MB 801  Behavioural Finance

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Syllabus


Reference

1. Scott plous (1993),The psychology of judgment and decision making Mc graw hill.


Reference

3. Loudon & Della Bitta : Consumer Behaviour , TMH


**Reference**


<table>
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<tr>
<th>MB 804</th>
<th>ETHICAL PRACTICES IN BUSINESS</th>
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Introduction, Virtue, Morality, Ethics and Law, Business Ethics, Salient Ethical Values relevant to Business viz. Law abidance, Truth, Honesty/ Sincerity, Justice, Rights and Duties/Responsibilities, Obligations to Stakeholders and Care-Conflicts and compromises among ethical values; Need for Business Ethics and compatibility with Profits -Lawrence Kohlberg’s theory  Carl Gilligan’s theory, Impact of religion, society and family on Individual Ethics and Business Ethics -Rights and Duties Theories, Virtue Theory of Ethics, Immanuel Kant’s Categorical Imperatives, Indian Theories – Gita, Thirukkural, Mahatma Gandhi/Amartya Sen’s teachings, Utilitarianism and integration with Ethical Principles-Corporate Governance- (Perspectives, Malpractices, Codes of Ethics/Conduct, Regulations, Enforcement, Whistleblowing, CSR); Human Resource Management: Finance Management; Marketing; IT; International Business; Production and Projects- Case studies: Aircraft, Pharma, Energy, IT industries-Root causes; Pollution types; Control of environmental pollution; Sustainable Development and role of Business Organisations - Development of the Code & Initiating Implementation, Promoting ‘Ethics’ culture, Enforcement - Case study: Gas tragedy.

Reference

To understand the various Financial Institutions and Markets - Structure of Financial system -
Equilibrium of Financial markets - Theories of the impact of financial development and its
process - Indian financial system - Indian financial system at present - Indicators and financial
development - Structure of Financial Institutions - central Bank policies - Financial sector reforms -
Need and objectives - Major reforms - Reserve Bank of India - Functions, Role of RBI – Monetary
policy of RBI, Monetary control - Recent policy development - securities and Exchange Board of
India (SEBI) - Companies Act, 1956 - Security contracts (Regulations) Act, 1956 - SEBI’S
functions - Highlights of SEBI’s performance - Commercial Banks - Co-Operative banks - Non
banking Financial intermediaries and Statutory financial organizations, small savings-provident
funds - pension funds - insurance companies - An overview of LIC, GIC and other private Insurance
companies, NBFCs – An overview upto 1995-96 and present position of NBFCs, Regulations of
NBSCs – Types of NBF’s – Public Deposits - Non-Banking Statutory Financial Organizations -
Call Money Market - Treasury Bills Market - Commercial Bills Market - Certificate of Deposits - The
discount Market - Market for Financial Guarantees – Government (Gilt-Edged) Securities market
– Industrial securities market - An introduction of futures, options and forward market - Foreign
Exchange Market – International capital flow – Uses and determinants of Foreign Capital –
Forms of Foreign capital – International Financial instruments - Foreign capital flow in India –
Recent Developments in Foreign capital inflows – Foreign Exchange Market, Interest Rates -
Level and structure of Interest rates – Interest rate in India.

Reference

1. L.M.Bhole “Financial Institution and Markets” Structure, Growth, and Innovation, TATA


Reference


2. Daragh O- Reilly and Julian J Gibas, Building Buyer Relationships, Macmillion India Ltd.


Foreign Directory Investment – Concepts, Theory - Determinants – Benefits – Economics Reforms – Regional Trade Blocks – India’s Trade Policy - Case Study with East Asian Countries – Case Studies-


Reference

2. Dr.P.Subba Rao, International Business, Himalaya Publications
3. Frances Cherunilam, International Trade, Himalaya Publications
PURPOSE

To understand and appreciate the concepts and applications of New Product Management from idea stage to implementation stage.

INSTRUCTIONAL OBJECTIVES

The course highlights the various aspects of learning “Let the product successes pave our way; while the product launch failures serve as our ladders for success”. This is imparted through concepts, contexts and cases.

UNIT –I: INTRODUCTION AND OVERVIEW

6
Classification of new products -Process of new product development - Routes and significance of NPD -Technology/Market Matrix -Learning from experience by analyzing new product failures

UNIT- II: CONCEPT GENERATION

6
Strategic planning for new products -Approaches to concept generation -Process and people aspects -The problem/solution route - Attribute analysis

UNIT –III: CONCEPT EVALUATION

6

UNIT –IV: COMMERCIALISATION

6
Control and launch cycle -Marketing plan, strategy and promotion - Product, price & distribution -Post-launch tracking and control –Brand Management.

UNIT –V : ORGANISING AND CONTROL OF NEW PRODUCT FUNCTION

6
Organizing and controlling of new product function - Management

Reference

Pricing of currency options - Currency Swaps - Risk management and arbitrage through swaps - Mechanics and pricing of interest rate and currency swaps - Swap valuation

Swap risks - International investment decisions - Diversification through international portfolio choice - Evaluating international investments - International financing decisions

Financing choices for the international firm - Evaluating international financings

Currency matching and denomination - International bond and equity financing - Innovation in international finance

Reference

To enable the students to understand the principles, practices and application in Micro Finance


Reference

1. Micro finance and poverty reduction.by Susan johnson and Bren royality

2. Indian micro finance-the challenges of rapid growth-by prabu ghate.


Objective:

To expose the students to the reality of rural markets. To understand the problems, challenges in rural marketing. Rural Marketing Definitions – scenario – Agriculture surplus – Demand - supply - Marketing of farm inputs Futures markets – Agricultural input – consumer durables – rural marketing strategies . Farm products – Transportation of farm products – grading – standardization – storage and warehousing


Reference

To understand the vagaries of securities and the management of portfolio business-The course attempts to impart the knowledge on valuation and return, fundamental and technical analysis selection and management of portfolios, provides insight into the evaluation-Money and capital markets-Trends of savings and financial flow of the Indian money market and capital market institutions-Objectives, principles, different types of securities, evaluation of fixed income securities, evaluation of ordinary shares-Structure and functioning – the stock markets in India, Listing of securities in stock exchanges, OTCEI, New issue market, Mechanics of trading in stock exchange-Prediction of Share Prices-Factors influencing share prices, forecasting stock prices, fundamental analysis and technical analysis, efficient market theory, risk and returns-Portfolio theory, assessment of portfolio performance and portfolio revision, practical aspects.

Reference

4. Port Folio Management – Dr. Dover – PHI Publishers
The student will be able to understand the concept of Managing Human Resources and work situations. It helps to identify the effective Human Resources and working environment of the organizations. The students will understand the importance of Man Management; understand the importance of Training, performance appraisal, and the importance of time management.


**Reference**

2. Flippo E.E – Personnel Management – Mcgraw Hill
6. Arun Monappa – Managing Human Resources – Mac Millan India Ltd.
Learning Objectives:

"Web enabled Marketing" is a comprehensive guide to how organisations can use the Internet to support their marketing activities and covers all aspects of the subject, from environmental analysis to strategy development and implementation. It should also prove particularly useful for practitioners wishing to update their e-marketing skills. Internet Marketing is arguably the most comprehensive topic to emerge so far on the subject of the Internet and its impact on marketing. Applying the uses of the Internet across a broad spectrum of marketing issues, it addresses how the Internet can be used as more than just another promotion channel. It demonstrates how adoption of new technology and new techniques can increase the effectiveness of the marketing function. Introduction to Internet Marketing: An introduction to Internet marketing, using the Internet as part of customer-centric, multi-channel marketing, the relationship between Internet marketing, e-marketing, e-commerce and e-business, benefits of Internet, differences from other media, technology. Internet Microenvironment - Situation Analysis, Online marketplace analysis and mapping. Internet changes the immediate environment of an organisation, including marketplace and channel structure, type of environment analysis need to support Internet strategy - examining customers, competitors and intermediaries, evaluation of interplay between them, Summary of process and free tools for online marketplace analysis, planning an online marketing campaign, strategies of partnering and promotion. Internet Macro environment - Situation Analysis, impact of the SLEPT or PEST or PESTLE environment factors, i.e. Social, Technological, Economic, Political and Legal environmental influences on Internet strategy and its implementation. Internet Marketing Strategy: Internet marketing strategy aligned with business and marketing strategies - situation review, goal setting, strategy formulation and resource allocation and monitoring. Internet Marketing Mix- in-depth research programme into online consumer buyer behaviour, Customer Relationship Management- Customer Relationship marketing (E-CRM) using the Internet details the strategies and tactics for using the Internet to build and sustain ‘one-to-one’ relationships with customers.

Service Quality (web design) Delivering the online customer experience, customer service quality objectives. Analysis of customer needs, design of the site structure and layout, and creating the site- user-centered design, usability and accessibility design. Interactive Marketing Communications: Novel characteristics of new media, different online and offline promotion techniques - banner advertising, affiliate networks, promotion in search engines and directories, co-branding and sponsorship, e-mail, loyalty techniques and PR. Maintenance and Monitoring: Successful updating of a site and online and offline methods for assessing the effectiveness of the site in delivering business and marketing benefits. Business-to-consumer Internet Marketing, Business-to-business Internet Marketing
Reference
1. Internet Marketing (Paperback)  Dave Chaffey,
2. EMarketing Excellence (Emarketing Essentials) (Paperback), PR Smith, Dave Chaffey
3. The Ultimate Website Promotion Handbook: A Step by Step Guide to Getting Page 1 Rankings with the Major Search Engines and to Making Money with Your Website (Paperback) by Chris Standing

Reference


2. Training in Organization, Irwin Goldstein, Thomson Learning, 2007

Reference

1. Performance Management, Srinivas R.Kandula, Prentice Hall India
2. Performance Management, Prem Chandha, MacMillan
Objective:

To expose students to the emerging area of retailing. Understand the issues - opportunities and problems - Retailing role – relevance and trends – Retail Organizations – Retail in India – Retail location strategy – Merchandising - Product - merchandise - Management - Retail space management – Retail pricing – Retail Promotion strategy – Relationship Marketing – seminars and projects.

