of Labour Laws, New Labour Code in India & Implications for the industry: The Code on Wages 2019, the Industrial Relations Code 2020, the Code on Social Security 2020 and the Occupational Safety, Health and Working Conditions Code 2020</p> <p>Unit II: Industrial Relations The Indian IR Framework- The Role of Government, Regulative and Participative Bodies, Various Approaches, Trade Unionism in India, Emergence, History, Growth, Recognition and Registration, Trade Union and Politics, Industrial Relations in the MSME sector</p>	<p>20 hours</p> <p>10 Hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings:	<ol style="list-style-type: none"> 1. S. D. Puri; Sandeep Puri; Labour Laws for Everyday Made Easy; Snow White Publications; 2017 or Latest edition 2. P. Subba Rao; Labour Welfare and Social Security; Himalaya Publishing Co; 2014 or Latest edition 3. Anamitra Roy Chowdary; Labour Law Reforms in India Taylor & Francis; 2018 or Latest edition 4. S C Srivastava; Industrial Relations and Labour Laws; Vikas Publishing House; 2022 or Latest edition 5. Parul Gupta; Industrial Relations and Labour Laws for Managers; Sage; 2019 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Comprehend and comply with relevant labour laws • Manage situations related to Industrial relations at workplace 	

MBTS-522	Organisational Development	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with tools and techniques for organizational change and development initiatives for transforming organisations	
Content:	<p>Unit I: Planned Organisational Change Organisational Change Management: Understanding Organisational Transformation, Transformation Strategies, Process of Organisational Transformation</p> <p>Unit II: Foundations of Organisational Development (OD) Entry and Contract, Organisational Diagnosis – Methods of Diagnosis, Feedback and OD, OD Interventions: Individual and Interpersonal Interventions, Team / Group Interventions, Inter-group Interventions, Comprehensive Interventions, Success and Failure of OD, Future of OD & New Perspectives</p> <p>Unit III: Management Consultancy The Structure, Conduct, and Performance of the Management Consulting Industry, Types of Consultants Key Strategic and Organizational Issues, Ideas, Tools, and Frameworks, Business Process Analysis, Consulting People Skills, Client Relations, Management Consulting Careers, Ethical Issues, Coaching, Counselling</p>	<p>5 hours</p> <p>10 hours</p> <p>15 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings:	<ol style="list-style-type: none"> 1. French, Bell, Organisational Development; Sage Publishing; 2008 or Latest edition. 2. S Allcorn; Organizational Dynamics and Intervention – Tools for changing workplace; Prentice Hall India; 2015 or Latest edition 3. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest edition 4. Richard Newton; The Management Consultant; Pearson; 2010 or Latest edition 5. Dipak Kumar Bhattacharya; Organisational Change and Development; Oxford University Press; 2011 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Diagnose need for organisation development interventions • Design change management interventions • Work as a management consultant/ choose consultant at workplace 	

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MBTS-523	Negotiations and Conflict Management	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with techniques of negotiation, collective bargaining and conflict management at workplace.	
Content:	<p>Unit I: Negotiating a Contract Pre-negotiation - Preparing the Charter of Demands, Creating the Bargaining Team, Costing of Labour Contracts, The Negotiation Process - Preparing for Negotiation, Communication Style, Breaking Deadlocks, Strategy and Tactics/Games Negotiators Play, Closing Successfully, Negotiating Integrative Agreements, Reviewing.</p> <p>Unit II: Collective Bargaining Definition, Characteristics, Critical Issues in Collective Bargaining, Theories of Collective Bargaining, Collective Bargaining in India: Role of Government, Levels of Bargaining, Agreements, Concept of Managerial Prerogatives, Challenges, Negotiation & Collective Bargaining, Approaches and Phases and Administration of the Agreement</p> <p>Unit III: Conflict and Grievance Management Conflict Management and Conflict Dynamics, Role of Communication, Origins of Conflict, Dispute Prevention,</p>	<p>10 hours</p> <p>10 hours</p> <p>10 hours</p>

	Assessment of Conflict, Conciliation, Mediation, Causes/Sources of Grievances, Legislative Aspects of a Grievance Procedure, Grievance Resolution	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Malhotra, D., M. Bazerman; Negotiation Genius; NY: Bantam Dell; 2008 or Latest edition. 2. Stone; Patton; Heen, Difficult Conversations; NY: Viking Press; 2010 or Latest edition 3. John Mattock; J Ehrenborg; How to be a better Negotiator; Kogan Page Publishing; 2012 or Latest edition 4. Deborah Kolb; Jessica Porter; Negotiating at Work: Turning Small Wins into Big Gains; Jossey-Bass; 2015 or Latest edition 5. Johnson C; Keddy J; Managing Conflict at Work; Kogan Page; 2010 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Use Tools of Collective Bargaining for Effective Negotiations • Manage Conflicts at the Workplace • Devise Systems for Grievance Management 	

MBTS-524	Occupational Health and Safety Management	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with Occupational Health and Safety Training in a Workplace.	
Content:	<p>Unit I: Occupational Health Hazards Classification, Permissible Exposure Limits, Threshold Limit Value, Occupational Diseases due to Metals & Dusts, Fumes & Chemical Compounds, Behavioral-based Safety, Role of Ergonomics in Employee Safety & Health</p> <p>Unit II: Accident Causes and Prevention Factors Leading to Accidents, Need for Prevention and Preventive Measures, Personal Protective Equipment</p> <p>Unit III: Safety Nature, Philosophy, Terminology, Total Safety Concept, Safety Psychology, Safety Management & Responsibilities of Employees at Different Levels, Safety Organization, Safety Measures required in Different Industries, Safety Areas,</p>	<p>5 hours</p> <p>5 hours</p> <p>10 hours</p>

	Electrical Safety, Protection from Fire and Explosion, Basic First Aid and CPR Unit IV: Hazards & Risk Risk Identification, Assessment and Control Techniques, Hazards, Risks & Detection Techniques, Preliminary Hazard Analysis & Hazard Analysis, Failure Mode Effect Analysis, Operability study, Hazard Ranking, Fault Tree Analysis, Event Tree Analysis, Major Accident Hazard Control, Onsite and Off-Site Emergency Plans.	10 hours
Pedagogy:	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. R. K. Mishra; Occupational Health Management; Aitbs Publishers and Distributors; 2015 or Latest edition 2. Charles D. Reese; Occupational Health and Safety Management: A Practical Approach; CRC Press; 2016 or Latest Edition 3. Akhil Kumar Das; Principles of Fire Safety Engineering; PHI Learning Pvt Ltd; 2020 or Latest edition 4. Sharon Clarke; Occupational Health and Safety; Taylor & Francis; 2016 or Latest edition 5. S. Z. Mansdorf; Handbook of Occupational Safety and Health, Wiley; 2019 or Latest edition 	
Learning Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Assess Occupational Health and Safety Hazards and Causes of Accidents in the Workplace. • Design a Safety Management System • Establish a Risk Management and Monitoring System in the Workplace. 	

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MBTS-525	Indian Ethos and Human Quality Development	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants to apply philosophies of Indian culture in building organizational culture	
Content:	Unit I: Indian Ethos in Management Foundation of Management, Indian Ethics and the Spirit of Development, Indian Ethos & Indianity, Indian Model of Corporate Development	5 Hours

	<p>Unit II: Management Ideas in Arthashastra Philosophy of Arthashastra, Leaders as achievers, Use of Authority & Power, Arthashastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men</p> <p>Unit III: Corporate Veda Essence of Indian Ethos, PREM Approach to Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership.</p> <p>Unit IV: Indian Theory of Relationship Management Assumption of Theories X, Y and Z, Theory K & Relationship Management, Sama-Dam-Danda-Bhed and New Theories, Ethical Dimension in Theory K, OSHA Model</p> <p>Unit V: Total Quality of Management Means Ends Analysis for Managerial Actions, Karma Theory & Market; Management Principles from Gandhian Thought;</p> <p>Unit VI: Models of Self-Development Three Level of Self, Three Types of Struggles, Three Levels of Existence, Three State of Mind, Three Views of Life, Three Types of Leadership, Three Styles of Management</p>	<p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Subhash Sharma; New Mantras in Corporate corridors From Ancient Routes to Global Roots; New Age International Publishers; 2007 or Latest Edition 2. Subhash Sharma; Western Windows Eastern Doors Management; New Age International Publishers; 2019 or Latest Edition 3. S.K. Chakraborty; Values for Ethics for Organization: Theory & Practice; Oxford University Press; 1999 or Latest edition 4. N M Khandelwal; Indian Ethos and Values for Managers; Himalaya Publishing; 2019 or Latest edition 5. R.S. Naagarazan; A Textbook On Professional Ethics And Human Values New Age International (P) Limited; 2007 or Latest edition 	a
Learning Outcomes:	At the end of the course, the participants will be able to:	

	<ul style="list-style-type: none"> • Appreciate Management Concepts discussed in Indian Scriptures • Discover Self, using Models of Self-Development • Apply Theories of Relationship Management and Total Quality Management at the Workplace 	
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Research Specific Courses

MBTR-501	Advanced Business Research Methods	2 Credits
Prerequisite for the course	NIL	
Objective:	To enable the participants to apply the research methods to make business decisions and also understand academic papers in their area to be implemented in practice.	
Content:	Unit I: Qualitative Research Methods Objectives and Classifications of Qualitative Research, Focus Group Interviews, In-Depth Interviews, Projective Techniques, Survey, Observation Techniques, Ethnographic Research, Causal Research, Grounded Theory, Content Analysis- Bibliometric Analysis, Meta Analysis, Semiotics, Thematic Analysis.	15 hours
	Unit II: Quantitative Research Methods Multiple regression analysis, Logistic regression in decision making - binary and multinomial, factor analysis, cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis, introduction to structural equation modeling. (Usage of statistical software)	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Cooper D R and Schindler; Business Research Methods; Tata McGraw-Hill, New Delhi; 2017 or Latest Edition. 2. Alan Bryman, Emma Bell; Business Research Methods; Oxford University Press; 2016 or Latest Edition. 3. Joe F. Hair Jr., Mary Celsi, Arthur Money, Michael Page, Phillip Samouel; The Essentials of Business Research Methods; Taylor & Francis; 2015 or Latest Edition. 4. Päivi Eriksson, Anne Kovalainen; Qualitative Methods in Business Research; SAGE Publications; 2015 or Latest Edition. 5. Sadanori Konishi; Introduction to Multivariate Analysis Linear and Nonlinear Modeling; Taylor & Francis; 2015 or Latest Edition. 	

Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> Analyze academic research paper and draw appropriate inferences for business decisions. Analyze data using appropriate research methods for business decisions. Conduct a complete business research for a given problem. Draw inferences from research output and make recommendations for business decisions. Prepare and present research reports to facilitate business decisions. 	
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MBTR-502	Structural Equation Modeling	2 Credits
Prerequisite for the course	NIL	
Objective:	To enable the participants to develop analytical skills for marketing research.	
Content:	Unit I: Introduction Foundations of structural equation modeling, the nature of latent variables and specifying the measurement model (reflective/formative), Introduction to PLS-SEM, Model estimation: the PLS-SEM algorithm and the weighted PLS-SEM algorithm (WPLS), Assessing measurement model results and bootstrapping, Assessing structural model results and prediction-oriented assessment of PLS-SEM results, goodness of fit criteria in PLS-SEM and mediation.	15 hours
	Unit II: Advanced PLS-SEM Fundamentals of PLS-SEM model evaluation and Importance performance map analysis, Higher-order constructs, Endogeneity and Gaussian copulas, Measurement model invariance assessment (MICOM) and Multigroup analysis, Moderation (interaction effects) and Nonlinear relationships (quadratic effects), Uncovering groups: Finite mixture partial least squares, Prediction-oriented segmentation.	15 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> Hair, J.F., Hult, G.T.M., Ringle, C. M., Sarstedt, M.; A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM); Sage; 2022 or latest edition. Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P; Advanced Issues in Partial Least Squares Structural Equation Modeling (PLS-SEM); Sage; 2018 or latest edition. 	

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References/ Readings:	<ol style="list-style-type: none"> 1. Gujarati, D.; Basic Econometrics; Mc Graw-Hill; 2020 or Latest Edition. 2. A.H. Studenmund; A Practical Guide to Using Econometrics; Peason, Education Ltd.; 2017 or Latest Edition. 3. Peijie Wang; Financial Econometrics; Routledge; 2008 or Latest Edition. 4. Brooks, Chris; Introductory econometrics for finance; Cambridge University Press; 2019 or Latest Edition. 5. Oliver Linton; Financial Econometrics: Models and Methods; Cambridge University Press; 2019 or Latest Edition. 	
Learning Outcomes:	At the end of the course, participants will be able to: <ul style="list-style-type: none"> • Use Econometric methods for analysing business data. • Conduct empirical research in an academic or business setting. 	

MBTR-504	Human Resources Analytics	2 Credits
Prerequisite for the course	Nil	
Objective:	To equip participants with tools and frameworks available for Human Resources Analytics	
Content:	<p>Unit I: Role of Analytics HR Analytics: value creation, Diagnosing HR Challenges, Typical problems, Foundations of Data Science – Role of Artificial Intelligence (AI) and its various components such as Statistical Learning (SL), Machine Learning (ML) and Deep Learning Algorithms in Organisational Value Creation, Linking HR Data to Operational Performance.</p> <p>Unit II: HRA Frameworks Current Approaches to Measuring HR, Strategic HR Metrics versus Benchmarking, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: LAMP Framework, HCM: 21 Framework and Talentship Framework, Components</p> <p>Unit III: Predictive and Prescriptive Analytics Procedure, Determining Key Performance Indicators, Analysing and Report Data, Interpreting the Results and Predicting the Future, Metrics and Regression Analysis and Causation, Insights into Data Driven HRA: Sources, Issues, Building Support and Interest, Obtaining, Cleaning and Supplementing data, HR Metrics, HR Dashboards, Statistical Softwares, Data Visualisation Tools, Story Telling framework, Using Operations Research Tools in Talent</p>	<p>6 hours</p> <p>9 hours</p> <p>15 hours</p>

	Management, Prescriptive Analytics Techniques: Linear Programming, Data Envelopment Analysis	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Jac Fitz-enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition 2. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics, Wiley; 2013 or Latest edition 3. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition 4. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition 5. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and Applications, Sage, 2017 or Latest edition 	
Learning Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Use Tools and Frameworks available for HRA • Evaluate Various HRA frameworks • Design a system for using predictive/ prescriptive analytics 	

Generic Optional Courses

Course Codes	Generic Optional Courses	Credits
MBTG-501	German Language A1 level	6 credits
MBTG-502	Communication Skills, Interview-Facing Skills, and Mock Interviews	6 credits
MBTG-503	Certificate of Proficiency in Portuguese A-1 level	6 credits

*The Portuguese Syllabus Is taken from BoS in Portuguese from The Shenoi Goembab School of Languages And Literature.