Reference

Unit I: Research preparation and planning  
Objectives of research-Understanding research and its goals, Critical thinking, Techniques for generating research topics. Topic selection and justification. Techniques involved in designing a questionnaire-Methods of scientific enquiry-Formulation of hypotheses and testing the same-Development of a research proposal.

Unit II: Research Resources  
Sources of information. Literature search. World Wide Web, Online data bases - search tools. Citation in dices - Principles underlying impact factor-Literature review-Case Studies, review articles and Meta analysis-Role of the librarian. Ethical and moral issues in research, plagiarism, tools to avoid plagiarism.

Unit III: Academic Writing and Presentation  
Proposal submission for funding agencies, Elements of Styles. Organization of proposals, Basic knowledge of funding agencies, Research report writing, Communication skills, Tailoring the presentation to the target audience-Oral presentations, Poster presentations, Submission of research articles for publication in Reputed journal, Thesis writing and Research report writing. Elements of excellent presentation: preparation, visual and delivery, oral communication skills and oral defense.

Unit IV: Data collection, Analysis and Inference  
Basic Statistical distributions and their applications: Binomial, Poisson, Normal, Exponential. Weibull and Geometric distributions.

Sample size determination and sampling techniques: Random sampling, stratified sampling, systematic sampling and cluster sampling.

Large sample tests and small sample tests: Student t-test, F test and Chi-square test and their applications in research studies.

Correlation and Regression analysis-Time series analysis: Forecasting methods
Factor analysis, Cluster analysis and discriminant analysis (Basic ideas only)
**Principles of Experimentation, Basic Experimental designs**: Completely Randomized Design, Randomized Block Design and Latin Square Design. Factorial Designs: $2^2$, $2^3$ and $2^4$.

**Unit V : Application of Research methods in Functional areas of management**  
**9 Hours**  
**Application of Statistics in functional areas of management**:

**Marketing**: Marketing research, Demand forecasting

**Finance**: Performance evaluation of mutual funds, Investment analysis—Discounted cash flow techniques and Internal Rate of Return, Project decisions, Stock price fluctuations.

**Operations**: Supply chain management, Inventory control.

**HR**: Analysis of job satisfaction, Identification of factors affecting productivity.

**Economics**: Trend in food production, analysis of exports and imports, Analysis of price fluctuations.

**Reference**

2. Bijorn Gustavii: How to write and illustrate scientific papers? Cambridge University Press
10. Philip Kotler, Marketing management, Pearson Education, India
11. Elwood S. Buffa & Rakesh Sarin, Modern Production/Operations Management, Wiley India.
Introduction to Financial Statement Analysis, Business Analysis, Financial Reporting and Analysis, Financing Investment Activities, Cash flow analysis, Profitability analysis, Credit analysis, analyzing capital structure, solvency liquidity and operating activity analysis - comprehensive case.

Reference

Objectives: To enable students to understand the process of social and industrial psychology.

Syllabus:

Industrial psychology - Definition, nature and background.

Industrial perception – Non-verbal communication, theories of attribution, impression management.

Industrial identify - Self concept, self esteem, self efficiency, self monitoring and self focusing.

Industrial influence – Conformity, compliance and obedience. Interviews, application blanks and Reference – The interview, application blanks and biographical inventories. Reference and background investigations.

Employment testing – Testing abilities, testing personality, testing skills and achievements using and not using tests.

Safety psychology – Safety management and safety psychology. Differential accident liability.

Reference

1. Remington., Science and pharmacy practice
<table>
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<th>MB 821</th>
<th>BPO INDUSTRY</th>
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Introduction - What is Outsourcing - Why do companies outsource - Outsourcing in India - Evolution Of the industry - Evolution in IT Software - The primary factors affecting the IT industry - SWOT comparison of IT industry in major developing economies – Major Players in IT industry - Key players in The Indian Outsourcing Industry - Major future Trends affecting the industry - Increased Labor costs – Shortage of IT Skills – Moving up the Value Chain- Consolidation - Emerging Services and Markets - Challenges Ahead - Client Acquisition and Retention - Retaining employees – Productivity - Quality and compliance issues - Resource and Skill Gaps – Funding - Emerging Foreign Destinations - Physical Infrastructure – Role of Nasscom – HR issues affecting BPO & IT industry – Work life Balance – Stress Level in BPO / IT industry – Stress interventions available in BPO / IT industry.
The students will be exposed to concepts of entrepreneurship and motivated to be self-styled entrepreneur. The objective of the course are to develop entrepreneurial skills and to focus the problems, prepare feasibility reports, various facilities services offered and prospects of small business.


Reference

To enable the students to understand the principles, practices and application in Logistics and supply Chain Management-Importance and Scope of Supply chain, Supply Chain Strategies, Drivers of Supply Chain, Examples of Supply Chains and integrated view of Supply chains-Managing Supply & Demand, Significance of Forecasting, Aggregate Planning Strategies, Inventory Models, Safety Inventory, procurement & Outsourcing Strategies, SRM and Strategic Sourcing-Various Distribution Models, Warehouses as Integrators in Supply Chain, Distribution Network Planning, Modes of Transportation, Design Options for a Transportation network-Pervasiveness of Information Technology in Supply Chain Management – ERP, RFID, GPS, E-Procurement. Frame work for strategic alliances – 3 PL / 4 PL, performance Metrics in Supply Chain, risk management, CRM- The Frame work and four driving forces of Globalization, Risk management in Global Logistics, Containerization, Export-Import procedures in detail.

Reference

Objectives:

This course focuses on collecting, organizing, and using data as an aid to making managerial decisions. It has two related threads. The first is on advanced statistical and machine learning techniques for data analysis. The second is concerned with business data base organization and construction, including data collected from visits to websites. Topics include: advanced regression analysis, analysis of time series, forecasting, discriminate analysis, classification trees, clustering, neural networks, relational data bases, data mining, and data warehousing.

Overview of business intelligence, components of business intelligence, data warehousing and data mining, how is business intelligence different from information, algorithms, mind-set required for a business analytics profession. Concept of data warehousing, online analytical processing, organizing for data warehousing, multi dimensional analysis, cube wizard, pivot table, applications, extract, transform and load concepts. Difference between data warehousing and data mining, algorithms for data mining, advanced regression analysis, classification and prediction, logistic regression, discriminant analysis, classification and regression trees, conjoint analysis and cluster analysis, Neural networks, support vector methods web mining and text mining. Market basket analysis, credit scoring, analytical CRM, cost analysis, deviant before analysis in HR.

REFERENCE

Data Mining – a tutorial based primer – Richard J. Roiger, Michael W. Geatz, Pearson Education
Managing strategic intelligence – Techniques and Technologies – Mark XU
Data mining – concepts and techniques – Jiawei Han, Micheline Kambar
Objective:

The objective of the course is to identify 101 successful entrepreneurs in Tamil Nadu from different industry sectors. Learn about the similarities and differences and draw up the lessons for entrepreneurship.

1. Identification of Entrepreneurs in Tamil Nadu.
2. Identification of the industries.
3. Survey through Questionnaire.
4. Selection of the entrepreneurs
5. Identification of similarities and differences across the sectors and within the sector

Reference

Objectives:
The objective of the paper is to make research scholars of Management studies to understand the rural economy and its opportunities. It also gives an idea on the development of agriculture sector and promoting agencies of Rural Economy.

Unit-I:
Rural Economy – structure – administration – policies and frame work – state initiatives and central government schemes for rural development.

Unit-II:

Unit-III:
NABARD – Scheduled Commercial Banks – Agricultural credit – Farming activities and allied sector development – financing and developing schemes.

Unit-IV:
Rural development models – Global Scenario – Indian models – Comparative and Hybrid models for rural economic development.

Unit-V:

Reference
Purpose: To study the scientific approach to problem solving for executive decision making.

Instructional Objectives:

1. Useful for decision making to arrive at optimal decisions.
2. To apply the various advanced techniques in the organization's ongoing activities.

Unit I – Linear Programming


Unit II – Integer Programming

Integer Programming formulations – Cutting Plane Algorithm, Branch & Bound Technique, Zero-one Implicit enumeration Algorithm.

Unit III – Dynamic Programming


Unit IV – Goal Programming & Parametric Linear Programming

Simplex method for solving Goal Programming – Introduction to parametric LP – Changes in objective function Co-efficients, changes in Right hand side curtains, introduction to changes in Research Requirement vector.

Unit V – Queuing Theory & Simulation


Reference

Performance Management

Legal Issues

Dealing with Compensation

Understanding today’s Legal Climate Simulation in Flexi Careers

Conducting Performance Appraisal Exercises

Dealing with Unsavory Work Behaviour

Training and Development

HR Global Issues

Reference

1. Advance HR by Hunter
2. Advance HR by Schimdt.

Thomas L. Wheelen, J. Dravid Hunger & Hrish Rangarajan – Concepts in Strategic Management & Business Policy – Pearsan Education


Reference
Introduction to Banking: Historical perspective, Emergence and Importance of Banking, an overview of development in banking since independence. Banking Sector Reforms in India: An overview; Co-Operative bank, nationalized banks, private sector banks, international bank, foreign banks, offshore banks, recent development in banking sector, virtual banking, E-banking, Core Banking and universal banking and retail banking.

Overview and Role of RBI: Function of RBI, credit policies; Regulation and Supervision: Banking organization, NBFCs and Co-operative Banks; Inspection, Monitoring and Surveillance: On-site and off–site inspection and Monitoring.

Management of Assets and Liabilities in commercial Bank; Lending Policies: Risk and profitability planning.

Development Banking: Development Banking as distinguished from commercial banking, growth of Development Banking, role of Development Bank in economic development.

Deposit Products and its pricing in India and abroad; Credit assessment: fund based and Non-fund based services; Loan financing: Different types, its pricing, credit disbursement & monitoring.


Reference
2. Banking Law & Practice by S.N Maheswari, Kalayani Publisher.
5. Money Banking & Financial Markets by Baya Jansen
6. Commercial Banking, ICFAI University Press.
7. Central Banking, ICFAI University Press.

Ownership and Enforcement of Intellectual Property Rights—The thrust of study of this paper would be on the following areas1.—Patents—Objectives, Rights, Assignments, Defences in case of Infringement—Copyright—Objectives, Rights, Transfer of Copyright, work of employment Infringement, Defences for infringement.


References

1. IPR India-Issues and Concerns—ViKas Publishers
2. IGNOU Directed Study Materials.
3. Legal aspects of Indian IPR—Dr. Jilani—TATA McGraw Hill
GENERAL PRINCIPLES OF LAW OF CONTRACT

Indian Contract Act – 1956

II SPECIAL CONTRACTS-

Bailment & Guarantees-Contract of Agency - Sale of Goods Act

INDUSTRIAL LAW

Factories Act - Indian Trade Union Act

COMPANY LAW

Meaning - Definition - Formation of Company - Rights, Duties and Liabilities of Directors - Winding up of Company

LAW RELATED TO GENERAL PUBLIC

➢ The Consumer Protection Act 1986
➢ The Information Technology Act 2000
➢ The Right to Information Act
➢ Securities, Contracts Regulations Act 1956
➢ SEBI Act 1992
➢ Depository Act 1996
➢ Foreign Exchange Management Act 1999
➢ Competition Act 2005

Reference

1. N.D.Kapoor, Mercantile Law – Sultan & Sons
2. Vakul Sharma, Cyber Law – Mac Milan
4. Relevant Bare Acts
Objectives: To enable students to understand creativity and innovation management. This course will help to understand individual and group creativity, generation of creative ideas in group and brainstorming.

Syllabus


Reference


Reference

Objective

This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Syllabus:


References

Objective

To equip student’s to valuate business.


Reference


Hedging Strategies of Futures – Interest rates – Forward and Future Prices - Short term and Long term Interest rate futures – Foreign Currency Future:

Swaps and Options –Strategies involving Options – Options Pricing Models - Binomial trees – Wiener processes and Ito’s lemma – The Black-Scholes-Merton model – Option on Stock indices, Currencies, and future:

Greek letters – Volatility Smiles – Value at risk – Credit risk – Credit derivatives – Interest rate derivatives-the standard market models – Models of the short rate.

Reference

RISK MANAGEMENT:


Transfer-Non-insurance transfer- Insurance.

FINANCIAL & TREASURY RISK MANAGEMENT:


Reference

2. Risk Management & Insurance- Scott Harington.
Objective:


Reference

1. Commercial Banking and Monetary Policy, By Partha Roy
2. Hand Book of Banking Information, By N.S.Toor.
3. Digest for Nationalised Banks, By G.Subramanian.
Objective
This course will help the students to understand human psychology, methods in psychology, nature and scope of psychology and various branches of psychology.

Syllabus:
Introduction to psychology , Methods in Psychology, Quantitive Analysis:


Definition and concept. Theories and models of Intelligence. Measurement of intelligence and aptitude. Exceptional intelligence. Mental retardation.Concepts of multiple, emotional and


Reference
1. Introduction to Psychology, Kuppusamy, Asia Publishing House
2. Social Psychology, Baron and Byrne Tate McGraw Hill
Objective

To understand the implications of individual and group behaviour in organizational context


Reference

1. Stephen Robbins, Organisational Behaviour, Prentice Hall of India
2. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press
3. L.M.Prasad, Organisational Behaviour, Sultan Chand & Sons
Objective:

To enable scholars to understand the methodology of experimental research.

Syllabus:


References:


INTRODUCTION TO PROCUREMENT AND SUPPLY CHAIN MANAGEMENT,

THE PROCUREMENT PROCESS, PROCUREMENT POLICY AND PROCEDURES,

PURCHASE SYSTEM

- CENTRALIZED
- DECENTRALIZED
- CENTER-LED

PROCUREMENT INTEGRATION FOR COMPETITIVE ADVANTAGE,

PROCUREMENT AND SUPPLY CHAIN ORGANIZATION,

PROCUREMENT AND COMMODITY STRATEGY DEVELOPMENT,

SUPPLIER EVALUATION AND SELECTION,

SUPPLIER QUALITY MANAGEMENT,

SUPPLIER MANAGEMENT AND DEVELOPMENT,

STRATEGIC COST MANAGEMENT,

PROCUREMENT TOOLS AND TECHNIQUES

Reference

Objective: The objective of this paper is to enhance the Research Scholars of Management studies to encompass clear understand of Telecom Marketing.

UNIT-I: Introduction to Telecom Marketing: Nature and Significance;
Complexities in Telecom marketing; Transition from domestic to transnational marketing; International market orientation-EPRG framework; International market entry strategies.

UNIT-II: Telecom Marketing Environment: Internal environment; External environment-geographical, demographic, economic, Socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

UNIT-III: Product: Product planning for global markets; Standarization vs Product adaptation;New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

UNIT-IV: Pricing Decisions and Promotion: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

UNIT-V: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors /agents and managing relations with them; International logistics decisions.

Reference
Objectives:

1. To gain insights into working of a Brand
2. To understand Brand development and its sustenance in competitive market-

What is a Brand- Can anything be Branded-Strategic brand Management process-Brand elements (Criteria and option) - Building a strong brand and its applications

Identifying and establishing brand positioning-positioning guidelines -Brand values-Internal branding-Co branding-Corporate Branding-Brand Audit- Brand equity concepts-integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity-The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy -Brand extensions-Reinforcing Brands-Revitalizing Brands- Rebranding -Retiring Brands-Adjustments to Brand portfolios

Text Books:

Building measuring and managing Brand equity

Kevin lane Keller, Second Edison, Prentice hall of India

Reference

Brand Management text and cases - W.Mathur, Macmillan India
Cognitive Psychology is the scientific study of mind and behavior. Cognitive psychologists seek to understand the mental processes that underlie performance in domains such as perception, attention, memory, language, and decision-making. The goal of this class is to introduce you to the questions, theories, and methods of cognitive psychology.

Topics:

Unit I - Cognitive Psychology of Study - Understanding Cognitive Research

Unit II - Pattern Recognition - Attention

Unit III - Short-term Memory - Long-term Memory - Memory Codes & Visual Images

Unit IV - Semantic Organization - Language and Cognitive Psychology - Memory & Problem Solving

Unit – V - Decision Making – Creativity - Comparative Cognition - Cognitive Development - Expert Performance

Reference

APPLICATION OF MARKETING IN HEALTHCARE

Marketing Concept of Marketing-Importance of Marketing to Healthcare Organizations – Challenges in Practicing Marketing in Healthcare Industry- Marketing Intelligence, Information and Research system- Marketing Organisation: Chart, Fulltime Staff and Hiring Consultants-


Reference

Philip Kotler and Roberta N. Clarke, Marketing of Healthcare Organizations (Prentice Hall Publication)


MANAGEMENT CONCEPTS, FUNCTIONS AND THEORIES

Management and Organizations-Management Role- Levels of Managers and Management Skills- Services, Classification of Service Organizations, Characteristics, Challenges- History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization

HOSPITAL MANAGEMENT: LEVELS AND ROLES-Governing Board, Executive Board and Advisory Board, CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities- Structuring Hospital Organization-

CURRENT ISSUES IN HEALTHCARE- Accreditation- Telehealth- Health Tourism- Health Insurance and Managed Care- Disaster Management- Hospital Wastes Management

Reference

1. Stephen P. Robbins and Mary Coulter, Management (Prentice Hall of India Pvt. Ltd., New Delhi)
3. Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)
5. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
6. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)
In the new age economy, organizations worldwide are beginning to take advantage of technologies to pursue a strategy with a broader reach. By capitalizing on the knowledge base, the enterprise is redefining the value added to its customers and stakeholders to achieve a competitive advantage.

Further, organizations are changing how they function on a day-to-day basis. It is no longer face to face but offset in time and space.