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MBTG-501	German Language A1 level	6 credits
<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	This course develops communicative and critical thinking competencies in the areas of reading, listening, speaking, and writing at the elementary A1 level.	
<u>Content:</u>	Unit I: Introduction to the German language and German way of life Communicating in German in basic life contexts: Personal Details, welcome, Spelling, Profile creation on Internet, Numbers 1 to 20, Professions – talking about your own profession and work, ordering and paying, Appointments/dates and time, Visiting Cards, Address Information, Phone number and email addresses, Cities, countries, languages – sightseeing in Europe.	15 hours
	Unit II: The German way of life: Company portrait – Film on Doppelmayr Information on industrial companies, location of factories, Response to reviews, Orientation in the city – transportation, Grammatical Structures: simple clauses – “w” questions, yes/no-questions, statements, negation, verbs: conjugation of verbs in the present tense and simple perfect tense; conjugation of auxiliary verbs 'to be' and 'to have'; past of verb 'to be' and 'to have'; separable verbs, nouns and articles (definite and indefinite), international vocabulary, office structures, furniture and colours.	15 hours
	Unit III: The German way of life: to talk about music and its various genres Musicians, Composers, Songs, Lyrics, Time, Daily routine, Factory Tour- Rules and regulations, Organizational chart, Introduction of company, interviews of employees, occupation and activities, Appointments, trade fair advertisements, exchange information about trade fairs,	10 hours
	Unit IV: The German way of life: to talk about the family Family relationships, Festivities, Culture, Dressing, Hobbies, Sightseeing, Vacations and holidays, Food and shopping for food; Clothing, Health, illness, parts of the body, fitness, going to the doctor, Grammar - compound nouns; plurals of nouns: imperative, cases (nominative, accusative, dative and genitive), personal pronouns, possessive articles (Nom.) – articles (Dat., Acc.), adjectives.	10 hours

	<p>Unit V: The German way of life: to talk about Office Lunch to plan a purchase Planning work lunches, booking a table, conducting and exchanging small talk- birthdays, weather, family and hobbies, menu, ordering dishes and drinks, paying in the restaurant, an invitation, an event. Grammar- simple sentence connectors, graduation with “zu” (it is too big a question), questions, prepositions of time, prepositions with dative and accusative, time adverbs,</p> <p>Unit VI: Film on Liebherr Company Instructions, conversational situations, directions, follow maps, company flyers & their services in email, dictionary articles, timetable and email invitations. Grammar - the pronoun: one, numbers, building vocabulary systematically, compound words; Reading Comprehension in German; Writing simple sentences</p> <p>Unit VII: The German way of life: Film on Schade Maschinenbau Company Planning, assigning activities, and celebrating a company anniversary, newspaper articles about company anniversaries, understanding job vacancies, expressing one’s opinion about jobs, understanding blogs about jobs, leading conversations, reporting on departments, tasks, weekly logs, interviewing, business conversations, and company development.</p>	<p>15 hours</p> <p>10 hours</p> <p>15 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/outreach activities/ project work/ viva/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings:</u>	<ol style="list-style-type: none"> 1. By Ilse Sander, Andreea Farmache, Regine Grosser et al. DaFim Unternehmen A1 {course and workbook} Publisher: Ernst Klett Sprachen GmbH, Stuttgart, Germany, Year: 2021 or Latest Edition 2. Online dictionary {dict.cc} 3. Additional texts, Audios, Videos 	
<u>Learning Outcomes</u>	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Interact, ask and answer simple questions • Express themselves with a minimum level of correctness and pronunciation that can be understood by a German speaker • Write simple, isolated phrases, sentences, and messages, and fill forms. • Use German as a communicative language 	

MBTG-502	Communication Skills, Interview-Facing Skills, and Mock Interviews	6 credits
<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the essentials of effective communication in different context and to introduce the basics of writing resumes and preparatory skills required to face interviews	
<u>Content:</u>	Unit I: Introduction Difference between formal and informal communication; Communication process, types, Effectiveness in communication – the Roles of Sender, Receiver and the medium; Role of culture in communication; Importance of Non-Verbal Communication.	10 hours
	Unit II: Oral Communication Skills required for effective interpersonal and group communication, effective public speaking, noise in communication and its prevention, barriers and gateways in communication.	15 hours
	Unit III: Written Communication Fundamentals of effective writing; different forms of written communication; report writing, creative writing; structure and content of various types of reports.	15 hours
	Unit IV: Creativity in Communication Competitive versus collaborative communication, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation.	10 hours
	Unit V: Resume Writing Fundamentals of Resume Writing, Writing effective Cover letters and emails to organizations.	10 hours
	Unit VI: Interview Preparation Group Discussions – different types, Different types of interviews and basic competencies required in facing	15 hours

	<p>interviews. Preparation required prior to facing an interview – industry and firm analysis. SWOT analysis; Frequently asked questions in interviews</p> <p>Unit VII: Mock Interviews</p> <p>Mock interviews to assess conceptual clarity, domain knowledge, soft skills, and perspectives held, etc.</p>	15 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u> -	<ol style="list-style-type: none"> 1. AnjaneeSethi, BhavnaAdhikari, Effective Business Communication, Tata Mc Graw Hill Education, 2009 or Latest Edition. 2. Prasad, Hari Mohan,How to prepare for Group Discussion and Interview, Tata McGraw Hill, 2005 or Latest Edition 3. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business Communication Today,Pearson, 2021 or Latest Edition 4. Raymond V Lesilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication -Connecting in a Digital World, Tata McGraw Hill, 2015 or Latest Edition 5. Innovative Interview Questions, Vibrant Publishers, 2020or Latest Edition 	
<u>Learning Outcomes</u>	<p>At the end of the session the participants will be able to:</p> <ul style="list-style-type: none"> • Improve their verbal, written and interpersonalcommunication, and participate in groupdiscussions. • Improve Business and Creative Writing Skills • Prepare an effective CV and successfully face interviews. 	

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Annexure II

MBA Executive (Electives to be added in existing course structure from AY 2023-24)

Course codes	Course Name	Credit
EMN 004	Photography	2 Credit
EMO 111	Negotiations and Conflict Management	2 Credit
EMO 112	Technology in HR	2 Credit
EMO 204	Working Capital Management	2 Credit
EMO 205	Security Analysis and Portfolio Management	2 Credit
EMO 206	International Finance	2 Credit
EMO 207	Mergers and Acquisitions	2 Credit
EMO 208	Derivatives and Risk Management	2 Credit
EMO 302	Product Management	2 Credit
EMO 303	Brand Management	2 Credit
EMO 304	Integrated Marketing Communication	2 Credit
EMO 305	Consumer Behaviour	2 Credit
EMO 306	Marketing Research	2 Credit
EMO 307	Digital Marketing and marketing in Social Media	2 Credit
EMO 308	B2B Marketing	2 Credit
EMO 406	Operations Research	2 Credit
EMO 407	Maintenance Management	2 Credit
EMO 408	Inventory Management	2 Credit
EMO 409	Entrepreneurship	2 Credit
EMO 309	Marketing of Services	2 Credit

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MBA (Executive) –Optional Courses**Optional Non-Business Courses****EMN 004****Photography****2 Credits****Effective from AY: 2023-24**

<u>Prerequisites</u>	Nil	
<u>Objective:</u>	At the end of the course the student will develop the ability to appreciate the art of photography and undertake basic photography assignments	
<u>Content:</u>	<p>Introduction The History and evolution of photography; The science of photography; Photography in Digital age; Types of Cameras</p> <p>Professional Photography; Professional photography vs. Hobby; Basic rules of composition of a good photography; Various controls and menus available and usage of modern DSLR/DSLT cameras.</p> <p>Digital tools in Photography Light metering, working with natural light and light modifiers Tools for enhancing quality of photographs; Preserving and Publishing photographs</p>	<p>4 Hours</p> <p>12 Hours</p> <p>08 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Tom Ang ; Digital Photography an Introduction ;Penguin, 4th or later edition 2. Michael Freeman; The Photographer's Eye – Composition and Design for better digital photos; Elsevier Publication; Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. Able to take good photographs 2. Able to use digital tools for quality improvement of photographs 	

Optional Business Courses in Human Resources**EMO 111 Negotiations and Conflict Management****2 Credits****Effective from AY: 2023-24**

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce concepts of negotiation, collective bargaining and management of conflicts at work place	
<u>Content:</u>	Negotiating a Contract Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully Negotiating Integrative Agreements Reviewing	6 hours
	Collective Bargaining Critical Issues in Collective Bargaining; Role of Government; Levels of Bargaining, Coverage and Duration of Agreements; Concept of Managerial Prerogatives; Administration of Agreements; Approaches and Phases in Collective Bargaining; Contract Ratification Post Negotiation - Administration of the Agreement;	6 hours
	Conflict Management Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict—Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;	6 hours
	Grievance Management Causes/Sources of Grievances and how to locate them; Legislative Aspects of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union's Perspective on Grievance Resolution;	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Malhotra, D. & M. Bazerman, Negotiation Genius; Bantam Dell, Latest edition. 2. Stone, Patton & Heen, Difficult Conversations; Viking Press, Latest edition. 	

	3. How to be a better Negotiator by John Mattock & J Ehrenborg, Kogan Page Publishing, Latest edition.	
<u>Learning Outcomes</u>	1. A competence in negotiating 2. A competence in managing conflicts	

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EMO 112 Technology in HR
Effective from AY: 2023-24

2 Credits

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce the different technologies and tools available to automatise/ measure human resource functions	
<u>Content:</u>	<p><u>Technology and HR</u> History; Benefits and Challenges of Technology in HR, Technology Acceptance Models; Phases of Technology Adoption; Costs Benefits Analysis; Importance of Automation Policies; Changing Workforce demographics and Impact on Culture</p> <p><u>Human Resources Information Systems</u> Introduction to HRIS; Organisational HRIS needs Analysis; Employee Database Management; Self Service portals; HR Game changing tools</p> <p><u>Industry 4.0 and HR</u> Introduction; Value Creation in Data driven economy; Components of Industry 4.0; Basics of Artificial Intelligence, Block Chain Technology; Robotics; Internet of Things; Cloud Computing; Applications in industry; Employee Relations in Digital Age; Future of HR function;</p> <p><u>Using HR Metrics</u> Business Intelligence and HR Analytics; Tools available; Role of Big Data and predictive analytics in HR decision making;</p>	<p>5 hours</p> <p>5 hours</p> <p>09 hours</p> <p>5 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Martin R Edwards & Kirsten Edwards; Predictive HR Analytics – Mastering the HR Metric; Kogan Page; Latest Edition	
<u>Learning Outcomes</u>	1. A competence in using relevant technology in HR functions	

	2. A competence to choose appropriate metric for analyzing Human Resource functions	
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Optional Business Courses in Operations Area/ General Management**EMO 406****Operations Research****2 Credits****Effective from AY: 2023-24**

<u>Prerequisites for the course:</u>	A basic course in Production Operations Management	
<u>Objective:</u>	To help understand various aspects of operations research that can be used in managerial decision making	
<u>Content:</u>	Introduction Features , Phases of Operations Research, Types of OR Models, Techniques and Tools , Structure of the Mathematical Model, Limitations of OR	2 hours
	Linear Programming: Linear Programming Problem, Requirements of LPP, Mathematical Formulation and solving of LPP; Sensitivity Analysis, Important Geometric Properties of LPP; Interpretation of Duality in LPP	6 hours
	Transportation and Assignment Problems: Formulation and solving of Transportation Problem (TP), the Initial Basic Feasible Solution, Moving Towards Optimality; Mathematical Formulation of Assignment Problem, Hungarian Method Algorithm, Routing Problem	6 hours
	Infinite Queuing Models: Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline; Notations, Service System, Single Channel Models, Multiple Service Channels, Applications of Queuing Theory, Limitations of Queuing Theory;	5 hours
	Project Scheduling and PERT-CPM: Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT	5 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Taha Hemdy A., 'Operations Research An Introduction', Pearson Education , Eighth or later edition	

	<p>2. Sharma J.K., 'Operations Research Theory and Application', Macmillan publication, Third or later edition</p> <p>3. Vohra N D, 'Quantitative Techniques in Management', Tata McGraw hill, Third or later edition.</p>	
<u>Learning Outcomes</u>	An ability to model real life business problems using chosen mathematical /operations research models and solve them.	

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EMO 407 Maintenance Management

2 Credits

Effective from AY: 2023-24

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce management of facilities and their maintenance	
<u>Content:</u>	<p>Maintenance: Role and scope in total organisational contexts, Centralized and decentralized maintenance organisation structures.</p> <p>Maintenance systems Design and its selection - Break down maintenance - Routine maintenance - Predictive maintenance - Preventive maintenance - Corrective maintenance - Total Productive maintenance - Design maintenance - Contract maintenance.</p> <p>Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities; Maintenance work measurement - Time standards - Incentive schemes.</p> <p>Maintenance man power planning Selection - Training. Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures. Maintenance effectiveness - various performance indices and their evaluation - uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.</p>	<p>3 hours</p> <p>8 hours</p> <p>5 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	1. Gopalakrishnan P & Sundararajan, Maintenance Management, Prentice Hall, Latest Edition 2. Telang A D; Comprehensive Maintenance Management: Policies, Strategies and Options; Prentice Hall India, Latest Edition	
<u>Learning Outcomes</u>	An ability to use maintenance management tools in decision making	

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EMO 408 Inventory Management
Effective from AY: 2023-24

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce tools and techniques of inventory management	
<u>Content:</u>	<p>Introduction Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management;</p> <p>Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination; Strategies to increase Inventory Turns.</p> <p>Inventory Models: Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Determination of Economic Lot Size under various situations; Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models</p> <p>Material Requirement Planning Systems (MRP): Data Requirements and Management; Bill of Materials, types of BOM, Modular BOM, Master Production Schedules; Managing MPS inventory records, lot sizing, process of MRP, and output of MRP.</p> <p>Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency. Materials Management in JIT Environment; Zero inventory concept, Excess Inventory, Materials management in JIT environment, Vendor Management in JIT context.</p>	<p>3 hours</p> <p>5 hours</p> <p>5 hours</p> <p>5 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-	

	study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Zipkin, Foundations of Inventory Management – McGraw Hill. Latest Edition 2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Production Planning And Inventory Control - Prentice Hall Of India Pvt Ltd, Latest Edition 3. Richard J. Tersine, Principles of Inventory and Materials Management , Prentice Hall, Latest Edition 	
<u>Learning Outcomes</u>	To be able to use inventory management tools for inventory decisions.	