The course will expose to the students how knowledge management helps global corporations in:

- Creating a corporate knowledge-driven culture
- Developing knowledge workers through senior management leadership
- Delivering knowledge-based products and solutions
- Maximizing enterprise intellectual capital
- Creating an environment for collaborative knowledge sharing
- Creating a learning organization
- Delivering value based on customer knowledge
- Transforming enterprise knowledge into shareholder value

**Course Syllabus**

- Introduction – 30 minutes
- Building a Global Strategy Around Knowledge Sharing – 30 minutes
- Identifying and integrating Technology – 30 minutes
- Leading a Knowledge-Driven Company – 30 minutes
- Knowledge-Sharing Bedrock: Building a Foundation of Trust – 1 Hour
- Stripping Management Control over Information – 1 Hour
- Build or Buy a Knowledge System—Custom-Made and Off-the-Shelf Solutions – 1 Hour
- Turning the IT Department into Something New – 1 Hour
- Encouraging the Flow of Knowledge – 1 Hour
- Letting Customers Guide – 1 Hour
- Recognizing Knowledge Sharing – 1 Hour
- Building the Critical Mass – 1 Hour
- Strategies for Building Communities – 1 Hour
- Creating Virtual Teams – 1 Hour
- Knowledge Based Products and Services – 1 Hour
- Practical Education: Letting the organization grow – 1 Hour
- Metrics: Outcomes from the Flow of Knowledge – 30 minutes
Speculation for the Future – 30 minutes

Reference
Knowledge Management Shelda Debowksi Shelda Debowski
Knowledge Management Rajiv Shaberwal Rajiv Shaberwal
Objectives:

The objectives of the paper are to make research scholars of management studies intelligent user of organization learning in knowledge management

Introduction of Learning - How learning plays a vital role in managing knowledge.- Knowledge management and strategies involved in learning-Learning theories-Learning process and knowledge management - Organizational learning mechanism- key to productive learning-psychological basis of productive learning-organizational-dissemination of knowledge- learning and managerial channels of influence-inhibiting organizational learning and effectiveness-the counterproductive consequences of organizational development and Human Resource activities-the inhibition of valid and usable information from the correct use of normal science-antecedents of organizational learning- best practice in organizational learning- organizational learning and leadership- leaders in organization-leaders who make a difference-developing learning culture-usefulness and relevance of organizational learning-learning across organizational boundaries-project design for learning and innovation-organizational learning and forgetting-social learning theories-developing learning managers within organizations-challenges and dilemmas in organizational learning-process that work in organizational learning.

Reference

Chris Argyris (2001), Organizational learning, Blackwell publishing, UK

John Denton (1998), Organizational learning and effectiveness, Routledge, UK

Mark Easterby-Smith, Luis Araujo, John G Burgoyne (1999), Organizational learning and the learning organization, Sage publications

Godsmith (2004), Leading Organizational learning, Wiley Imprint

Raanan Lipzhitz, victor J. Friedman, Micha Popper, Victor Friedman (2007), Demystifying organizational learning, Sage publications
Corporate Strategy – Core concepts – Generic competitive strategy
The value chain and Competitive advantage – value chain – Competitive scope and value chain –
The value chain and organizational structure
Cost advantage – the value chain and cost analysis – Cost behaviour – Cost advantage
Differentiation – Sources of differentiation – The cost differentiation – Buyer value
differentiation – Differentiation strategy – Steps in differentiation
Technology and competitive advantage – Technology and competition – Technology and
strategy – Technological evolution – Formulating technological strategy.
Competitor Selection – The strategic benefits of competitors – What makes and good competitor
– influencing the pattern of competitors – The optimal market configuration.
Industry segmentation and competitive advantage – Bases for industrial segmentation – the
industry segmentation matrix - Industry segmentation and competitive strategy – Industry
segmentation and industry definition
Substitution – Identifying substitutes – The path of substitution – Substitution and competitive
strategy.
Competitive strategy and competitive advantage – the Interrelationship among business units –
The growing importance of horizontal strategy – Interrelationship among business units –
Tangible interrelationship – Intangible interrelationship – Competitor interrelationship.
Horizontal strategy – The need for explicit horizontal structure – Interrelationship and
diversification strategy – Pitfalls in horizontal strategy.
Achieving interrelationship – Impediments to achieving interrelationship – Organization
mechanism of achieving interrelationship – managing horizontal organization.
Complementary products and competitive advantage – control over complementary products –
 Bundling, cross subsidization, Complements and competitive strategy.
Industry scenarios and competitive strategy under uncertainty – Constructing industry scenarios
 – Industry scenarios and competitive strategy – Scenarios and planning process.

Defensive Strategy – The process of entry or repositioning – Defensive tactics – Evaluating
defensive tactics
Attacking an industry leader – Conditions for attacking leader – Impediments to leader
retaliation – Signals of leader vulnerability – Attacking leaders and industry structure.

Reference

Oxford Scholarship online
Author: Peter Andreas Gloor (2006), Swarn creativity: Competitive advantage through
collaborative innovation networks, USA: Oxford University Press

Reference

Objective

To make the students understand the organizational need, benefits and process of creating long term value for individual customers.

create awareness about formulation and implementation of CRM and to e-CRM and various CRM packages-The concept of CRM – Strategic imperatives – Conceptual foundations of CRM – Building customer relationship-Economics of CRM – CRM in B-C markets – CRM in B – B market-Components of e CRM – Product offerings in the CRM market space – contact centers for CRM-The CRM Road Map – Operational issues in implementing CRM

Reference

Objective: To enable students to understand the elements of pharmaceutical brand management.

Syllabus

Brand management - Branding concepts, brand identity, elements of branding, brand decisions, brand portfolio.

Creating brand - Brand personality, brand image, brand equity, managing brand equity through brand loyalty, brand awareness, perceived quality and brand associations.

Strategic brand management process.

Brand positioning. Branding in pharmaceutical industry Pharmaceutical brand name development.

Brand packaging design.

Future of branding in pharmaceutical industry.

Reference

Verma Harsh. V. Brand Management
Chaurasia Harish. Brand Management

Chaurasia Harish. Brand Management
Objective
To understand about the services marketing and its growing importance in the competitive environment

Syllabus

Reference
Syllabus


Reference

2. Internet Marketing: A Practical Approach, by Alan Charlesworth, Published by Elsevier.
Correspondence training, self-instruction training, goal-setting and contracting-intervention design using self-management procedures, including selection and definition of behavior change targets, research design investigating self management processes-data display-data interpretation-programming for assessment of generalization and maintenance of behavior change-designing self management research to assess generalization and maintenance of behavior change. Anger Management - International Business Etiquettes -International Dining Etiquettes - Interview Facing Skills- Making the Right First Impression- Personal Etiquettes & Grooming - Planning & Organizing-Thinking Skills (Decision Making & Problem Solving) - Time Management

**Reference**

Edward P. Sarafino (2010), Using Behavioral and Cognitive principles of manage your life, John Wiley & Sons, USA

Karen Stainsby (2007), Develop your interpersonal and self-management skills: A practical resource, Redcliffe publishing Limited, UK

Objectives:
The objective of the paper is to make research scholars of Management studies to understand the rural economy and its opportunities. It also gives an idea on the development of agriculture sector and promoting agencies of Rural Economy.

Unit-I:
Rural Economy – structure – administration – policies and frame work – state initiatives and central government schemes for rural development.

Unit-II:

Unit-III:
NABARD – Scheduled Commercial Banks – Agricultural credit – Farming activities and allied sector development – financing and developing schemes.

Unit-IV:
Rural development models – Global Scenario – Indian models – Comparative and Hybrid models for rural economic development.

Unit-V:

References
Objectives

To provide basic overview on road safety scenario and issues
To discuss accident causes and remedies
To discuss engineering measures for road safety
To discuss legislative measures for road safety
To discuss measures for improving road safety education levels amongst the public.
To provide an insight into the road accident investigation methods

Syllabus
Introduction -Traffic safety and probabilistic risk assessment- national safety problem-The Nature of Road Safety -Road Safety Demographics-Road User Decisions-Road Safety Definition- Intervention tools-Road Safety a Complex Field-History and Institutional Settings of Road Safety Management-Foundation for Road Safety Management Policy-Safety Management Roles and Responsibilities- Road Safety Education Opportunities-review scientific and engineering study steps- -Funding Sources, requirements, and Opportunities-Contributing Crash Factors, Countermeasure Selection, and Evaluation-Police Accident Report-Scientific principles for effective road safety analysis-Integrating Safety into the Transportation Planning Process-Current Research Supporting Road Safety Management-Identifying problems and solutions-the safety audit

Reference


Objective

To equip students to understand the strategic marketing practices adopted by pharmaceutical industry.

Syllabus

Unit-I: Dynamics of pharmaceutical marketing-Reflective scanning. Dunkel proposals and their implications, shifts and patterns in pharmaceutical marketing. The changing concept of pharma marketing.


Unit-III: Market segmentation, positioning and targeting in pharmaceutical marketing. Strategic advantages in pharma marketing- The process of competitive analysis strategic competitive advantage.


Unit-V: Distribution decisions – importance and functions of distribution channel, distribution channel members. Promotion decisions – Promotion-Mix elements, Communication in pharmaceutical industry.

Reference

Mickey C.Smith (2008), PHARMACEUTICAL MARKETING, Excel books

Smarta (2008), Strategic Pharma marketing
Objective

To understand stress and techniques to manage the same-The students will be able to understand what is stress, the ill effects of stress, what are the causes and remedies to overcome stress and manage crisis

Syllabus


Reference


The student will be able to understand the meaning, definitions and concepts leadership. It helps to influence the people to work effectively in an organization and to understand the importance leadership and styles of leadership to develop the team works and motivate individuals as well as group members.