EMO 409

Entrepreneurship

2 Credits

Effective from AY: 2023-24

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the tools and techniques required to start an organisation	
<u>Content:</u>	<p>Introduction Types of organisations; Entrepreneurial competencies and motivations; Funding fundamentals;</p> <p>Role of Government Different Government/ Other Organisations and their role in promoting Entrepreneurship in India; Schemes and incentives;</p> <p>Starting an Organisation: Prerequisites Environment Analysis; Idea Generation; Sources of funds; Entrepreneurial Training and Role of Incubation Centres; Feasibility Analysis</p> <p>Business Plan Components of a Business Plan; Registering a business, Legal requirements; Marketing Business plan to funding organisations</p> <p>Fundamentals of Managing New Business Managing Critical Resources – Money, Machines, and Materials; People Management; Entrepreneurial Marketing; Importance of Learning Orientation; Entrepreneurial Culture</p>	<p>2 hours</p> <p>3 hours</p> <p>7 hours</p> <p>7 hours</p> <p>5 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/	

	seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Bruce Barringer and R. Duane Ireland, 'Entrepreneurship: Successfully Launching New Ventures', Pearson Education, Latest Edition 2. RD Hisrich, MP Peters and DA Shepherd, Entrepreneurship, Tata McGraw Hill Publishing, Latest edition 	
<u>Learning Outcomes</u>	An ability to start and manage a new organisation	

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EMO 302 Product Management
Effective from AY: 2023-24

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different aspects of new product development and managing products	
<u>Content:</u>	<p>Product Strategy and Analysis: Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis.</p> <p>Product Development: Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management</p>	<p>12 hours</p> <p>12 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Donald Lehman and Russell Winer, Product Management, Tata McGraw Hill, Latest Edition 2. Moore and Pessemier, Product Management, McGraw International, Latest Edition 	

<u>Learning Outcomes</u>	An ability to manage products during different stages of product life cycle	
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EMO 303 Brand Management
Effective from AY: 2023-24

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce concepts of brands and to explain the different strategies used to increase market reach	
<u>Content:</u>	Branding: Introduction to Brands and Branding, Rationale for Building Brands, Types of Brands, Creating a Brand Designing Brand Identity using Kapferer's Identity Prism, Customer Brand Building Equity Model, Brand Mantras, Brand Equity, Measuring Brand Equity.	12 hours
	Brand Positioning: Brand Positioning, Consumer Behaviour, Crafting Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building virtual Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture.	12 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Kevin Keller, Strategic Brand Management, Pearson Education, Latest Edition 2. Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition.	
<u>Learning Outcomes</u>	An ability to use knowledge and tools to manage Brands	

EMO 304 Integrated Marketing Communications
Effective from AY: 2023-24

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
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<u>Objective:</u>	To introduce the different components of Integrated Marketing Communications that help in increasing Marketing and communication effectiveness.	
<u>Content:</u>	<p>Introduction and Role: Role and Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication;</p> <p>Establishing Objectives; DAGMAR Approach; Setting Objectives; Establishing Media Objectives; Reach and Response; Budgeting Decisions and Approaches; Creative Strategy; Developing Creative Appeals: Styles; Role of Emotions; Media Planning strategy;</p> <p>Media Evaluation: Evaluation of Different Media; Direct Marketing; Digital Marketing; Internet and Interactive Media; Public Relations and its use;</p> <p>Sales Promotion: Scope and role in IMC; Consumer Franchise Building Promotions; Consumer oriented Sales Promotion; Tools of Sales Promotion; Coordination of Sales Promotion with other tools of IMC; Budgeting for Sales Promotion;</p>	<p>6 hours</p> <p>6 hours</p> <p>5 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Aaker; Myer and Batra; Advertising Management; Prentice Hall India; Latest Edition 2. M.G. Parameshwaran; Brand Building Advertising: Concepts and Cases; TMH; Latest Edition 3. Arens; Contemporary Advertising; Tata McGraw Hill; Latest Edition 4. Belch & Belch; Advertising and Promotion: An IMC Perspective; TMH; Latest Edition 	
<u>Learning Outcomes</u>	An ability to use IMC tools to increase reach of products/ services	

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EMO 305 Consumer Behaviour
Effective from AY: 2023-24

2 Credits

<u>Prerequisites for the course:</u>	A basic course in marketing	
<u>Objective:</u>	To introduce the different consumer behavioural dynamics that impacts buying decisions	
<u>Content:</u>	<p>Definition and Process Definition and importance, marketing strategy and consumer behaviour, market segmentation, consumer decision process: problem recognition, information search, alternative evaluation and selection; Theories of Consumer Behaviour; Customer Relationship Management</p> <p>External influencers Concept of culture, values, time space and symbols, demographics, sub cultures, Household and family, consumer socialization, reference groups, brand communities, opinion leadership, diffusion of innovations;</p> <p>Internal Influencers Personality, Emotions; VALS, Motivations and marketing strategy,</p> <p>Organizational Buying Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing</p>	<p>6 hours</p> <p>6 hours</p> <p>5 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Del I. Hawkins, R.J Best, K. A Coney and A.Mukherjee, "Consumer Behavior: Building marketing strategy", Tata McGraw Hill, Latest Edition 2. Leon Schiffman and Leslie Kanuk, "Consumer Behavior", Latest Edition, Pearson Education 	

<u>Learning Outcomes</u>	An ability to analyze consumer behavior to take marketing decisions	
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EMO 306

Marketing Research

2 Credits

Effective from AY: 2023-24

<u>Prerequisites for the course:</u>	A basic course in Marketing	
<u>Objective:</u>	To introduce the basic research methods that can be used to help in marketing decisions	
<u>Content:</u>	<p>Research Design Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, Research designs</p> <p>Measurement and scaling Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and staple scales, reliability and validity, questionnaire design</p> <p>Data collection and preliminary analysis Sampling, defining target population, non-probability and probability sampling, sample size determination, data collection methods and field work, coding, data entry and data preparation, frequency distribution, crosstabulation and chi-square, analysis of variance</p> <p>Multivariate analysis Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi-dimensional scaling, report preparation and presentation, usage of statistical packages</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Naresh K Malhotra, "Marketing Research: An applied orientation", Latest Edition Pearson Education 2. Joseph F Hair, Robert P Bush and David J 	

	Ortinau “Marketing Research within a changing information environment”, Latest edition, Tata McGraw Hill	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in designing research studies, collecting and analyzing data 2. An ability to prepare and present reports. 3. An ability to use research output for decision making 	

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EMO 307 Digital Marketing and Marketing in Social Media

2 Credits

Effective from AY: 2023-24

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the tools and techniques required for marketing in digital media and social media	
<u>Content:</u>	<p>Introduction Importance of digital marketing; Difference between traditional and digital marketing; recent trends; competitive analysis; Website Planning and Creation Importance of Design</p> <p>Search Engine Optimisation (SEO) and Marketing Various search engines and their algorithms; Various factors affecting on-page and off-page optimisation, keywords research, meta tags, meta description, link building; Advertising on social media; search engine’s result page (SERP); Ads platform, Keyword Planners - search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics.</p> <p>Digital Media Planning and Buying Media Planning to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR); platform-based Ad space, and media planning and budgeting. Web Remarketing concept;</p> <p>Social Media Marketing social media strategies on various platforms; Targeting audience; build social media campaign, write ad copies and ad creatives. Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM); Effective content writing; Fundamentals of blogging, email marketing and mobile marketing; Building subscriber lists and database segmenting; App store optimisation (ASO).</p>	<p>5 hours</p> <p>6 hours</p> <p>5 hours</p> <p>8 hours</p>

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2 Credits

Effective from AY: 2023-24

[1319]

	management Supply chain goals and practices, role of logistics in SCM, Pricing, Sales and Promotion The pricing process, competitive bidding Business market communications Advertising and sales promotion; Personal selling, Managing the sales force, sales administration, deployment analysis	5 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Michael D.Hutt, Dheeraj Sharma, and Thomas W. Speh B2B Marketing: A South-Asian Perspective, Cengage, Latest Edition	
<u>Learning Outcomes</u>	Ability to take decisions in business markets	

EMO 309 Marketing of Services**2 Credits**

Effective from AY: 2023-24

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the dimensions of services that require special attention in marketing them	
<u>Content:</u>	Service customer Definition, Importance, Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations and satisfaction, service quality, service encounters	6 hours
	Service design Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blue printing, factors of service standards, customer defined service standards and their development, physical evidence, Servicescape, Physical evidence strategy	6 hours
	Service delivery Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and	6 hours

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2 Credits

<u>Prerequisite for the course</u>	Nil	
<u>Objective:</u>	To create awareness about different tools and techniques available to manage cash and working capital in an organisation	
<u>Content:</u>	<p><u>Working Capital and Cash Management</u> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement,</p> <p><u>Current Assets Management</u> Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions-with reference to risk return trade-off, credit policy variables, namely credit standards, collection period, discounts, economic credit</p>	<p>12 hours</p> <p>12 hours</p>

	policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance.	
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use knowledge and skills of managing working capital and cash to manage day to day financial activities.	

EMO 205 Security Analysis and Portfolio Management (SAPM)

2 Credits

Effective from AY: 2023-24

<u>Programme pre-requisite</u>	Nil	
<u>Objective</u>	To create awareness about different tools and techniques available to analyse investment avenues and create a portfolio based on risk profile and financial goals.	
<u>Content</u>	<p><u>Investment analysis:</u> Working (Market mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis.</p> <p><u>Portfolio Management:</u> Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong & weak form.</p>	<p>12 hours</p> <p>12 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Jordan & Fischer, 'Security Analysis & Portfolio Management', Prentice Hall India, New Delhi, Latest Edition,. 2. Prasanna Chandra, 'Investment Analysis & Portfolio Management', McGraw Hill Education India Pvt. Ltd., New Delhi, Latest Edition,. 	

	<p>3. Technical Analysis – A book by Capital markets publishing house, Trombay – Mumbai, Latest Edition.</p> <p>4. Technical Analysis of Stock Trends by Robert D. Edwards & John Magee, Vision Books, New Delhi/Mumbai/Hyderabad, Latest Edition.</p> <p>5. Investments by Bodie, Kane, Marcus, Tata – McGraw Hill, New Delhi, Latest Edition.</p>	
<u>Learning Outcomes</u>	An ability to analyse investment avenues and choose and create portfolio using financial securities.	

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EMO 206

International Finance

2 Credits

Effective from AY: 2023-24

<u>Prerequisite for the course</u>	Nil	
<u>Objective</u>	To create awareness and knowledge on international projects' risk and return, sources of finance and foreign exchange risks.	
<u>Content</u>	<p><u>Strategic International Finance:</u> Strategic International Finance, Sources of cross border financial instruments – Bonds (Yankee, Junk, Euro Convertible Bonds, Global Depository Receipts) International Financial Markets, Interest Rates, Foreign Exchange markets.</p> <p><u>Currency Derivatives & Exposure Management:</u> Currency Forwards, Futures, Swaps & Options, Understanding Financial Risk, Management of Currency Exposure.</p> <p><u>International Financial Management:</u> Short and Long Term Financial Management, International Financing, International Project Appraisal – Options approach to project capital, Determining the cost of capital, Transfer Pricing, Exchange Rate risk and Cost of Capital, International Joint Ventures.</p> <p><u>Interest Rate & Risk Management:</u> Currency & Interest Rate Swaps, Swap Structures, Application and Valuation of Swaps, Forward Rate Agreements, Interest Rate Futures, & Interest Rate Options.</p>	<p>4 hours</p> <p>8 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/	

	seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Prakash G. Apte, 'International Finance A Business Perspective' McGraw Hill Education (India), Pvt Ltd, New Delhi, Latest Edition. 2. John C. Hull, 'Fundamentals of Options, Futures and Risk Management' Pearson Education Noida, U.P., India, Latest Edition,. 3. Pandey, I.M.: Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 4. Prasanna Chandra 'Strategic Financial Management, McGraw Hill Education (India) Pvt. Ltd., Latest edition 	
<u>Learning Outcomes</u>	An ability to manage the international sources of finance, international projects and international financial risk.	

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EMO 207 Mergers & Acquisitions

2 Credits

Effective from AY: 2023-24

<u>Programme pre-requisites</u>	Nil	
<u>Objective</u>	To create awareness and knowledge required to carry out due diligence in order to restructure a business.	
<u>Content</u>	<p><u>Strategic analysis:</u> Meaning of M&A, Reasons and objectives of M&A, Strategic analysis of the M&A – Micheal Porter's Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and matching of M&A objectives – Market share, synergies, tax management, technology transfer.</p> <p><u>Due Diligence:</u> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision & Mission and managing inter organisational conflicts, Risk Management.</p> <p><u>Valuation:</u> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p>

	<p>Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model , Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation , Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price.</p> <p><u>Shareholder Value Creation & Defence against hostile takeover:</u> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&A on the SVC – Creation or destruction of shareholder value post- merger or takeover. Defence mechanisms against hostile Takeover.</p>	6 hours
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Crafting & Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland & Arun Jain, McGraw Hill, New Delhi, Latest Edition. 2. Mergers & Acquisitions by Kevin Boeh & Paul Beamish, Sage Publication, New Delhi, Latest Edition. 3. Mergers, Acquisitions & Corporate Restructuring by C. Krishnamurthy & Vishwanath S.R., Sage Publication, New Delhi, Latest Edition. 4. Strategic Financial Management by Prasanna Chandra, McGraw Hill, New Delhi, Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant will develop an ability to make informed Merger and Acquisition decisions.	

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EMO 208 Financial Derivatives and Risk Management

2 Credits

Effective from AY: 2023-24

<u>Programme pre-requisite</u>	Course in SAPM	
<u>Objective</u>	To create awareness and knowledge required to manage portfolio risks using derivative securities.	

<u>Content</u>	<p><u>Risk Management using derivative:</u> Risk, Derivative types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives.</p> <p><u>Derivative pricing and Trading strategies:</u> Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps.</p>	<p>12 hours</p> <p>12 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Fundamentals of Options, Futures and Risk Management by John C. Hull, Pearson's, Noida, Latest Edition. 2. Derivatives and Risk Management by Jayant Rama Verma, McGraw Hill, New Delhi, Latest Edition. 3. Futures & Options Equities & Commodities by A.N.Sridhar, SPD Publications, Navi Mumbai, Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant shall develop an ability to manage risk using derivatives.	

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Annexure III

MBA Executive Proposed Programme Structure and Syllabus (From AY 2023-2024)

		Course Codes	Credits
Year 1	Trimester 1	EMTC	8
		EMTG	2
	Trimester 2	EMTC	8
		EMTG	2
	Trimester 3	EMTC	8
		EMTG	2
Year 2	Trimester 4	EMTC	8
		EMTG	2
	Trimester 5	EMTS	6
		EMTG	2
	Trimester 6	EMTS	6
		EMTG	2
Year 3	Trimester 7	EMTS	8
	Trimester 8 and Trimester 9	EMTI	16

Course codes	Course Name	Credits	
Core Courses			
EMTC 401	Management Process and Organisational Behaviour	2 Credits	DSCC
EMTC 402	Human Resource Management	2 Credits	DSCC
EMTC 403	Marketing Management	2 Credits	DSCC
EMTC 404	Finance Management	2 Credits	DSCC
EMTC 405	Strategic Management	2 Credits	DSCC
EMTC 406	Management Accounting	2 Credits	DSCC
EMTC 407	Information Systems and Data Science	2 Credits	DSCC
EMTC 408	Production and Operations Management	2 Credits	DSCC
EMTC 409	Quantitative Techniques for Decision Making	2 Credits	DSCC
EMTC 410	Economics	2 Credits	DSCC
EMTC 411	Legal Aspects of Business	2 Credits	DSCC
EMTC 412	Business Ethics	2 Credits	DSCC
EMTC 501	Leadership	2 Credits	DSCC
EMTC 502	Entrepreneurship	2 Credits	DSCC
EMTC 503	Learning and Development	2 Credits	DSCC
EMTC 504	International Finance	2 Credits	DSCC
Optional Generic Courses			
EMTG 401	Communication Skills	2 Credits	OGC
EMTG 402	Creativity and Innovative Thinking	2 Credits	OGC
EMTG 403	Yoga	2 Credits	OGC
EMTG 501	Sociology of Food	2 Credits	OGC
EMTG 502	Appreciation of Films	2 Credits	OGC
EMTG 503	Photography	2 Credits	OGC
Optional Business Courses in Human Resources			
EMTS501	Hiring and Talent Management	2 Credits	DSOC/RSOC
EMTS502	Labour Laws and Industrial Relations	2 Credits	DSOC/RSOC
EMTS503	Organisational Development and Change Management	2 Credits	DSOC/RSOC
EMTS504	Designing High Performance Organisations	2 Credits	DSOC/RSOC
EMTS505	Consultancy Management	2 Credits	DSOC/RSOC
EMTS506	Occupational health and safety Management	2 Credits	DSOC/RSOC
EMTS601	Indian Ethos and Human Quality Development	2 Credits	DSOC/RSOC
EMTS602	Compensation and Benefits Management	2 Credits	DSOC/RSOC
EMTS603	Negotiations and Conflict Management	2 Credits	DSOC/RSOC
EMTS604	Technology in HR	2 Credits	DSOC/RSOC
Optional Business Courses in Finance			
EMTS507	Financial Accounting	2 Credits	DSOC/RSOC

EMTS 508	Taxation	2 Credits	DSOC/RSOC
EMTS 509	Project Planning and Implementation	2 Credits	DSOC/RSOC
EMTS 510	Working Capital Management	2 Credits	DSOC/RSOC
EMTS 511	Security Analysis and Portfolio Management	2 Credits	DSOC/RSOC
EMTS 512	Mergers and Acquisitions	2 Credits	DSOC/RSOC
EMTS 605	Financial Derivatives and Risk Management	2 Credits	DSOC/RSOC
Optional Business Courses in Marketing			
EMTS 513	Sales Management	2 Credits	DSOC/RSOC
EMTS 514	Product Management	2 Credits	DSOC/RSOC
EMTS 515	Brand Management	2 Credits	DSOC/RSOC
EMTS 516	Integrated Marketing Communication	2 Credits	DSOC/RSOC
EMTS 517	Consumer Behaviour	2 Credits	DSOC/RSOC
EMTS 518	Marketing Research	2 Credits	DSOC/RSOC
EMTS 606	Digital Marketing and marketing in Social Media	2 Credits	DSOC/RSOC
EMTS 607	Business to Business Marketing	2 Credits	DSOC/RSOC
EMTS 608	Marketing of Services	2 Credits	DSOC/RSOC
Optional Business Courses in Operations Area/ General Management			
EMTS 519	Supply Chain Management	2 Credits	DSOC/RSOC
EMTS 520	Logistics Management	2 Credits	DSOC/RSOC
EMTS 521	Project Management	2 Credits	DSOC/RSOC
EMTS 522	Total Quality Management	2 Credits	DSOC/RSOC
EMTS 523	Materials Management	2 Credits	DSOC/RSOC
EMTS 524	Operations Research	2 Credits	DSOC/RSOC
EMTS 609	Maintenance Management	2 Credits	DSOC/RSOC
EMTS 610	Inventory Management	2 Credits	DSOC/RSOC
EMTI 601	Internship Presentation	4 Credits	
EMTI 602	Internship Presentation Report	12 Credits	
Total Credits		80	

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DSCC – Discipline Specific Core Courses

OGC – Optional Generic Courses

DSOC/RSOC - Discipline Specific Optional Courses/ Research Specific Optional Courses

Effective from AY: 2023- 2024

Discipline Specific Core Courses

EMTC401: Management Process and Organisational Behaviour

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	Participants will be introduced to management processes and to determinants of people behavior in workplace.	
<u>Content:</u>	Understanding an organization; Introduction to managerial processes of Planning and decision making; Basic tools in Decision making, Importance of Organizing and staffing; Importance of Controlling;	8 hours
	Determinants of people behavior at workplace - The Individual, the Group and the Organisation; Individual determinants of behavior- the concepts of Self, Perception, personality, attitudes and Learning	8 hours
	Determinants of Group and their impact on people behavior - Inter personal Analysis; Group Dynamics; Theories and application of Leadership; Theories and application of Motivation	8 hours
	Determinants of Organization and their impact on people behaviour: Organisation Structure, Climate and Culture; Role of Conflict, Change and Development; Power, Politics and Negotiation in Organization;	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Weihrich, Heinz and Harold Koontz; 'Essentials of Management: An International Perspective'; McGraw-Hill, Inc.; 2004 or later editions. 2. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition 3. Luthans, Fred; 'Organizational Behavior'; McGraw-Hill, Inc, Latest edition. 4. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, Latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to use managerial processes and take decisions 2. An ability to understand individual and group behavior at workplace 	

EMTC 402: Human Resource Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To familiarize with Human Resource Management (HRM) concepts and processes.	
<u>Content:</u>	Fundamentals of HR Management; Challenges of HR; Job Analysis: Job description and job Specification; Human Resource Planning: Demand and Supply; Downsizing and Retention; Hiring Fundamentals; Sources of Recruitment	6 hours
	Performance Management: Organizational and Individual potential assessment and competency development. Performance management errors	8 hours
	Talent Management: Developing Talent; Role of Learning and Development: Training process and methods; Impact of Learning interventions	8 hours
	Compensation and Reward Management: methods and types of compensation; Importance of Employee Relations and Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management.	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Beardwell, Ian and Len Holden; 'Human Resource Management'; Macmillan India Ltd.; Latest edition. 2. Dessler, Gary; 'A Framework for Human Resource Management'; Pearson Education India; Latest Edition.	
<u>Learning Outcomes</u>	1. An ability to take HR decisions	

EMTC 403: Marketing Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	The participants will understand components of marketing mix and their role in reaching target markets	
<u>Content:</u>	Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies. Strategic Planning and Marketing Management Process.	6 hours

	Consumer Behaviour and Consumer markets, Buying Process and decision making process. Types of Buying behavior. Marketing Information Systems, Demand Estimation, Segmentation, Targeting and Positioning	6 hours
	Marketing Plan, Process and evaluation, New Product Development Process, Product Life Cycle concept, Product and Packaging Decisions	6 hours
	Pricing and setting of Price, Methods of Pricing, Channels of Distribution, Retailing and Wholesaling.	6 hours
	Fundamentals of Integrated Marketing Communication. Advertising decisions, Media decisions, Sales promotion; Sales Management and Personal Selling. Digital Marketing and Social Media Marketing. Marketing Plan, Audits and Control of Marketing Decisions.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Kotler, Philip., Keller Kevin., Koshy Abraham., and JhaMithileshwar; 'Marketing Management: A South Asian Perspective'; Pearson Education India, Latest edition. 2. Ramaswami., Namkumari; Marketing Management, McMillan India Ltd. New Delhi. Latest Edition 3. Brand Equity and News Items of Economic Times, Articles from Popular Business Periodicals, etc. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to understand basic marketing concepts 2. An ability to understand role of Product, Place, Price and Integrated marketing communication in reaching target market 	

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EMTC 404: Financial Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	At the end of the course, the participants should have the competence in analyzing financial information to facilitate long term and short term financial decisions	

<u>Content:</u>	Reading Annual Reports, Balance Sheet, Profit and Loss Account, Cash Flow statements, Ratio Analysis.	6 Hours
	Scope of Financial Management, Time Value of Money, Calculating cash flows, Estimation of Project Cost, Techniques of Capital Budgeting, N.P.V., I.R.R., Discounted Payback, profitability Index.	9 hours
	Cost of Capital: Meaning and Concept, Calculation of WACC, Capital Structure and Leverage: concept.	6 hours
	Basics of Working Capital, Operating cycle, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long term and Short term finance.	9 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. 2. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 3. Pandey, I.M.:Financial Management'; Vikas Publishing House Pvt. Ltd.Noida UP; Latest edition.	
<u>Learning Outcomes</u>	1. An ability to read and interpret financial statements of a company; 2. An ability to evaluate basic capital investment decisions and make choice; 3. An ability to ascertain the cost of capital in a non complex situations; 4. An ability to estimate the firm's working capital in a non complex business situation.	

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EMTC405: Strategic Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of knowledge and tools used for industry and firm analysis in designing organisational strategies and their implementation	
<u>Content:</u>	Introduction to Strategy Strategy meaning & importance, Strategy development process, Vision, Mission statements, Objectives of the company.	2 hours
	External and Internal Analysis of Firms Evaluating company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Evaluating company's internal environment (Strength Weakness Opportunity Threats (SWOT) Analysis), resource capabilities, & competitive environment	10 hours
	Crafting Strategy Five generic competitive strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy.	6 hours
	Strategy Implementation Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage.	

<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III & Arun K. Jain, "Crafting and Executing Strategy", MacGraw Hill Publication, Latest Edition. 2. Bowman, Cliff: 'The Essence of Strategic Management'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 3. Faulkner, David and Cliff Bowman; 'The Essence of Competitive Strategy'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 4. Industry notes and business stories from popular business periodicals, databases. 	
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EMTC406: Management Accounting

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce Cost Concepts that are used in an organisation.	
<u>Content:</u>	Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet.	4 hours
	Decisions using the costing data - Cost Volume Profit Analysis (CVP Analysis), Marginal Costing Cost Volume Profit Analysis for making managerial decision. Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing, Key Factors	8 hours
	Variance Analysis Direct, Indirect Cost Variance (Material, Labour, Fixed & Variable Overhead Variance, Calendar Variance, Capacity Variance), Revenue & Profit Variance.	6 hours
	Activity based costing (ABC) Design a traditional Activity based Cost System, Use information from ABC to improve operations, assign marketing, distribution, and selling expenses to customers, analyse and manage customer profitability.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take managerial decisions considering the impact of costs on the operations of an organisation.	
<u>References/Reading s</u>	<ol style="list-style-type: none"> 1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar, Management Accounting, Pearson Education Publication, Latest Edition. 2. William Lanen, Shannon Anderson & Michael Maher, Fundamentals of Cost Accounting, Tata McGraw Hill Publication, Latest Edition. 3. Satish B. Mathur, Accounting for Management, McGraw Hill Publication, Latest Edition 	

EMTC 407: Information Systems and Data Security**2 Credits**

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create awareness of techniques and procedures used to protect Information Systems and loss of privacy.	
<u>Content:</u>	Information Systems, Type of Information Systems, Computer Security –Security Functional Requirements, OSI Security Architecture: Security Attacks, Security Services, Security Mechanism. Computer Security Strategy.	4 Hours
	Basic Cryptographic Concepts; User Authentication- Token Based and Biometric Authentication, Security issues; Access Control Authentication, Types of Access Control; Authorization, Audit; Access Control and Policies; Intrusion Detection and Prevention Systems: Intruder, Host based versus Network based Intrusion Detection, Honeypots, Firewalls, Intrusion Prevention Systems, Malicious Software and Counter measures. Denial of Service Attacks; Intrusion, Detection and Prevention systems: Trusted Computing and Multilevel Security, Security Evaluation: Protection Profiles, Security Targets	5 Hours
	Managing Security Risks Physical Security, Physical Security Prevention and Mitigation Measures, Threat Assessment, Planning and Plan Implementation; Human Factors, Security Awareness, Training and Education, Organizational Security Policy, Employment Practices and Policies, Email and Internet use policies	7 Hours
	Security Audits, Security Audit Architecture, Audit Trail, IT Security Management and Risk Assessment, Security Risk Analysis, Security Safeguards, IT Security Plan, Implementation of Controls and implementation follow-up	6 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	8 hours
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. William Stalling, Lawrie Brown, Computer Security: Principles and Practice, Pearson Education, 2010, 2. Chuck Easttom, Network Defenses and Countermeasures: Principles and Practices, Pearson Education 2014. 	

	3. Behrouz A Forouzan, Data Communication and Networking, Tata McGraw-Hill Education 2006. 4. Behrouz A Forouzan, Debdeep Mukhopadhyay, Cryptography & Network Security,	
<u>Learning Outcomes</u>	1. An ability to understand how to mitigate security risk 2. An ability to diminish loss of reputation and business resulting from such security breach.	