**Syllabus**

Meaning, definition and concept of leadership, importance of leadership, scope and insignificance of leadership, qualities of leader, difference between leader and manager - difference between leadership and Manager . Theories of leadership - Types of leader leadership styles, Leadership styles of Indian managers. Ethics - Ethical theories - principles of ethical leadership - leadership in action.

Leadership and values, principles of leadership, leadership doing Right things – Leading across culture. Power and Influence, meaning and definition of power, leadership influence tactics, women leadership concept and significance of women leadership - women employee and Manager, role of women entrepreneurs and leaders for the academic development of the country.

**Reference**

3. Research findings and Prachce, Biztantra, New Delhi, Anbhref J Dusin - 2007
Objective

To understand the implications of individual behaviour in organizational context.

Syllabus


Reference


Unit-II: Quality management system and benchmarking – performance improvement – responsibility and nature of marine operations – conservancy, dredging, navigation aids – navigation control.

Unit-III: Management of cargo operation on board and ashore – importance of avoiding traffic and cargo congestion – importance of safety management.

Importance of security to prevent terrorism, - illegal immigration – theft and smuggling

Unit-IV: Role of trade unions and other labour organization including ITF – role of statutory bodies – Customs, Immigration, Port Health, Marine safety.

Unit-V: Needs of port users – ship-woners and oprators, ship agents, forwarders, truckers, rail and barge operations – information flow requirements of the port, statutory bodies and port users – port community computer systems.

Reference

Patrick M.Alderton (2008), Port Management and Operation – Lloyd’s practical shipping guides, Informa publishers.

Alan E Branch (2007), Elements of Shipping, Routledge Publishers

Syllabus
Non-Performing Assets
Concept of nonperforming assets, causes of nonperforming assets, valuation of non-performing assets, prudential norms regarding non-performing assets, Trends of NPAs, Preventions of NPAs, Monitoring systems for existing and potential NPAs, Rehabilitation of sick non-performing units, strategies and actionable operational guidelines for reducing NPAs, classification of loans, provisioning requirements, recognition of income and non-performing loans, criteria for write-off of bad loans, reporting requirements relating interest income, loans, non-performing assets and provisions. Non-Performing Assets of PSBs, Factoring: Concept and Indian Financial Market, Non Performing Assets in India: Broadening and Expectations Gap.

Legal Aspect of Non-Performing Assets

Reference
1. Vibha Jain, Non-performing assets in commercial books, regal Publication (2007)
3. Frank J. Fabozzi and Vinod Kothari, Introduction to Securitization, Published by Wiley Finance
Syllabus

Unit-I: Introduction to commercial Diplomacy
International Trade and Investment Theories
INTERNATIONAL TRADE LAWS AND INSTITUTIONS: International Trade Organizations - International Trade Law - Regional Trade Institutions
Regional Economic Integration

Unit-II: NATIONAL TRADE LAWS AND INSTITUTIONS IN INDIA: Other Major Developed Countries - Key Developing Countries
HISTORY OF TRADE POLICY: History of Trade Thought
BUSINESS/GOVERNMENT RELATIONS: Framing the Issues

Unit-III: GLOBAL TRADING SYSTEM: Dispute Settlement in Trade - Trade Remedies - Operation of the World Trade Organization - Compliance of WTO agreements by member countries
ADVANCED TOPICS IN TRADE POLICY: Cutting Edge Issues - Trade & Competition - Trade & Social Issues

Unit-IV: PROMOTION OF TRADE AND INVESTMENT
Trade Promotion - Trade Finance - Investment Promotion Programs
GLOBAL BUSINESS MANAGEMENT
Managing Government Relation in the Global Economy

Unit-V: ULTIMATIONAL ENTERPRISES & GOVERNMENT POLICY

Reference

1. International Trade Law by Indira Carr, Cavendish Publishing, UK.
2. A Test of Indian Commercial Diplomacy by Kishan. S Rana
3. the WTO and International Trade Law/Dispute Settlement by Marroidis, Peters C and Sykes alano – Edward Eiger Publishing
4. Law of International Trade by Jason chuah
5. India’s Foreign Trade Problems, CS Nagpal, Anmol Publications.
Syllabus


Reference

Unit I
   Six Sigma – The new paradigm, methodology- Definitions and concepts – Origion, Development and Renewal – Scope, Structure and methodology

Unit II
   Six Sigma in Manufacturing and Service Industries – Organizing Six Sigma – adding value to Product and services - strategy - Core and enabling process

Unit III
   Customer – External and Internal customers - Customer satisfaction to customer loyalty - Determining critical and Quality characteristics - working with customers and suppliers

Unit IV
   Vision and benefits of Six Sigma - Implementing Six sigma in practice – Strategy of Quality Improvement – Process Improvement

Unit V
   The Ultimate Six sigma - 12 areas of business excellence – Indicators to Robust metrics
   Obsolete tools - Champions of Quality – Quality assurance - world class Results - examples

Reference
2. Deepali Desai, Six Sigma, Himalaya publishing House, Mumbai (First Edition 2010)
Objective

The objective of this course is to understand the relationship of organization structure, design and change. To get exposed to the concept of evolving organization structure and design.

Syllabus

UNIT-I INTRODUCTION

The principles of organization structure and design.

UNIT-II CONCEPTS

Understanding the concept of Evolution of Organization structure and design in the IT Sector.

UNIT-III DIFFERENT TYPES OF ORGANIZATION STRUCTURE AND DESIGN

Collaborative organizational design.

UNIT-IV APPLICATIONS

Application to the social enterprises.

UNIT-V PROBLEMS AND CHALLENGES

Case analysis, case discussions, Book Reviews, Article Reviews, Seminar presentations on the current topics and literature review at regular intervals is to be carried out.

Reference

1. Aquivas P G, Organization structure and Design: Applications ad Challenges
2. Philip Sadler< Designing the foundation for Excellence: Kogan Page
3. Geoff Cape, Growth, Change and Organization Structure.
The objective of the course is to expose the participants to the theories and practices of social enterprises and understand the challenges.

UNIT-I  INTRODUCTION
Social innovations and the social entrepreneurship. Interview the social innovators who have initiated the innovations in profit, non profit, Government, Non Government organizations.

UNIT-II BUSINESS CONCEPTS
Business concepts and skills for the social sector. The adaptation of business concepts to serve the social objectives. How to create social value?

UNIT-III HOW TO FINANCE
Social entrepreneurship financing. Mobilizing the resources for the social cause.

UNIT-IV GROWTH OF SOCIAL ENTREPRENEURSHIP
Growth and sustainability of social ventures.

UNIT-V MEASUREMENT
Measurement of the impact of social ventures. Case analysis, case discussions, Book Reviews, Article Reviews, Seminar presentations on the current topics and literature review at regular intervals is to be carried out.

Reference

David Bornstein, How to change the world: Social Entrepreneurs, Oxford University Press, 2007

**Objective:**

To expose the students to the concepts of international marketing.

**UNIT I**

The concept of International Marketing – GLOCAL marketing – emerging opportunities in international marketing

**UNIT II**

WTO -Economic environment – International Marketing Research – Decision making process – market selection-Entering international markets

**UNIT III**

Product strategy - product quality – Building brands in international markets – pricing decisions -International logistics and distribution – Communication (6)

**UNIT IV**

Export Import Policies-International trade - risk management

**UNIT V**

Export procedure – documentation – Infrastructure – Emerging issues

**Reference**

Rakesh Mohan Joshi, “International Marketing”, Oxford University Press, 2005
Objectives

- Develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes
- Develop behavioral and cognitive skills to operate in the cultures of key countries
- Apply his/her understanding of cultural nuances to managerial / leadership effectiveness, interpersonal communication / negotiations, designing systems and structures, HR practices, etc.

Unit 1
Understanding Culture
- Introduction
- Key Concepts
- Determinants of Cultural Identity

Unit - 2.
Studies of National Culture

Unit - 3.
Implications for Management Theory and Practice
- Adjusting to the New Culture
- Cultural Relativity of Management Theory
- Competencies for Global Manager

Unit – 4
Culture – concept, definitions, levels

- Cross-cultural management – content, approaches.
- Dimensions of a cultural difference
- Culture and identity – social and personal identity, nature and role of stereotypes

Unit – 5
Culture, HRM and learning – HRM in multicultural environment, culture shock, intercultural training, expatriation and repatriation

- Cooperation and culture – problems of cooperation, culture and strategy
- Leadership in international kontext
Culture and diversity
Cross-cultural research – Methodology

Reference
1. GALLOIS, C. -- CALLAN, V. J. Communication and culture: a guide for practice
   Chichester John Wiley & Sons
2. GATLEY, S. Comparative Management: A Transcultural Odyssey London McGraw-Hill
Unit I

Globalization & tourism sector Globalization & the business world, the tourism industry,-challenges, Factors affecting Global & regional tourist movements, Demand and origin factors,-destination & resource factors. Contemporary trends in international tourist movements.-The emergence of international hotels & tourism .Historical aspects, development of chains,-development abroad, airline connection .-Political aspects of the international travel, tourism –

Unit II

Barriers to travel, tourism investment & business, regulations, international organizations-dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations,

Unit III

Political stability, travel advisories, political risk, crisis management-International hotels -Balancing global & local perspectives -Operating in a multinational-environment International rules & regulations -a brief study

Unit IV

Human resources & cultural diversity -Understanding cultural diversity, cultural perceptions,-business protocol, cultural considerations in negotiations-International tourism sales & marketing -Market research, developing an international-marketing strategy, understanding various travel distribution systems viz GDS, product positioning

Unit V

Global competition & the future -Long -term tourism growth trends, tourism growth in major-regions, transportation developments, technology & automation, Development issues, tourism & the environment.

Reference

Alan Clarke and Wei Chen (2007), International Hospitality Management, Macmillan Company
Objectives

- Understand the scope, goals and objectives of Financial Management (Investment & Dividend)
- To provide expert knowledge on concepts, methods and procedures involved in using Financial Management for managerial decision-making.
- To gain knowledge of international monetary and financial system

Unit I - INVESTMENT DECISIONS: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return: NPV and IRR comparison.

Unit II - Capital rationing; Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, pReference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity;

Unit III - Costs, Benefits and Risks analysis for projects, Linking investment with customer’s requirements, Designing Capital Structure.

Unit IV - The impact of taxation, potential changes in economic factors and potential restrictions on remittance on these calculations, Capital investment real options, Venture Capital financing, Hybrid financing / Instruments

Unit V- DIVIDEND DECISIONS: Issues in dividend decisions, Walter's model. Gordon's model. M-M hypothesis. dividend and uncertainty, relevance of dividend; dividend policy in practice; Forms of dividends; stability in dividend policy; Corporate dividend behaviour. Concept of retained earnings and plough back of profits.

Reference

10. Alexander : Fundamentals of Investment 3/e Pearson Education


Unit III - Export Strategies: Trends in India’s Exports, Analysis of Trends in Exports and Imports, Direction of India’s Exports, Medium Term Export Strategy, Select Target Export Products, Target Markets for Select Export Products and India’s Competitors, Starting Export Business: Tips for Export Marketing


Reference
1. International Marketing and Export Management (6th Edition) by Gerald Albaum and Edwin Duerr
2. Import/Export For Dummies by John J. Capela
3. Export Management by P.K Khurana
4. Managing Exports: Navigating the Complex Rules, Controls, Barriers, and Laws by Frank Reynolds
5. Export-Import Theory, Practices, and Procedures by Belay Seyoum
6. Mastering Import and Export Management by Thomas A. Cook
7. Global Management: Strategic and Interpersonal by Helen Deresky
UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

References
2. Risk Management & Insurance- Scott Harington.
Objectives:

To understand the principles of HRIS and how they are to be implemented in organizations.

UNIT I INTRODUCTION 6
Introduction - Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Survey of software packages for Human Resource Information System including ERP Software such as SAP

UNIT II DATA MANAGEMENT 6
Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software

UNIT III HR MANAGEMENT PROCESS & HRIS 6
Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control

UNIT IV HR MANAGEMENT PROCESS II 6
Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making

UNIT V IMPLEMENTATION OF HRIS SYSTEMS 6
Security of Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome- Orientation & Training Modules for HR & other functionaries; Importance & content of HRIS & SMEs – Analytical Framework; HRIS & Employee Legislation; An Integrated View of HRIS

Total = 30

References

Syllabus:

UNIT - I

UNIT - II
Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation

UNIT - III
Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names

UNIT - IV
Brand Awareness-Types of Brand Awareness, Brand Image- Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life: Growing, sustaining Brand equity- Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding.

References:
1. C. Merle Crawford, New Product Management
2. Donald Lehmann, Product Management, Tata Mac Graw Hill
3. Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity
5. Murphy, John, Brand Strategy, Cambridge, The Director Books
6. NichololasInd, Living the Brand
**Syllabus:**

1. The Economic model.
2. Learning model.
3. Psychoanalytic model.
4. The sociological model.
5. The Howard Sheth model of Buying Behaviour.
6. The Nicosia model.
7. The Engel - Kollat - Blackwell Model.
8. Engel, Blackwell and Miniard (EBM) model.

**Reference**

Demand management-Is demand worth the effort?-principles of demand planning-principles of communicating demand-principles of influencing demand, managing and prioritizing demand-Multiple view of demand-measurement of demand plans-demand collaboration-the human quotient-planning strategies for managing uncertainty-performance measurements-role of technology-demand collaboration-demand consensus and integration-values of demand information in plant form products supply chain-seasonality models of new product diffusions: shrinking seasonal split and product mix approaches-demand management of approach to sales forecasting derived versus independent demand-a model of supply chain management-tools of sales forecasting management-management costs.

Reference


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**Unit-I**

The troubled industrial scenario- the Background of Liberalization- recession- a brief view of The Sick Industrial Companies Act 1985 (SICA) and the Board for Industrial and Financial Reconstruction (BIFR). Reasons for underperformance leading to sickness: external internal/technical financial/managerial personal. Recognition of the Danger signs:

**Unit-III**

Turnaround: concept (positive reversal)- elements of turnaround; The Two fold : Symptomatic (cost cutting measures; layoffs and closures) or Systematic: (low cost, product differentiation and quality leadership).
Phases of Turnaround: Assessment phase- Formulating strategy- Implementing strategy.
Choosing appropriate strategy: Strategic Turnarounds/Operational turnarounds

**Unit-IV**

The five Kinds of TAS:
Diversification- (Concentric and conglomerate);
Restructuring: (organizational/portfolio/Financial);
Mergers and Acquisitions;
Amalgamation,
Joint Venturing.
Case studies: Tata Motors-Jawaharlal Nehru Port Trust, Tamil Nadu Mercantile Bank; IBM, Chrystler, Glaxo.

**Unit-V**

Role of ERP and its scope in Turnaround strategy-Case studies: BAAN, SAP,RAMCO

**Reference**

B.S.Patil, Strategic Manaement,2011.(pages 176-189)
UNIT I
BM and its importance to firms
   Definition of BM
   The need for BM
   Choice between new technology or new BM
   Ease of BM for implementation compared to business transformation

UNIT II
Integration of management disciplines in BM
   Foresight & vision analysis (based on SWOT analysis)
   Effects of innovation in one on other involving: processes, cost structure, revenues, BM
   Choice of one will have effect on others; Operational excellence for optimum combination
   Evolution of BM over time specific to industry structure
   BM in the ecosystem of the business

UNIT III
Fundamentals of BM
   Major elements of BM (Offering, Market position, Value chain & Finance as interlocking elements)
   Effect of properties of BM on profit formula
   Changes of ecosystem on the need for BM change (defensive or lead taking)

BM Innovation
   Challenges to meet through BM Innovation (Example: Tata Nano’s introduction)
   Continuous trial-error on BM (Examples: Google)
   Patterns of BM and Open BM
   Approaches to BM Innovation
   Suitability features of different BMs

UNIT IV
Building up BM Innovation
   1. Strategy development in BM environment (through foresight & visioning)
   2. Market expansion with perspectives of BM Innovation (through new product / service choice; Blue Ocean Strategy)
   3. Customer value propositions (through Ideation: defining & realizing them)
   4. Business value propositions (through suitable profit formula & Operational Excellence)
5. Financial performance excellence (through mitigating risks and uncertainties)
6. Value management (through idea, product, business management)
7. Developing innovation capabilities (through managing 7S’s and monitoring Innovation)
8. Entrepreneurship as success index of BM Innovation

UNIT V
Practicing BM Innovation
1. Ideation originating from external drivers and internal capabilities, and BM elements
2. Foresight & Visioning (SWOT analysis)
3. Business modeling with focus on:
   3.1. Stakeholders’ values
   3.2. Value-creation, capturing, delivery and realization
4. Business case in consideration of multiple scenarios and value management options
5. Business plan formulation

Reference
LEARNING OBJECTIVES:

To understand the basic concepts of Information Systems applicable to Management
To study the design, development and security of Management Information Systems
To learn about the various modules in Enterprise Resource Planning System
To Practice Data processing using MS-Excel and MS- Access

SYLLABUS:

UNIT I

UNIT II

UNIT III

UNIT IV
Decision making & Decision support Systems – Systems for decision support – Group decision support Systems – Executive support in the enterprise – Management Opportunities challenges &

UNIT V

Case studies

- Design & Development of Human Resource Information Systems for an Educational Institution
- Design & Development of Marketing Information Systems for an Company
- Design & Development of Information Systems
- A study of Enterprise Information Planning Systems in a Company

Lab Exercises

- Practice the use of MS Excel Spreadsheet
- Practice the use of MS Access Database
- Graphs using MS Excel
- Application of Formula in MS Excel
- Breakeven Analysis using MS Excel
- Creation of Table in MS Access
- Calculation of Net Margin using MS Excel

Reference

COURSERAIONALE:
This subject explains the concepts, strategies and issues involved in planning, implementing and managing systems.

COURSE OBJECTIVES:
At the end of the course on “Enterprise Resource Planning” the student will learn and understand the following.
- ERP in Indian Companies
- ERP Architecture
- Establishing Need for ERP
- Business Case for ERP
- ERP Life Cycle
- ERP and Business Process Reengineering
- ERP Implementation Process
- Post ERP Implementation

SYLLABUS:
UNIT I
Introduction to ERP Systems - Role of ERP in Business –Advanced ERP –ERP and E-Commerce – ERP Architecture – ERP Technologies

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE
Syllabus:

Readings in connection with the Recession in Europe/down turn in the East and the Middle East countries.

The mind sets of IT entrepreneurs in India and the Middle East- the entrepreneurial ventures envisaged.

The historical background of IT innovative ventures since 2000 in the Middle East.

The gaps in the IT service providers and IT serve requirements of the industries in the Middle East.

The challenges both economical and social faced by the IT entrepreneurs.

The challenges in the start up and sustenance of new IT ventures.