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EMTC408: Production and Operations Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of functions of Production and Operations Management , Quality Management and Productivity Management	
<u>Content:</u>	Classification of operations; Process types in manufacturing and Services, Plant layout & Location; Production Planning and Control.	5 Hours
	Quality Management, Quality Control, Tools for improving Quality, TQM, Quality Assurance, Six Sigma Concept.	5 Hours
	Productivity Improvement Techniques, Work study and Time Study, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, total productive maintenance (TPM).	10 Hours
	Introduction to Operations Research and Linear Programming. Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model	10 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 1992), latest Edition. 2. Krajewski, Lee J. and Larry P. Ritzman; ‘Operations Management: Strategy and Analysis’; Pearson Education India; Latest Edition. 3. Taha H- Operations Research- An Introduction (Prentice-Hall, 7th edition), Latest Edition	

	4. Production & Operations Management.- Kanishka Bedi, (Oxford University Press)	
<u>Learning Outcomes</u>	1. An ability to take business decision issues in the domain of Production Operations	

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EMTC409: Quantitative Techniques for Decision Making

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To provide an overview of management science / operations research with select applications from management systems.	
<u>Content:</u>	<p>Quantitative Methods and Probability An analytical scientific approach to Problem solving ; quantitative analysis, Operational research models & modeling process for Managerial Decision Making; Statistics for Management: Measures of Central Tendency & Dispersion; Probability concepts; Bayes Theorem; Probability Distributions;</p> <p>Collection and Analysis of Data Sampling & Sampling Distributions, Testing of Hypothesis. Correlation, Regression & Multivariate Analysis.</p> <p>Decision making and Quantitative Techniques Forecasting methods & Time Series Analysis; Stochastic process; Decision Analysis, Decision Trees & Utility Theory; Decision Making under different conditions;</p>	<p>10 Hours</p> <p>8 Hours</p> <p>12 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. Anderson, Sweeney, Williams, Quantitative Methods for Business, Thomson South Western; Latest Edition</p> <p>2. Hamdy A Taha, Operations Research-An Introduction, Prentice Hall of India; Latest Edition</p>	
<u>Learning Outcomes</u>	1.To be able to take managerial decisions using quantitative techniques	

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EMTC 410: Economics

2 Credits

<u>Prerequisites for the course:</u>		
<u>Objective:</u>	To familiarize the participants with essential concepts in economics.	
<u>Content:</u> - -	Demand: Factors influencing demand, Demand Theories, Elasticities, estimation and forecasting; Supply: Factors affecting supply, theories of supply, Elasticities, Supply budgeting, Economic Theories: Production theory, Cost theory. Decisions of the firm: Market structure and pricing. Risk, uncertainty and game theory. National income accounting frameworks and economic environment of an economy. Classical, Keynesian micro-economic theories Open economy macroeconomics; The process of structural adjustment and economic reforms- industrial policy, sectoral reforms; Monetary and fiscal policies	10 hours 6 hours 6 hours 8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take managerial decisions using Micro and Macro Economic concepts	
<u>References/Readings</u> -	1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw-Hill, Latest edition. 2. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition.	

EMTC411: Legal Aspects of Business**2 Credits**

<u>Prerequisites for the course</u>	Nil	
<u>Objective:</u>	To create an awareness of different legal provisions and requirements in an organisation	
<u>Content:</u>	Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc. Introduction, essentials of valid contract, Consideration, free consent and Void agreements; Breach of Contract and	4 hours 6 hours

	its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency.	6 hours
	Incorporation, memorandum and articles of Association of company including prospectus, Shares and debentures. Position of a director and winding up of a company including meetings	14hours
	Essentials of Industrial Disputes Act and Workmen's Compensation Act, Factories Act, ESI Act, Consumer Protection Act, Contract of Employment.	
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Nabhi's Business Law'; Jain Book Agency (Latest Edition) 2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition) 4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition) 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to use relevant laws in managerial decisions. 2. An ability to use process for statutory compliances 	

EMTC 412: Business Ethics**2 Credits**

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness of ethics in business and highlight the common conflicting ethical situations one faces in life	
<u>Content:</u>	Business Ethics: Role of various agencies in ensuring ethics in an organisation, Setting standards of ethical behaviour, Managing stakeholder relations,	5 hours
	Assessing ethical performance, Organizing for Business Ethics management; Difference between workplace ethics and the Law	7 hours

	Corporate Governance and Corporate social Responsibility: Role of senior management, employees, Government and other stakeholders	9 hours
	Environmental Ethics: Ecological Crises, Dominion Perspective, Stewardship Perspective and Participation Perspective	9hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	1. An ability to identify and critique conflicting ethical situations, and to broaden one's ethical perspectives in life	
<u>References/Readings</u>	1. Hugh LaFollette (ed); Ethics in Practice: An Anthology; Wiley-Blackwell, Latest Edition 2. Peter Singer, Practical Ethics, Cambridge University Press, Latest Edition	

EMTC501: Leadership**2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
Objective	To familiarise participants with different facets of leadership.	
Contents	<p>Introduction to Leadership Leadership and Person, Personality, cultural values and ability; Models of Leadership; Leadership theories: Traits, Situational, and Functional Leadership, Leadership and Power; Interpersonal Conflict and Negotiation; Leadership in Groups and Teams</p> <p>Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment; Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change</p> <p>Leadership Development Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;</p>	<p>7 Hours</p> <p>7 Hours</p> <p>8 Hours</p>

	Special Leadership dimensions Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership; Transformational leadership; Leadership in different types of organisations.	8 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<ol style="list-style-type: none"> 1. R L Hughes, RC Ginnett, GJ Curphy, 'Leadership' Tata McGraw Hill latest edition, 2. James Kouzes & Barry Posner , The Leadership Challenge, Jossey-Bass Publications, Latest edition 3. J Owen , The Leadership Skills Handbook, Kogan Page Publishing, latest edition 4. JH Zenger & JR Folkman, 'The Extra ordinary Leader', Tata McGraw Hill, latest edition, 	
Learning Outcomes	An ability to identify effective leaders and help develop leaders.	

EMTC502: Entrepreneurship**2 Credits**

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the tools and techniques required to start an organisation	
<u>Content:</u>	Introduction Types of organisations; Entrepreneurial competencies and motivations; Funding fundamentals; Role of Government Different Government/ Other Organisations and their role in promoting Entrepreneurship in India; Schemes and incentives; Starting an Organisation: Prerequisites Environment Analysis; Idea Generation; Sources of funds; Entrepreneurial Training and Role of Incubation Centres; Feasibility Analysis Business Plan Components of a Business Plan; Registering a business, Legal requirements; Marketing Business plan to funding organisations Fundamentals of Managing New Business	3 hours 4 hours 8 hours 8 hours 7 hours

	Managing Critical Resources – Money, Machines, and Materials; People Management; Entrepreneurial Marketing; Importance of Learning Orientation; Entrepreneurial Culture	
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Bruce Barringer and R. Duane Ireland, 'Entrepreneurship: Successfully Launching New Ventures', Pearson Education, Latest Edition 2. RD Hisrich, MP Peters and DA Shepherd, Entrepreneurship, Tata McGraw Hill Publishing, Latest edition 	
<u>Learning Outcomes</u>	An ability to start and manage a new organisation	

EMTC503: Learning and Development**2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
Objective	To understand the role of Learning and Development in achieving the organisational and employee goals	
Contents	<p>Elements of an effective learning and training process; Principles of Adult Learning; Linkages between performance management and effective learning and development processes;</p> <p>A Systematic Approach to Learning initiatives - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: An Overview; Competencies of an effective Trainer</p> <p>Evaluating Learning: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model; Transfer of Learning to workplace</p> <p>Training Department and Trainers' Roles; Moving from Training to Performance</p>	<p>6 Hours</p> <p>14 Hours</p> <p>6 Hours</p> <p>4 Hours</p>

Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. Devendra Agochiya, Every Trainer's Handbook, Sage Publications, Latest Edition 2. David Mackey & S Livsey, Transforming Training, Kogan Page publishers, Latest edition. 3. P.N. Blanchard, J W Thacker & V A Anand Ram, Effective Training, Pearson Higher Education, Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to identify learning requirements 2. An ability to design learning and development interventions 	

EMTC504: International Finance**2 Credits**

<u>Prerequisite for the course</u>	Nil	
<u>Objective</u>	To create awareness and knowledge on international projects' risk and return, sources of finance and foreign exchange risks.	
<u>Content</u>	<p><u>Strategic International Finance:</u> Strategic International Finance, Sources of cross border financial instruments – Bonds (Yankee, Junk, Euro Convertible Bonds, Global Depository Receipts) International Financial Markets, Interest Rates, Foreign Exchange markets.</p> <p><u>Currency Derivatives & Exposure Management:</u> Currency Forwards, Futures, Swaps & Options, Understanding Financial Risk, Management of Currency Exposure.</p> <p><u>International Financial Management:</u> Short and Long Term Financial Management, International Financing, International Project Appraisal – Options approach to project capital, Determining the cost of capital, Transfer Pricing, Exchange Rate risk and Cost of Capital, International Joint Ventures.</p> <p><u>Interest Rate & Risk Management:</u> Currency & Interest Rate Swaps, Swap Structures, Application and Valuation of Swaps, Forward Rate Agreements, Interest Rate Futures, & Interest Rate Options.</p>	<p>6 hours</p> <p>10 hours</p> <p>7 hours</p> <p>7 hours</p>

<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Prakash G. Apte, 'International Finance A Business Perspective' McGraw Hill Education (India), Pvt Ltd, New Delhi, Latest Edition. 2. John C. Hull, 'Fundamentals of Options, Futures and Risk Management' Pearson Education Noida, U.P., India, Latest Edition,. 3. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 4. Prasanna Chandra 'Strategic Financial Management, McGraw Hill Education (India) Pvt. Ltd., Latest edition 	
<u>Learning Outcomes</u>	An ability to manage the international sources of finance, international projects and international financial risk.	

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Optional Generic Courses

EMTG401: Communication Skills

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	The participant will understand the role of business communication in improving effectiveness	
<u>Content:</u>	<p>Role of Communication in Business and Professional Excellence in the Workplace; Basics of effective Communication; Process for Effective communication;</p> <p>Interpersonal and group communication. Oral Communication; Process; Importance of Feedback and Controlling Noise; Public Speaking and Oral Reporting; Presentation Skills</p>	<p>6 hours</p> <p>10 hours</p> <p>8 hours</p>

	Fundamentals of Report Writing- Report structure; Shorter and Long formal Reports; Use of Graphics; Creativity in Writing	6 hours
	Techniques of cross-cultural communication; Correctness of Communication; Use of Technology in Communication	
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Lesikar R V & Flatley M E; 'Basic Business Communication – Skills for Empowering the Internet Generation'; Tata McGraw–Hill, Inc, Latest edition. 2. Quintanilla KM & Wahl ST, 'Business and Professional Communication – Keys for Workplace Excellence'; Sage South Asia Edition; Latest edition.	
<u>Learning Outcomes</u>	1. An ability to write better business communication 2. An ability to speak better in formal communication settings	

EMTG402: Creativity and Innovative Thinking**2 Credits**

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of the techniques for improving the flexibility and originality of thinking	
<u>Content:</u>	<p>Creative thinking as a skill; Valuing diversity in thinking; Thinking preferences; Creativity styles; Creativity in problem solving: Problem Definition, Understanding & Representing; Pattern Breaking; Mind stimulation.</p> <p>General Strategies Idea-collection processes including Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking; Mapping thoughts; Eight-Dimensional (8D) Approach to Ideation; Using Math and Science: Systematic logical thinking, Using math concepts;</p> <p>Systematic Inventive Thinking The TRIZ methodology; Levels of inventions; Evolution of technical systems; Ideality and the ideal final result (IFR); Stating contradictions and the</p>	<p>6 Hours</p> <p>8 Hours</p> <p>8 Hours</p>

	contradiction table; Standards features and Inventive principles; Separation principles; Using physical, geometrical, and chemical effects, fields Decision and Evaluation Focused thinking framework; Six thinking hats, PMI (Plus, Minus, Interesting); Ethical considerations Introduction to intellectual property: Patents, Copyrights ©, Trademarks ®, Trade Secret, Unfair Competition	5 Hours 3 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Six Thinking Hats by Edward DeBono , Penguin Books, Latest Edition 2. Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration by <u>Ed Catmull, & Amy Wallace</u>, kogan Page, Latest Edition 3. Creativity and Innovation for Managers by Brian Clegg, Routledge; Latest Edition 4. Harvard Business Essentials – “Managing Creativity and Innovation “, Harvard Business Publishing 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. To be familiar with processes and methods of creative problem solving: 2. To enhance creative and innovative thinking skills 	

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EMTG403:Yoga**2 Credits**

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness about Yoga in life and benefits of chosen Asanas.	
<u>Content:</u>	Introduction to Yoga;Ashtang Yoga, Types of Yoga.	5 Hours
	Introduction to Asanas or YogaPostures, Basic Sitting Postures and their effects on health and wellbeing.	5 Hours

	<p>Paschimottanasana, JanuShirasana, Naukasana, Vakrasana, Padmasana ,Vajrasana and others.</p> <p>Basic Standing Postures and their effects on health and wellbeing. Tadasana, Garudasana, Trikonasana and others.</p> <p>Basic Supine Postures and their effects on health and wellbeing. Makarasana, Dhanurasana, Bhujangasana, Halasana, Sarvangasana, Shalabhasana, Naukasana, Shavasana and others.</p> <p>Pranayama (breathing Techniques & Exercises) types and methods.</p>	<p>5 Hours</p> <p>10 Hours</p> <p>5 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability touse the techniques of Yoga postures, breathing techniques & exercises and meditation	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. BKS Iyengar, Light on Yoga, Allied Publishers, Latest Edition. 2. Freedom & Leela, Yoga Manual for Beginners – Yogic poses, postures & Exercises, Sound Yoga Body publishers, www.soundbodyYOGA.com 	

EMTG501: Sociology of Food**2 Credits**

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness of culinary cultures and the impact of migration on food at the macro level and food preparation and consumption at the micro level	
<u>Content:</u>	<p>Food as an area of academic interest</p> <p>Culinary cultures: The development of culinary cultures; impact of colonialism and migration on food; Food in oriental history.</p> <p>Food production, preparation, distribution and consumption: Food production in India, Food preparation and consumption at home: Gender implications, Professional cooks and eating outside the home, Sociology of annadana</p>	<p>5 Hours</p> <p>10 Hours</p> <p>10 Hours</p>

	Food and quality of life: Food and health, Food rationing, Poverty, famine and food	5 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Breckenridge, Carol A. <i>Consuming Modernity: Public Culture in Contemporary India</i>. Oxford University Press, Latest Edition 2. Counihan, C. and P. Van Esterik (Eds.). <i>Food and Culture: A Reader</i> Routledge; Latest Edition 3. Goody, J. <i>Cooking, Cuisine and Class: A Study in Comparative Sociology</i>. Cambridge University Press, Latest Edition 4. Janeja, Manpreet, K. <i>Transactions in Taste: The Collaborative Lives of Everyday Bengali Food</i>. New Delhi: Routledge; Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to appreciate systemic and social dynamic dimensions of food and eating. 2. An ability to consider taste and food consumption as socio-cultural constructions and ideological determinants. 	