Reference

Case studies in IT sector entrepreneurs in India and Middle East
PC Quest
The Directory of SSI and MSMEs, India 2010
The economic environment of the Middle East Nations.
Any other relevant readings in the course of the research.
INFORMATION RISK MANAGEMENT

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**PREREQUISITE**
Basic understanding of Information Security and Management concepts

**Purpose**
The purpose is to understand the information risk management while handling and processing information and implementing security

**INSTRUCTIONAL OBJECTIVES**
1. To gain the knowledge about Information risk
2. To gather knowledge while collecting data about organization
3. To perform analysis on Information risk and devise methods to mitigate risk

**UNIT I – INTRODUCTION (9 hours)**

**UNIT II - DATA COLLECTION**
The Sponsors - The Project Team - Data Collection Mechanisms - Executive Interviews - Document Requests - IT Assets Inventories - Profile & Control Survey - Consolidation.

**UNIT III - DATA ANALYSIS**

**UNIT IV - RISK ASSESSMENT**

**UNIT V - SECURITY AUDIT PROCESS**
Pre-planning audit - Audit Risk Assessment - Performing Audit - Internal Controls - Audit Evidence - Audit Testing - Audit Finding - Follow-up activities.

**REFERENCE**
Purpose:
To understand the strategies adopted by corporations to embrace newer technologies

Instructional Objectives:
- To understand the role of ICT in organizations
- To formulate strategy for ICT design and implementation
- To understand cloud computing models and implementation

Unit I Introduction
ICT and Organization: processes and factors, Technology Trends, ICT in Organizations

Unit II Role of ICT
Role of ICT in developing countries, determinants of likelihood and intensity of ICT adoption in SMEs; impact of ICT in SMEs, factors influencing the adoption new information technologies

Unit III ICT Adoption
Adoption: from exploration to decision making, Design and Implementation of ICT systems and applications, Organizational integration.

Unit IV e-commerce and e-business

Unit V Cloud Computing
Adoption of Cloud Computing: Introduction, terminology, cloud models; business value of cloud, security issues, Adoption approaches; changing role of the Service Management Organization, changing role of Enterprise Architecture team; cloud computing adoption issues survey, Road map and evaluation framework

Reference
4. “Factors influencing the adoption of new information technology in the staffing industry”, Ph.D dissertation of Dr Benjamin B Adegoke, Capella University, 2007
Objectives:
The objective of the paper is to make research scholars of Management studies intelligent users of multi-variate statistical techniques. The research scholars are expected to be friendly user of SPSS statistical package.

Unit-I:
Multi-Variate Data-Definition, Observation and data, levels of measurement, detecting outliers and data cleaning, Transformation to normality, mean vector, variance-covariance and correlation matrices.

Unit-II:
Regression Analysis-Fitting of simple and multiple linear regression models, binary, multinomial and ordinal logisture regression models and principal regression model.

Unit-III:
Analysis of Interdependence-principal component analysis, explanatory and confirmatory factor analysis, cluster analysis, conjoint analysis, multidimensional scaling and attribute based perceptual mapping.

Unit-IV:
Analysis of dependence- canonical correlation analysis, structural equation models with latent variables, analysis of variances and discriminate analysis.

Unit-V:
Application of multivariable statistical techniques in marketing, economics, HR, operation and finance through article reviews.

Reference

Syllabus:

Unit – I
Understanding Disability - People with Disabilities and their Environment - Approaches, Models and Systems of Rehabilitation - Roles and Responsibilities of Different Stakeholders

Unit – II

Unit – III
People with disability and society - Disability: sociological perspectives: culture, society, individual social interaction & everyday life social groups social processes, social change, social meaning of impairment & interpretation of disability. - Social barriers for integration. - Indian society in transition

Unit – IV
Approaches to disability rehabilitation - Society and legislation for persons with disabilities- Approaches, Models and systems of Rehabilitation - Understanding Management systems and techniques - Dimensions and Constituents of Rehabilitation Management

Unit – V
Rehab Psychology - Scope and objectives - Implications - Socio-psychological aspects of disability - Rehab guidance & counseling- Meaning & scope - Family Counseling - Group Counseling - Genetic Counseling - Role of an effective counselor - Participatory Approach - Family and persons with disabilities - Needs of family having a person with disabilities - Role of family in promotion of comprehensive rehabilitation - Strategies for promoting family participation

REFERENCE

3. Disability Management and Workplace Integration: International Research Findings- Thomas Geisen, Henry George Harder
4. Principles and practices of disability management in industry- Donald Eugene Shrey, Michel Lacerte
5. Disability management: theory, strategy and industry practice- Dianne E. G. Dyck, Heidi Borner
Objectives:

This course will help the research scholar to get exposure on how global businesses realize the huge Human resources potential they can tap in the developing nations. GHRM is emerging as a crucial factor since organizations are run by people across races, nations and cultures.

UNIT I


UNIT II

Globalization & HRM – Stages in Internationalization of Business – Global HRM Approaches Hofstede’s cultural dimension theory – Reich’s new world order- Porter’s Diamond – Cross Cultural Implications – Culture and Organization Performance – Case Studies

UNIT III


UNIT IV


UNIT V


Reference
objectives
This course provides the discrete and continuous system, generation of random variables, analysis of simulation output and simulation languages. This course work is designed to help the researcher to understand the application of simulation and modeling to financial decision making.

Unit 1. Introduction to Simulation
Continuous and discrete systems, System simulation, Real time simulation, Types of Simulation Models, Steps in simulation Study, Phases of a simulation study, Advantages of simulation, Limitations of the Simulation Technique, Areas of applications

Unit 2. Simulation of Continuous Systems
Queuing system, Markov chains, Differential and partial differential equations

Unit 3. Random Numbers
Random Numbers, Random Number Tables, Pseudo Random Numbers, Generation of Random Number, Testing Numbers for Randomness, Uniformity Test, Chi-square test, testing for auto correlation, Poker Test

Unit 4. Verification and Validation of Simulation Models
Model building, verification and Validation, Verification of Simulation Models, Calibration and Validation of Models

Unit 5. Analysis of Simulation Output
Estimation methods, Simulation run statistics, Replication of runs, Elimination of internal bias and Simulation languages. Basic concept of Simulation tool, Discrete systems modeling and simulation, Continuous systems modeling and simulation, Data and control, Hybrid simulation, Feedback systems: typical applications.

Text Books:
Reference

Objective:
The objective of the study is to understand the basic insight of advertising to enhance the knowledge in the area research.

Unit I: Foundations
The Nature and Process of Research - Research Ethics

Unit II: Sources of Information
Secondary Research – Sampling

Unit III: Qualitative Research
Collecting Qualitative Insights - Focus Groups - Analysis of Qualitative Data

Unit IV: Quantitative Research
Data Collection through Observation: Human and Automated
Data Collection through Observation: Biometrics
Survey Research - Measurement - Asking Questions
Questionnaire Design – Experiments
Quantitative Data Analysis: Descriptive Statistics
Quantitative Data Analysis: Inferential Statistics

Unit V: Applied Topics
Segmentation - Brand Maps - Concept and Benefit Testing - Post-Production Advertising
Testing and Optimization - Presenting Research
Reference

Objective:
This course will help the research scholar to understand the process of change management in the automobile industry. To identify the challenges and the problems faced by the industry in implementation of change.

Unit I:

Unit II:
Techniques of change management – Car launch change management - change in channels

Unit III:
Best practices of change management companies in different countries - factors influencing Successful and failures in change management

Unit IV:
Identification of the cases in automobile industry written analysis and seminar presentation.

Unit V:
Literature review of the Articles and book reviews related to the topic. Written and Seminar presentation

Reference
2. John Kotter - Change Management Theory – Management Change Model
Objective:

This course will help the research scholar to understand the operations practices of the automobile industry. To identify the challenges and the problems faced by the industry.

Unit I:


Unit II:

Procurement techniques – maintenance - c – procurement - TQM- Learning curve – quality control-

Unit III:

Supply chain management – production and delivery planning – material resource planning – after sales service – spare part management. Best practices of companies in different countries

Unit IV:

Identification of the cases in automobile industry - written analysis and seminar presentation.

Unit V:

Literature review of the Articles and book reviews related to the topic. Written and Seminar presentation

Reference

### Course Objective

Employee Engagement is a measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. The present course aims to provide an introduction to the theoretical and behavioural concepts of Employee Engagement.

### Unit I: The Psychology of Engagement

Introduction to engagement – Engagement and positive psychology – Antecedents and Drivers of Engagement - rationale of employee engagement at work.

### Unit II: Employee engagement – the HR Implications

Strategic HRM and employee engagement – Human Resource development and Employee Engagement – Job design and Employee Engagement – Leadership and Employee engagement

### Unit III: Employee Engagement – theoretical context

Framework of employee engagement - Models of employee engagement –Motivation theories and employee management.

### Unit IV: Employee engagement an international perspective

Measuring engagement – Implementation plan – Barriers to employee engagement – Sustaining employee engagement.

### Unit V: The practice of Employee engagement


### REFERENCE


Employee Engagement: Fredric P Miller, Agmes F Vandome, John McBrewster, Alphascript Publishing
Unit I:
Definition – Services – Business Need – Complementary Services, Service mix, - Dimensions – Nature of Services – Characteristics of services - Differences between services and manufacturing – quality in services.