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EMTG502:Appreciation of Films

2 Credits

Prerequisites for the course		
<u>Objective:</u>	To help the participants appreciate cinema (national and international) as having its own distinct language and philosophy, the way it stimulates people, and helps in making sense of the world.	
<u>Content:</u>	<p>Approaches to Films Document, Documentary and Narratives; Thought Orientation in Films; Text, Context and Non-Text</p> <p>Film and Other Art Forms Photography and Representation; Symbolism and Metaphors; Music, Dance and Drama; Presenting Reality and Fiction</p> <p>Films and our Minds</p>	<p>7 Hours</p> <p>10 hours</p>

	Films and Emotions; Imagination; Identifying the Audience (Spectatorship); Communication and Persuasion Films and Morality Lessons from Films; Authorship and Copyright; Film Criticism; Evils and Issues – Pornography, Free Will, Laws and Artistic License	7 hours 6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. David Bordwell; Principles of Narration; University of Wisconsin Press; Latest Edition 2. Gregory Currie ; Image and Mind, Film, Philosophy and Cognitive Science; Cambridge University Press; Latest Edition 3. Noel Carroll and Jinhee Choi (Eds); Philosophy of Film and Motion Pictures - An Anthology – Wiley Blackwell; Latest Edition 4. Felicity Colman-Film, Theory, and Philosophy_ The Key Thinkers; McGill-Queen's University Press,, Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to appreciate films as works of art 2. Recognize the impact of films on society 3. An ability to critique films 	

EMTG503:Photography**2 Credits**

<u>Prerequisites</u>	Nil	
<u>Objective:</u>	At the end of the course the student will develop the ability to appreciate the art of photography and undertake basic photography assignments	
<u>Content:</u>	Introduction The History and evolution of photography; The science of photography; Photography in Digital age; Types of Cameras Professional Photography; Professional photography vs. Hobby; Basic rules of composition of a good photography; Various controls	6 Hours 14 Hours

	<p>and menus available and usage of modern DSLR/DSLT cameras.</p> <p>Digital tools in Photography Light metering, working with natural light and light modifiers Tools for enhancing quality of photographs; Preserving and Publishing photographs</p>	10 Hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Tom Ang; Digital Photography an Introduction ;Penguin, 4th or later edition 2. Michael Freeman; The Photographer's Eye – Composition and Design for better digital photos; Elsevier Publication; Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. Able to take good photographs 2. Able to use digital tools for quality improvement of photographs 	

DSOC/RSOC - Discipline Specific Optional Courses/ Research Specific Optional Courses

Optional Business Courses in Human Resources

EMTS501: Hiring and Talent Management

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the concepts and tools of Hiring and Talent Management	
<u>Content:</u>	<p>Effective Hiring Talent Acquisition: Identification of Talent; Sources of Talent; Recruitment, Selection; Screening; Selection methods, Person-job fit; Ethics; Impact on individual, team, and organizational effectiveness.</p> <p>Assessment Centres : Role in Hiring and Talent Management; Psychometric Testing Tools;</p> <p>Talent management</p>	<p>10 Hours</p> <p>5 Hours</p> <p>8 Hours</p>

	<p>Career Management & Succession Planning; Employee Attrition and Role of Employee Career Paths; Career Development in a Changing Environment; Mentoring for Employee Development; Flexible Working Practices ; Talent Retention,</p> <p>Communication & Leadership: Integration of Human Capital Systems; Attracting and retaining high performers; Utilizing and managing excess manpower</p>	7 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Berger & Berger, Talent Management Handbook, McGraw Hill Publishing, latest edition. 2. D Arthur 'Recruiting, Interviewing, Selecting & Orienting New employees', Prentice Hall India, latest edition, 3. R Edenborough 'Assessment Methods in Recruitment, Selection & Performance', Kogan Page , Latest edition 	
<u>Learning Outcomes</u>	An ability to hire and manage talent in Organisations	

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EMTS502: Labour Laws and Industrial Relations

2 Credits

<u>Prerequisites for the course</u>	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the implications of select labour laws and to bring out the importance of industrial relations in an organisation	
<u>Content:</u>	<p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <ol style="list-style-type: none"> 1. Trade Unions Act, 1926 2. Industrial Disputes Act, 1947 3. The Payment of Bonus Act, 1965 4. Employees' State Insurance Act, 1948 (ESI Act) 5. Child Labour (Prohibition & Regulation) Act, 1986 	14 hours

EMTS503: Organisational Development and Change Management **2 Credits**[1354]

	<p>Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;</p> <p>OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Intergroup Interventions; Comprehensive Interventions; Success and Failure of OD; Future of OD & New Perspectives</p>	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<ol style="list-style-type: none"> 1. French & Bell, 'Organisational Development', Sage Publishing, latest edition. 2. M C Judge & L Holbeche, 'Organization Development', Kogan Page, latest edition. 3. S Allcorn, 'Organizational Dynamics and Intervention – Tools for changing workplace', Prentice Hall India, latest edition. 4. T.V Rao, 'The Handbook for Development Action Plans', TVRLS publications, latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to use Change Management techniques 2. An ability to identify skills required in an OD consultant 	

EMTS504: Designing High Performance Organisations

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce performance management tools and techniques required in designing high performance organisations	
Contents	<p>Performance Management</p> <p>Relationship between development strategies and business performance; Skills related to performance planning, coaching and review/ appraisals; Interpersonal dynamics in performance management; Performance feedback and coaching;</p>	<p>10 Hours</p> <p>5 Hours</p>

	<p>Competency Mapping, Holistic Frameworks for performance management - balanced scorecard, stake holder approach and their adaptations in India; Best Practices;</p> <p>Performance Appraisals – Methods, Documentation, Feedback, legal and Ethical Considerations, Role of Appraisers;</p> <p>Drivers for designing High Performance Organisations organizational effectiveness; structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate social responsibility and corporate citizenship behavior; coaching for excellence; building and leading high performance teams; decision making to support high performance.</p>	<p>5 Hours</p> <p>10 Hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings	<ol style="list-style-type: none"> 1. A.S.Kohli & T. Deb, Performance Management, Oxford Higher education Press, Latest edition, 2. Richard Rudman, Performance Planning and Review- Making Employee appraisals, Allen & Unwin Publishers, Latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to conduct performance appraisals 2. An ability to use performance management skills required to design High Performing Organisations 	

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EMTS505: Consultancy Management

2 Credits

Prerequisites for the course	A basic course in Human Resource Management	
Objective	To create an awareness of the profession of management consulting	
Contents	Nature of Management Consulting; The Consulting Industry – History and Growth; Types of Consulting Services- Generalist and Specialist Services; Internal Consultants	<p>10 Hours</p> <p>10 Hours</p>

	<p>Consultant Client Relationship; Key Stakeholders; Consulting Skills; Consulting and Culture; Consultant and Change; Tools of Consulting – Types of Interventions; Coaching and Counselling; Action Planning; Monitoring and Measuring Results</p> <p>Professional ethics in Consulting; Codes of Conduct; Responsibility and Accountability; Certification and Licensing; Termination: Withdrawal and ending a consulting relationship</p>	10 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. M Kubr, Consulting – A Guide to the Profession, ILO, Geneva, Latest Edition 2. Simon a. Burtonshaw-gunn, Essential Tools for Management Consulting - Tools, models and Approaches for Clients and consultants, Wiley Eastern Publishers, Latest Edition 	
<u>Learning Outcomes</u>	An ability to become a management consultant	

EMTS506: Occupational health and safety Management**2 Credits**

Prerequisite	A core course in Human Resource Management	
Learning objectives	To provide insights into occupational health and safety training in a workplace	

Content	Occupational Health Hazards - Classification, permissible exposure limits, Threshold limit value; occupational diseases due to metals & dusts, fumes & chemical compounds, behavioural based safety; Role of Ergonomics in Employee safety & health	5 hours
	Accident Causes and prevention: Factors leading to accidents, Accident problem, need for prevention and preventive measures; Personal Protective Equipment: Need of PPE, Indian standards, factors of selection of PPE, non-respiratory equipment, respiratory equipment.	5 hours
	Safety:Nature, Philosophy, terminology, total safety concept, safety psychology, safety management & responsibilities of employees at different levels, safety organization, Safety measures required in different industries; Safety areas: Electrical Safety, Protection from Fire and Explosion; basic first aid and CPR	10 hours
	Hazards & Risk identification, Assessment and control techniques: Hazards, Risks & detection techniques, Preliminary hazard analysis(PHA) & hazard analysis(HAZAN), failure mode effect analysis(FMEA), Hazard and operability(HAZOP) study, Hazard ranking (DOW & MOND index), Fault tree analysis, Event tree analysis(ETA), major accident hazard control, onsite and off-site emergency plans.	10 hours
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> 1. R. K. Mishra, Occupational health management, Aitbs Publishers and Distributors, latest edition 2. Charles D. Reese, Occupational Health and Safety Management: A Practical Approach, CRC Press; Latest Edition 3. Akhil Kumar Das, Principles of fire safety engineering, PHI Learning Pvt Ltd, Latest edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to identify hazards, risks and their assessment 2. An ability to take precautionary measures for personnel safety 	

EMTS601: Indian Ethos and Human Quality Development**2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce basic philosophies of Indian culture and its importance in building of organizational culture.	
Contents	Indian Ethos in Management Foundation of Management, Indian Ethics and the Spirit of Development, Indian ethos & Indianity, Indian Model of Corporate Development	5 Hours
	Management Ideas in Arthsastra Philosophy of Arthsastra, leaders as achievers, Use of authority & Power, Arthsastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men	5 Hours
	Corporate Veda Essence of Indian Ethos, PREM Approach to Relationship & Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership	5 Hours
	Indian Theory of Relationship Management Assumption of Theories X, Y and Z, Theory K & Relationship Management, Sama-Dam-Danda-Bhed and New Theories, Ethical Dimension in Theory K, OSHA Model,	5 Hours
	Total Quality of Management: Means Ends Analysis for Managerial Actions, Karma Theory & Market, Management Principles from Gandhian Thought, Guiding Principles for improving TOQM	5 Hours
Pedagogy	Models of Self-Development Three Level of Self, Three Types of Struggles, Three Levels of Existence, Three State of Mind, Three Views of Life, Three Types of Leadership, Three Styles of Management	5 Hours
	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	1. Subhash Sharma, New Mantras in Corporate corridors From Ancient Routes to Global Roots, New Age International Publishers, Latest Edition 2. Subhash Sharma, Western Windows Eastern Doors Management, New Age International Publishers, Latest Edition 3. S.K. Chakraborty, Values for Ethics for Organization: Theory & Practice, Oxford University Press, Latest Edition	

	4. N M Khandelwal, Indian Ethos and Values for Managers, Himalaya Publishing, Latest Edition	
<u>Learning Outcomes</u>	1. An ability to manage better in Indian organisations	

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EMTS602: Compensation and Benefits Management

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce compensation methods and strategies used in an organisation	
Contents	Historical development of payment systems basic concepts definition of compensation, wages, salaries and wage rates. Job Evaluation and strategic compensation; methods of job evaluation	5 Hours
	Theories of wages, subsistence theory, wage fund theory, surplus value theory, Residual claimant theory, marginal productive theory, Bargaining theory, Behavioural theories, Expectancy theories, Equity Theories.	5 Hours
	Wage Legislation- payment of wages act, minimum wages act, payment of bonus act, wage survey. Job Evaluation - definition, objectives, principles, methods, ranking classification, factor comparison method and point rating method.	5 Hours
	Wage structure, wage fixation, flat rate, merit rate. Wage payment, wage payment policies, wage payment systems, wage incentive plans, blue-collar employees. White-collar employees.	7 Hours
	Executive compensation plan- basic payments, fringe benefits, retirement benefits, Challenges of compensation, performance based compensation, skill based pay vs. job based pay, pay reviews, pay secrecy comparable worth	8 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	1. Richard Henderson, Compensation Management in a knowledge-based world, Pearson Education, Latest Edition 2. Milkovich, Newman & Venkataratnam, Compensation, McGraw Hill Publishing, Latest Edition 3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, Latest Edition	

<u>Learning Outcomes</u>	1. To appreciate the role of compensation systems within the Human Resource Management function. 2. An ability to use compensation tools for better performance	
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EMTS603: Negotiations and Conflict Management 2 Credits

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce concepts of negotiation, collective bargaining and management of conflicts at work place	
<u>Content:</u>	<p>Negotiating a Contract Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully Negotiating Integrative Agreements Reviewing</p> <p>Collective Bargaining Critical Issues in Collective Bargaining; Role of Government; Levels of Bargaining, Coverage and Duration of Agreements; Concept of Managerial Prerogatives; Administration of Agreements; Approaches and Phases in Collective Bargaining; Contract Ratification Post Negotiation - Administration of the Agreement;</p> <p>Conflict Management Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict—Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;</p> <p>Grievance Management Causes/Sources of Grievances and how to locate them; Legislative Aspects of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union's Perspective on Grievance Resolution;</p>	<p>6 hours</p> <p>8 hours</p> <p>8 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Malhotra, D. & M. Bazerman, Negotiation Genius; Bantam Dell, Latest edition. 2. Stone, Patton & Heen, Difficult Conversations; Viking Press, Latest edition. 3. How to be a better Negotiator by John Mattock & J Ehrenborg, Kogan Page Publishing, Latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in negotiating 2. A competence in managing conflicts 	

EMTS604: Technology in HR**2 Credits**

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce the different technologies and tools available to automatise/ measure human resource functions	
<u>Content:</u>	<p><u>Technology and HR</u> History; Benefits and Challenges of Technology in HR, Technology Acceptance Models; Phases of Technology Adoption; Costs Benefits Analysis; Importance of Automation Policies; Changing Workforce demographics and Impact on Culture</p> <p><u>Human Resources Information Systems</u> Introduction to HRIS; Organisational HRIS needs Analysis; Employee Database Management; Self Service portals; HR Game changing tools</p> <p><u>Industry 4.0 and HR</u> Introduction; Value Creation in Data driven economy; Components of Industry 4.0; Basics of Artificial Intelligence, Block Chain Technology; Robotics; Internet of Things; Cloud Computing; Applications in industry; Employee Relations in Digital Age; Future of HR function;</p> <p><u>Using HR Metrics</u> Business Intelligence and HR Analytics; Tools available; Role of Big Data and predictive analytics in HR decision making;</p>	<p>6 hours</p> <p>7 hours</p> <p>10 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	1. Martin R Edwards & Kirsten Edwards; Predictive HR Analytics – Mastering the HR Metric; Kogan Page; Latest Edition	
<u>Learning Outcomes</u>	1. A competence in using relevant technology in HR functions 2. A competence to choose appropriate metric for analyzing Human Resource functions	

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Optional Business Courses in Finance

EMTS507: Financial Accounting

2 Credits

<u>Prerequisites for the course</u>	A core course in Finance Management	
<u>Objective:</u>	To introduce various books of Accounts, Financial statements and Basics of using Financial Accounting software.	
<u>Content:</u>	<u>Books of Accounts</u> Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance.	10 Hours
	<u>Financial Statements</u> Bank Reconciliation Statement, Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods. Notes to Accounts, Schedule VI to Companies Act 2013, IFRS.	10 Hours
	<u>Inventory Records, Depreciation and Introduction to Financial Accounting</u> Inventory valuation with reference to Accounting Standard and its impact on final Accounts and disclosure requirements. Methods of charging depreciation and amortization and their impact on profits, sales and purchase of assets, disclosure requirements. Transactions relating to shares and debenture Entering transactions and making Final accounts in a financial accounting software package	10 Hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	<ol style="list-style-type: none"> 1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition. 2. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition 3. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to write books of accounts, 2. An ability to present Final Accounts of business entities 	

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EMTS508: Taxation**2 Credits**

<u>Prerequisites for the course</u>	A core course in Finance Management	
<u>Objective:</u>	To introduce the concepts of taxation and procedures to calculate different types of taxes	
<u>Content:</u>	<p><u>Definitions, Salary and Income From House Property</u> Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Gross Total Income, Incomes exempt from tax, Basis of charge, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions.</p> <p><u>Computation of Income with all Heads of Income and Assessments</u> Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a), , 40(A).</p> <p>Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions. Income from Other Sources, Chargeability and deductions Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG, Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source</p>	<p>5 Hours</p> <p>10 Hours</p> <p>5 Hours</p> <p>10 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Singhania Vinod and Singhania Kapil; 'Direct Taxes Law and Practice with sp. Reference to Tax Planning', Taxmann Publications (P) Ltd, New Delhi, Latest edition. 2. Manoharan T. N. & Hari G. R., 'Students' Handbook on Taxation', Snow White Publications Pvt. Ltd, Mumbai, Latest edition. 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to apply tax compliance rules for individuals 2. An ability to use knowledge of firms' taxation in taking financial decisions. 	

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EMTS509: Project Planning and Implementation

2 Credits

<u>Prerequisites for the course</u>	A core course in Finance Management	
<u>Objective:</u>	To introduce capital budgeting techniques and basics of cost of capital and risk analysis of projects.	
<u>Content:</u>	<p><u>Capital Budgeting</u> Financial Goal of the Corporation, Corporate Decisions- Investment, Financing Liquidity and dividend</p> <p>Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives.</p> <p><u>Cost of Capital and Risk analysis</u> Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, Financing of projects with reference to leverage and risks, Theories relating to financing.</p>	<p>5 Hours</p> <p>10 Hours</p> <p>5 Hours</p> <p>10 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill, New Delhi; Latest edition. 2. Pandey, I.M. Financial Management; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 	

	3. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance' Tata McGraw-Hill, New Delhi; Latest edition.	
Learning Outcomes	An ability to analyse financial information and take long term financial decisions.	

EMTS510: Working Capital Management**2 Credits**

<u>Prerequisite for the course</u>	Nil	
<u>Objective:</u>	To create awareness about different tools and techniques available to manage cash and working capital in an organisation	
<u>Content:</u>	<p><u>Working Capital and Cash Management</u> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement,</p> <p><u>Current Assets Management</u> Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions-with reference to risk return trade-off, credit policy variables, namely credit standards, collection period, discounts, economic credit policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use knowledge and skills of managing working capital and cash to manage day to day financial activities.	

[\(Back to Index\)](#) [\(Back to Agenda\)](#)**EMTS511: Security Analysis and Portfolio Management (SAPM)****2 Credits**

<u>Programme pre-requisite</u>	Nil	
<u>Objective</u>	To create awareness about different tools and techniques available to analyse investment avenues and create a portfolio based on risk profile and financial goals.	
<u>Content</u>	<u>Investment analysis:</u> Working (Market mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis.	15 hours

	<u>Portfolio Management</u> : Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong & weak form.	15 hours
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Jordan & Fischer, 'Security Analysis & Portfolio Management', Prentice Hall India, New Delhi, Latest Edition,. 2. Prasanna Chandra, 'Investment Analysis & Portfolio Management', McGraw Hill Education India Pvt. Ltd., New Delhi, Latest Edition,. 3. Technical Analysis – A book by Capital markets publishing house, Trombay – Mumbai, Latest Edition. 4. Technical Analysis of Stock Trends by Robert D. Edwards & John Magee, Vision Books, New Delhi/Mumbai/Hyderabad, Latest Edition. 5. Investments by Bodie, Kane, Marcus, Tata – McGraw Hill, New Delhi, Latest Edition. 	
<u>Learning Outcomes</u>	An ability to analyse investment avenues and choose and create portfolio using financial securities.	

EMTS512: Mergers & Acquisitions**2 Credits**

<u>Programme pre-requisites</u>	Nil	
<u>Objective</u>	To create awareness and knowledge required to carry out due diligence in order to restructure a business.	
<u>Content</u>	<u>Strategic analysis</u> : Meaning of M&A, Reasons and objectives of M&A, Strategic analysis of the M&A – Micheal Porter's Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and	7 hours

	<p>matching of M&A objectives – Market share, synergies, tax management, technology transfer.</p> <p><u>Due Diligence:</u> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision & Mission and managing inter organisational conflicts, Risk Management.</p> <p><u>Valuation:</u> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model, Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation, Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price.</p> <p><u>Shareholder Value Creation & Defence against hostile takeover:</u> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&A on the SVC – Creation or destruction of shareholder value post- merger or takeover. Defence mechanisms against hostile Takeover.</p>	<p>7 hours</p> <p>8 hours</p> <p>8 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Crafting & Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland & Arun Jain, McGraw Hill, New Delhi, Latest Edition. 2. Mergers & Acquisitions by Kevin Boeh & Paul Beamish, Sage Publication, New Delhi, Latest Edition. 3. Mergers, Acquisitions & Corporate Restructuring by C. Krishnamurthy & Vishwanath S.R., Sage Publication, New Delhi, Latest Edition. 4. Strategic Financial Management by Prasanna Chandra, McGraw Hill, New Delhi, Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant will develop an ability to make informed Merger and Acquisition decisions.	

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EMTS605: Financial Derivatives and Risk Management

2 Credits

<u>Programme pre-requisite</u>	Course in SAPM	
<u>Objective</u>	To create awareness and knowledge required to manage portfolio risks using derivative securities.	
<u>Content</u>	<p><u>Risk Management using derivative</u>: Risk, Derivative types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives.</p> <p><u>Derivative pricing and Trading strategies</u>: Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Fundamentals of Options, Futures and Risk Management by John C. Hull, Pearson's, Noida, Latest Edition. 2. Derivatives and Risk Management by Jayant Rama Verma, McGraw Hill, New Delhi, Latest Edition. 3. Futures & Options Equities & Commodities by A.N. Sridhar, SPD Publications, Navi Mumbai, Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant shall develop an ability to manage risk using derivatives.	

Optional Business Courses in Marketing

EMTS513: Sales Management

2 Credits

Prerequisites for the course	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness about the theories and tools used in managing sales and distribution functions of an organisation.	

<u>Content:</u>	Overview of Sales Management- Personal Selling v/s Salesmanship, Importance of Personal selling, Approaches to Personal Selling, Process of Personal Selling, AIDA model, Merits and limitation of Personal selling. Automation in Personal Selling,	6 Hours
	Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales, Sales forecasting, Sales Quota Quantitative methods, Qualitative methods	9 Hours
	Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of performance appraisal	6 Hours
	Channel Management Systems: Designing Channels, Selection and Recruitment of Channel Partners, Channel Decisions, Information Systems for Channels Role of E-commerce in Selling, Strategic Issues , Technology, Trends, Challenges, Future of E-commerce in Selling	9 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Spiro, Stanton and Rich, Management of a Sales Force, Tata McGraw Hill, Latest Edition 2. Havaladar and Cavale, Sales and Distribution Management, Tata McGraw Hill, Latest Edition 3. Charles M Futrell, Thomas South, Sales Management, Western Publications, Latest Edition 4. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sales Management, Decisions, Strategies and Cases, Pearson Education , Latest Edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. Ability to use selling skills effectively. 2. Ability to take decisions related to Sales and Distribution Management 	

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EMTS514: Product Management

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different aspects of new product development and managing products	
<u>Content:</u>	Product Strategy and Analysis:	

	Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis. Product Development: Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management	15 hours 15 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Donald Lehman and Russell Winer, Product Management, Tata McGraw Hill, Latest Edition 2. Moore and Pessemier, Product Management, McGraw International, Latest Edition	
<u>Learning Outcomes</u>	An ability to manage products during different stages of product life cycle	

EMTS515: Brand Management**2 Credits**

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce concepts of brands and to explain the different strategies used to increase market reach	
<u>Content:</u>	Branding: Introduction to Brands and Branding, Rationale for Building Brands, Types of Brands, Creating a Brand Designing Brand Identity using Kapferer's Identity Prism, Customer Brand Building Equity Model, Brand Mantras, Brand Equity, Measuring Brand Equity. Brand Positioning: Brand Positioning, Consumer Behaviour, Crafting Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building virtual Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture.	15 hours 15 hours

<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Kevin Keller, Strategic Brand Management, Pearson Education, Latest Edition 2. Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition. 	
<u>Learning Outcomes</u>	An ability to use knowledge and tools to manage Brands	

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EMTS516: Integrated Marketing Communications

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different components of Integrated Marketing Communications that help in increasing Marketing and communication effectiveness.	
<u>Content:</u>	<p>Introduction and Role: Role and Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication;</p> <p>Establishing Objectives: DAGMAR Approach; Setting Objectives; Establishing Media Objectives; Reach and Response; Budgeting Decisions and Approaches; Creative Strategy; Developing Creative Appeals: Styles; Role of Emotions; Media Planning strategy;</p> <p>Media Evaluation: Evaluation of Different Media; Direct Marketing; Digital Marketing; Internet and Interactive Media; Public Relations and its use;</p> <p>Sales Promotion: Scope and role in IMC; Consumer Franchise Building Promotions; Consumer oriented Sales Promotion; Tools of Sales Promotion; Coordination of Sales Promotion with other tools of IMC; Budgeting for Sales Promotion;</p>	<p>7 hours</p> <p>7 hours</p> <p>7 hours</p> <p>9hours</p>

<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Aaker; Myer and Batra; Advertising Management; Prentice Hall India; Latest Edition 2. M.G. Parameshwaran; Brand Building Advertising: Concepts and Cases; TMH; Latest Edition 3. Arens; Contemporary Advertising; Tata McGraw Hill; Latest Edition 4. Belch & Belch; Advertising and Promotion: An IMC Perspective; TMH; Latest Edition 	
<u>Learning Outcomes</u>	An ability to use IMC tools to increase reach of products/ services	

EMTS517: Consumer Behaviour**2 Credits**

<u>Prerequisites for the course:</u>	A basic course in marketing	
<u>Objective:</u>	To introduce the different consumer behavioural dynamics that impacts buying decisions	
<u>Content:</u>	<p>Definition and Process Definition and importance, marketing strategy and consumer behaviour, market segmentation, consumer decision process: problem recognition, information search, alternative evaluation and selection; Theories of Consumer Behaviour; Customer Relationship Management</p> <p>External influencers Concept of culture, values, time space and symbols, demographics, sub cultures, Household and family, consumer socialization, reference groups, brand communities, opinion leadership, diffusion of innovations;</p> <p>Internal Influencers Personality, Emotions; VALS, Motivations and marketing strategy,</p>	<p>7 hours</p> <p>7 hours</p> <p>7 hours</p>

	Organizational Buying Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing	9 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Del I. Hawkins, R.J Best, K. A Coney and A.Mukherjee, "Consumer Behavior: Building marketing strategy", Tata McGraw Hill, Latest Edition 2. Leon Schiffman and Leslie Kanuk, "Consumer Behavior", Latest Edition, Pearson Education	
<u>Learning Outcomes</u>	An ability to analyze consumerbehavior to take marketing decisions	

EMTS518: Marketing Research**2 Credits**

<u>Prerequisites for the course:</u>	A basic course in Marketing	
<u>Objective:</u>	To introduce the basic research methods that can be used to help in marketing decisions	
<u>Content:</u>	Research Design Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, Research designs	7 hours
	Measurement and scaling Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and staple scales, reliability and validity, questionnaire design	8 hours
	Data collection and preliminary analysis Sampling, defining target population, non-probability and probability sampling,samplesizedetermination,datacollectionmethodsandfieldwork, coding, data entry and data preparation, frequency	7 hours

	<p>distribution, crosstabulation and chi-square, analysis of variance</p> <p>Multivariate analysis</p> <p>Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi-dimensional scaling, report preparation and presentation, usage of statistical packages</p>	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Naresh K Malhotra, "Marketing Research: An applied orientation", Latest Edition Pearson Education 2. Joseph F Hair, Robert P Bush and David J Ortinau "Marketing Research within a changing information environment", Latest edition, Tata McGrawHill 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in designing research studies, collecting and analyzing data 2. An ability to prepare and present reports. 3. An ability to use research output for decision making 	

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EMTS606: Digital Marketing and Marketing in Social Media

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the tools and techniques required for marketing in digital media and social media	
<u>Content:</u>	<p>Introduction</p> <p>Importance of digital marketing; Difference between traditional and digital marketing; recent trends; competitive analysis; Website Planning and Creation</p> <p>Importance of Design</p> <p>Search Engine Optimisation (SEO) and Marketing</p>	6 hours

	<p>Various search engines and their algorithms; Various factors affecting on-page and off-page optimisation, keywords research, meta tags, meta description, link building; Advertising on social media; search engine's result page (SERP); Ads platform, Keyword Planners - search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics.</p> <p>Digital Media Planning and Buying Media Planning to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR); platform-based Ad space, and media planning and budgeting. Web Remarketing concept;</p> <p>Social Media Marketing social media strategies on various platforms; Targeting audience; build social media campaign, write ad copies and ad creatives. Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM); Effective content writing; Fundamentals of blogging, email marketing and mobile marketing; Building subscriber lists and database segmenting; App store optimisation (ASO).</p>	<p>7 hours</p> <p>6 hours</p> <p>11 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. Digital Marketing: Strategy, Implementation & Practice - Dave Chaffey & Fiona Ellis-Chadwick</p> <p>2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation - <i>Damian Ryan and Calvin Jones</i></p>	
<u>Learning Outcomes</u>	An ability to design and dovetail the digital media strategy into the marketing strategy	

EMTS607: Business to Business Marketing**2 Credits**

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the essentials of Business to Business marketing	
<u>Content:</u>	Introduction	

	<p>The business marketing environment; Business marketing customers, supply chain, types of business goods, creating value for customers; Customer relationship management</p> <p>Organizational buying behavior</p> <p>Organizational buying process, e-procurement, purchase positioning</p> <p>Strategic planning</p> <p>Components of business model, value network, building the strategy plan; OEMs, Global market entry options, global strategy</p> <p>Product Management</p> <p>Product quality and customer value, product support strategy, process of product positioning; New industrial product development process, Role of services</p> <p>Customer experience lifecycle, challenges in business service marketing</p> <p>Business marketing channels</p> <p>Types of channels, participants in the channel, design of channel, channel administration; Supply chain management Supply chain goals and practices, role of logistics in SCM,</p> <p>Pricing, Sales and Promotion</p> <p>The pricing process, competitive bidding</p> <p>Business market communications Advertising and sales promotion; Personal selling, Managing the sales force, sales administration, deployment analysis</p>	<p>4 hours</p> <p>4 hours</p> <p>4 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Michael D.Hutt, Dheeraj Sharma, and Thomas W. Speh B2B Marketing: A South-Asian Perspective, Cengage, Latest Edition	
<u>Learning Outcomes</u>	Ability to take decisions in business markets	

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EMTS608: Marketing of Services

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the dimensions of services that require special attention in marketing them	

<u>Content:</u>	<p>Service customer Definition, Importance, Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations and satisfaction, service quality, service encounters</p> <p>Service design Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blue printing, factors of service standards, customer defined service standards and their development, physical evidence, Servicescape, Physical evidence strategy</p> <p>Service delivery Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and brokers, electronic channels, managing demand and supply, capacity constraints, yield management, waiting line strategies</p> <p>Communication and pricing Service communication, matching promises and delivery, service pricing, Factors determining pricing - customer, value, service and profitability; customer retention, quality and purchase intentions, balanced service score card</p>	<p>7 hours</p> <p>7 hours</p> <p>8 hours</p> <p>8hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; "Services Marketing: Integrating customer focus across the firm", Tata McGraw-Hill, Latest Edition, 2. Christopher Lovelock, JochenWirtz and JayantaChaterjee, "Services Marketing: People, technology and strategy", Prentice Hall, Latest Edition 	
<u>Learning Outcomes</u>	1. An ability to use services marketing tools and theories in taking decisions in services marketing.	

Optional Business Courses in Operations Area/ General Management**EMTS519: Supply Chain Management****2 Credits**

Prerequisites for the course	A core course in Production Operations Management	
<u>Objective:</u>	To impart knowledge and understanding on Supply Chain Management and its relevance to today's business decision making..	
<u>Content:</u>	Supply Chain Management - Introduction – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix	4 Hours
	Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio	8 Hours
	Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – Indian transport infrastructure – IT solutions – EDI, e-Commerce, eProcurement – Bar Coding and RFID technology	7 Hours
	Reverse Vs forward supply chain collaborative SCM's and CPFR – agile systems – sources of variability– supplier interface – internal processes	6 hours
	Supply Chain Management and profitability – quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM	5 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Mohanty R.P, S.G Deshmuki "Supply Chain Management" Biztantra, New Delhi, Latest Edition 2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, Latest Edition 	
Learning Outcomes	An ability to use supply chain tools and take decisions related to supply chain management	

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EMTS520: Logistics Management**2 Credits**

Prerequisites for the course	A core course in Production Operations Management	
<u>Objective:</u>	To introduce different methods of transportation and tools for managing logistics and risks involved	
<u>Content:</u>	The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization,	5 Hours
	Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation	6Hours
	International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,; Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.	7 Hours
	International Insurance – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance; Non Traffic barriers – customs duty – customs clearing process; International logistics Infrastructure	7 hours
	Types of Transportation: International Air transportation — Truck and Rail Transportation –pipe lines; Packaging objectives;	5 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill. 2. Burt, Dobbler, Starling, World Class Supply Management, TMH. 3. Donald J Bowersox, David J Closs, Logistical Management, Tata McGraw Hill 4. Pierre David, “International Logistics”, Biztantra. 5. Su Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India. 	
Learning Outcomes	1. An ability to plan transport logistics.	

	2. An ability to cover transport risks with appropriate insurance cover	
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EMTS521: Project Management**2 Credits**

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To introduce fundamental project management concepts and skills needed to successfully launch, lead, and realize benefits from projects	
Content:	<p>Project Management Concepts & Standards Project, Program and Portfolio management. Project Management Office; Project life cycle and organization, Project v/s Operational, PM Process groups and Knowledge Areas.</p> <p>Initiating Process Group Derivation of Project from Organizations Vision, Mission and goals and objectives, Business Case, Project Charter, identification of Stakeholders, Identify risks</p> <p>Planning Process Group Develop Project Management Plan, Requirement Specifications, Ms Project Plan, Critical Path, Gantt Charts, Identifying and planning of Project Activities, Work Breakdown Structure (WBS), Resources and Timelines. estimate Cost/Budget, Plan Quality, Risk and Communications, Project Milestones.</p> <p>Executing Process Group Conduct Procurements, Ensure Quality, Engage Stakeholders, Management Information Systems, Manage Stakeholder expectations and Risks</p> <p>Monitoring and Controlling Process Group Perform integrated change control, Change Management, Verify Scope & Schedule, cost and quality. Monitor and control risks, Tools and techniques to manage Cost, Quality and Risk. Key Performance Indicators (KPI), Steering Dashboards.</p> <p>Closing Process Group Close Project, Close procurements, lesson learned, Transition to Operations, NPS survey, Service Level Agreements (SLA)</p>	<p>5 Hours</p> <p>5 Hours</p> <p>7 Hours</p> <p>4 hours</p> <p>6 hours</p> <p>3 Hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings	<p>1. Scott Berkun, Art of Project Management, O Reilly Publications, Latest Edition</p> <p>2. Eric Verzuh The Fast Forward MBA in Project Management, Wiley Publications, Latest Edition</p>	

	3. A Guide to Project Management Body of Knowledge, Project Management Institute, Latest Edition	
Learning Outcomes	1. An ability to use project management tools, techniques, and skills 2. An ability to identify and use key performance metrics for project success	

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EMTS522: Total Quality Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
<u>Objective:</u>	To introduce fundamental Total Quality management concepts and tools used in operations.	
<u>Content:</u>	<p>Introduction Basic concepts of Total Quality Management -Dimensions of Quality, Quality Planning, Quality in Manufacturing and Service Systems, Role of Senior Management, Economic Issues – Price,Market Share, Costs, Quality Councils, Barriers to TQM</p> <p>Principles of Total Quality Management A Customer Focus – Fact-Based Management – Continuous Improvement –Teamwork and Participation. Customer Perception of Quality, Service Quality, Employee Involvement, Quality Awards, Benefits of Total Quality Management. Approaches to Quality Management, Management- 5S, Kaizen,</p> <p>TQM Tools Different types of Quality Tools, Ishikawa Fish bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Poka Yoke (Mistake Proofing), Benchmarking, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) Concept,</p> <p>Reliability Concept and Components – Types of failure – Reliability of system – Success and Failure models in series and parallel – Methods and Different Reliability models</p> <p>Managing and organization for Quality Quality Policy – Quality Objectives– Leadership for Quality – Quality and organization culture – Supplier/Customer Partnerships, Control Charts, Process capability, Six sigma,</p> <p>Auditing Techniques - Planning for an audit - Developing a Check-list -Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value -addition process during Internal Audit - Mock Audits.</p> <p>Quality Management Standards:Fundamentals and Concepts</p>	<p>3 Hours</p> <p>6 Hours</p> <p>6 hours</p> <p>6 Hours</p> <p>6 Hours</p> <p>3 Hours</p>

<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. J JDahlgaard, K Kristensen & Gopal K Kanji, Fundamentals of Total Quality Management, Taylor & Francis, Latest Edition 2. Omachonu & Ross, Principles of Total Quality Management, CRC Press, Latest Edition 3. J S Oakland, Total Quality Management for Operational Excellence, Routledge, Latest Edition 	
<u>Learning Outcomes</u>	An ability to identify Total Quality Management tools that can be used in a workplace	

EMTS523: Materials Management**2 Credits**

<u>Prerequisites for the course</u>	A core course in Production Operations Management	
<u>Objective:</u>	To create an awareness about fundamental Materials management concepts and tools used in operations.	
<u>Content:</u>	<p>Introduction to materials management : Role, scope and importance of material control function, materials management in organization, cost aspects, materials management organization, specifications of materials, standardization and variety reduction, waste control, materials research, incoming materials control</p> <p>Stores Management: Layout of stores and warehouse, material handling in stores, physical control of stocks : obsolete, surplus and scrap Management, accounting and record keeping of stores, classification, coding and codification systems</p> <p>Purchasing Management: Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, legal aspects of purchasing, materials budget, organization for buying. Imports Exports policy, procurement in shortage situation, estimation of dependent and independent demands, lead time analysis, buffer stock, materials requirement planning for organization, Purchasing and quality assurance, International buying and import purchasing</p>	<p>6 Hours</p> <p>9 Hours</p> <p>10 hours</p>

	Inventory models: Inventory management & control systems, EOQ, concepts	5 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to take decisions for effective and efficient purchase, storage, inventory control and flow of materials in manufacturing and service organizations	
<u>References/Readings</u>	1. AK Datta ,Materials Management Procedures, text and cases by, PHI Publication 2. Gopalkrishnan&Sudarsan, Material management an integrated approach, PHI Publication	

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EMTS524: Operations Research

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Production Operations Management	
<u>Objective:</u>	To help understand various aspects of operations research that can be used in managerial decision making	
<u>Content:</u>	<p>Introduction Features , Phases of Operations Research, Types of OR Models, Techniques and Tools , Structure of the Mathematical Model, Limitations of OR</p> <p>Linear Programming: Linear Programming Problem, Requirements of LPP, Mathematical Formulation and solving of LPP; Sensitivity Analysis, Important Geometric Properties of LPP; Interpretation of Duality in LPP</p> <p>Transportation and Assignment Problems: Formulation and solving of Transportation Problem (TP), the Initial Basic Feasible Solution, Moving Towards Optimality; Mathematical Formulation of Assignment Problem, Hungarian Method Algorithm, Routing Problem</p> <p>Infinite Queuing Models: Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline; Notations, Service System, Single Channel Models, Multiple Service Channels, Applications of Queuing Theory, Limitations of Queuing Theory;</p>	<p>4 hours</p> <p>7 hours</p> <p>7 hours</p> <p>6 hours</p>

	Project Scheduling and PERT-CPM: Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT	6 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Taha Hemdy A., 'Operations Research An Introduction', Pearson Education , Eighth or later edition 2. Sharma J.K., 'Operations Research Theory and Application', Macmillan publication, Third or later edition 3. Vohra N D, 'Quantitative Techniques in Management', Tata McGraw hill, Third or later edition. 	
<u>Learning Outcomes</u>	An ability to model real life business problems using chosen mathematical /operations research models and solve them.	

EMTS609: Maintenance Management**2 Credits**

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce management of facilities and their maintenance	
<u>Content:</u>	<p>Maintenance: Role and scope in total organisational contexts, Centralized and decentralized maintenance organisation structures.</p> <p>Maintenance systems Design and its selection - Break down maintenance - Routine maintenance -Predictive maintenance - Preventive maintenance - Corrective maintenance - Total Productive maintenance - Design maintenance - Contract maintenance.</p> <p>Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities; Maintenance work measurement - Time standards - Incentive schemes.</p>	<p>4 hours</p> <p>10 hours</p> <p>7hours</p>

	Maintenance man power planning Selection -Training. Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures. Maintenance effectiveness - various performance indices and their evaluation - uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.	9 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Gopalakrishnan P & Sundararajan, Maintenance Management, Prentice Hall, Latest Edition 2. Telang A D; Comprehensive Maintenance Management: Policies, Strategies and Options; Prentice Hall India, Latest Edition	
<u>Learning Outcomes</u>	An ability to use maintenance management tools in decision making	

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EMTS610: Inventory Management

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce tools and techniques of inventory management	
<u>Content:</u>	Introduction Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management; Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination; Strategies to increase Inventory Turns. Inventory Models: Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Determination of Economic Lot Size under various situations; Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models Material Requirement Planning Systems (MRP):	4 hours 6 hours 6 hours

	Data Requirements and Management; Bill of Materials, types of BOM, Modular BOM, Master Production Schedules; Managing MPS inventory records, lot sizing, process of MRP, and output of MRP. Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency. Materials Management in JIT Environment; Zero inventory concept, Excess Inventory, Materials management in JIT environment, Vendor Management in JIT context.	6 hours 8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Zipkin, Foundations of Inventory Management – McGraw Hill. Latest Edition 2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Production Planning And Inventory Control - Prentice Hall Of India Pvt Ltd, Latest Edition 3. Richard J. Tersine, Principles of Inventory and Materials Management , Prentice Hall, Latest Edition 	
<u>Learning Outcomes</u>	To be able to use inventory management tools for inventory decisions.	

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