Unit II:

Unit III:

Unit IV:

Unit V:

REFERENCE

Web Sites:
www.jaicobooks.com
www.darpg.nic.in
www.pearsoned.co.in
www.pearsoned.co.in/ Poornimam Charatimath
www.iupindia.org (for magazines & Journals)
www.newagepublishers.com

Journals:
International journal of operations and Productions management
Journal of quality management
Total quality management - McGraw Hill Series .Inc
International Review of Administrative Sciences
The journal for Quality and Participation
Sloan management review
British journal of management
COURSE OBJECTIVES:
After this course on Green Marketing the learner will be able to:
- Comprehend and apply effective marketing techniques to clean energy economy businesses.
- Develop a personal brand that drives demand for services.
- Develop and implement a marketing strategy and plan.
- Set up a professional website that generates quality leads that enhances products and services.
- Present the value and benefits of green: alternative energy sources, energy efficiency, safe and non-toxic products, sustainable services, products and processes.
- Develop skills in green Marketing practices

UNIT I:
Introduction to green marketing-strategic green planning-environment and consumption - Green Product- Green Behaviour- the government’s role and the initiatives taken- Green, Is it a business opportunity? -Five shades of green consumers-Segmenting the green consumers, based on Green interest- Green consumer’s motives-Buying strategies of green consumers- Case Studies

UNIT II:
Green Marketing paradigm- Designing green products- A life cycle Approach:
Life cycle strategies for sustainable product design-Case Studies

UNIT III:
Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco- innovation- The challenges of communicating with sustainability-Fundamentals of green marketing- strategies of sustainable marketing communication.-Case Studies

UNIT IV:
Establishing Credibility- Partnering:
Green wash- strategies for establishing credibility for sustainable branding of green products- Partnering for success-Case Studies

UNIT V:
Sustainability Leaders addressing the new rules-Green marketing :A beginning or the new order of the day- Conclusion
Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCEBOOKS:
7. Diane Martin and John Schouten 'Sustainable Marketing', Prentice Hall, April 28, 2011
COURSE OBJECTIVE:
This subject focuses on business strategies and models in business-to-consumer (B2C) internet electronic commerce. It analyses the elements of success through intensive study of examples of successful internet retailing.

UNIT I:

UNIT II:
Internet Retailing in Australia, Denmark and Greece: Introduction, Overview of firms, Environmental issues, business model, key business drivers and threats, innovation factors and processes, website features, customer perspectives, future prospects.

UNIT III:
Internet Retailing in Hong Kong, China, United Kingdom and United States: Introduction, Overview of firms, Environmental issues, business model, key business drivers and threats, innovation factors and processes, website features, customer perspectives, future prospects.

UNIT IV:
Internet Retailing in India: Present day Scenario and future prospects, Review of literature and articles on e-tailing from journals.

UNIT V:

REFERENCE
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**COURSE OBJECTIVES:**
After studying this course students will be able to:
- Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- Become familiar with the processes needed to develop report and analyze business data.
- Understand how to use and apply selected business analytics software for Finance, Marketing, Operations and Human Resources Management.
- Introduction to Predictive Analytics Software (PASW)-Forecasting-Modeling-Statistical Methods-Finance-Marketing-Operations-HR Analytics

**UNIT I:**
Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mindset required for a business analytics profession

**UNIT II:**
Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

**UNIT III:**
Introduction to Data, Text and Web mining - Performance Management

**UNIT IV**
Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Predictive Analytics Software (PASW)

**UNIT V**
Finance – Marketing – Operations – Human Resource analytics using PASW

**REFERENCE**
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons
COURSE OBJECTIVE:
The scholar should be in a position to

1. Understand building blocks of innovation.
2. Be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decision making.
3. Be familiar with creative and innovative thinking styles.
4. Comprehend the adoption process of innovations and rate of adoption of innovations.
5. Role of social media in diffusion of innovation and 4Es of Marketing.

UNIT I: THE GENERATION OF INNOVATIONS
The Innovation Development process -Recognizing a problem or need- Basic and Applied research- development – Commercialization- Diffusion and Adoption- Consequences.

UNIT II: THE INNOVATION-DECISION PROCESS
Needs or Awareness of Innovation-Types Of Knowledge About An Innovation- Early Versus Late Knower Of Innovations- Persuasion Stage- Decision Stage- Implementation Stage- The End Of Implementation- Re-Invention- Confirmation Stage- Dissonance- Discontinuance.

UNIT III: ATTRIBUTES OF INNOVATIONS AND THEIR RATE OF ADOPTION
Economic factors and Rate of Adoption- Status Aspects of Innovations- Relative Advantage and Rate of Adoption-Effects of Incentives-Compatibility with Values and Beliefs- Compatibility with Previously Introduced Ideas- Compatibility with Needs- Compatibility and Rate of Adoption- Technology Clusters- Naming an Innovation- Positioning an Innovation.

UNIT IV: INNOVATIVENESS AND ADOPTER CATEGORIES
The S-curve of adoption and normality-the method of adopter categorization-innovators: venturesome-early adopters: respectable-early majority: deliberate -late majority; skeptical-laggards: traditional-characteristics of adopter categories-Socioeconomic characteristics- Personality variables- Communication behavior.

UNIT V: EQUALITY IN THE CONSEQUENCES OF INNOVATIONS
The Issue of Equality in Development Programs-The Communication Effects Gap and the Consequences of Diffusion-Gap-Widening Consequences of the Adoption of Innovations-
REFERENCE
COURSE OBJECTIVE:
After studying this course, students will be able to understand framework and process related to diversity management.

UNIT I:

UNIT II:

UNIT III:

UNIT IV:
Managing A Diverse Workforce In The Global Context—The Inclusive Workplace - An Overview of the Inclusive Workplace Model: Managing the Globalized Workforce Diversity - The Inclusive Workplace: Level I—Inclusion Through Diversity Within the Work Organization - The Inclusive Workplace: Level II—Inclusion Through Corporate-Community Collaborations

UNIT V:
The Inclusive Workplace: Level IV—Inclusion Through International Collaborations – methods to develop a non-discriminative work environment – affirmative action policy - role of government – role of NGOs.

REFERENCE


COURSE OBJECTIVE:
After studying this course, students will be able to understand various theories of organization development, models, measurement techniques and evaluation process.

UNIT I:
OVERVIEW OF COURSE AND INTRODUCTION TO OD, · OD defined, · Growth and relevance of OD, · Short history of OD, · Evolution of OD

UNIT II:
The Nature of Planned Change - Theories of Planned Change - Lewin's Change Model - Action Research Model - The Positive Model - Comparisons of Change Models - Planning and Implementing Change - Evaluating and Institutionalizing Change - Different Types of Planned Change

UNIT III:

UNIT IV:
DESIGNING INTERVENTIONS; LEADING AND MANAGING CHANGE - · How to Design an Effective Intervention - · Overview of Interventions (Human Process, Techno-structural, Human Resource, Strategic management - Interpersonal and Group Process; Organization Process Approaches - · Process Consultation, and -Team Building - · Appreciative Inquiry - · Large Group Interventions -· Organization Conflict Meeting, and Intergroup Relations Interventions

UNIT V:

REFERENCE
COURSE OBJECTIVE:
1. Develop a historical understanding of key social psychological concepts and theories.
2. Gain a working and critical knowledge of concepts, theories, and methods of social psychology.
3. Apply critical thinking skills to social psychological concepts and methods.
4. Understand the interplay of the social and psychological.
5. Learn and integrate material from a variety of sources (e.g., readings, assignments, observations, peers, the instructor, and discussions).
6. Develop an appreciation and enthusiasm for social psychology.

UNIT I:

UNIT II:
Understanding and Evaluating the Social World Social cognition, Perception, Attitudes and Attitudes change.

UNIT III:

UNIT IV:

UNIT V:

REFERENCE
   Developments (ICSSR survey of advances in research). New Delhi: Pearson.
   Pearson.
   Varanasi: Motilal Banarsci Das.
   Corporation.
<table>
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**COURSE OBJECTIVE:**
1. Understand the psychological basis for learning and relate with human development at different stages.
2. Develop good comprehension of learning theories, creativity and group learning processes.
3. Understand the process of creating massive open online courses and John Ebersole’s Taxonomy of MOOCs.

**UNIT I:**
Objectives of learning- Introduction-Meaning and Definition of Educational psychology-Nature of Educational Psychology-Scope of Educational Psychology. Methods of studying psychology of learning-Introspection Method- Observation Method-Experimental Method.

**UNIT II:**
Human Development- The Concept of Growth and Development- Principles of Growth and Development- Stages of Development- Developmental Characteristics of Children and Adolescents: Physical, Cognitive, Emotional and Social aspects Developmental Characteristics of Infancy (Birth to 2 Years) Developmental Characteristics of Early Childhood (Age 2-6 Years) Developmental Characteristics of Late Childhood (Age 6-12 Years) Developmental Characteristics of Adolescents (Age 12-18 Years) Role of the Teacher in Facilitating Growth and Development

**UNIT III:**

**UNIT IV:**
UNIT V:
Definition of MOOCs-Components of a MOOC-Designing MOOCs: Some Considerations-
Design Strategy for MOOCs-Instructional Design Philosophy for MOOCs - Integrating
Sophisticated E-Learning Technologies in MOOCs -MOOCs: Course Structure and Flow-
Designing MOOCs – An Example -The Design Approach for MOOCS-John Ebersole’s
Taxonomy of MOOCs- Learning Nuggets- Story-Based Learning-About Simulations-About
Game-Based Learning- 3D Animations and Virtual World

REFERENCE
    Delhi
    Book Depot, Meerut
4. Bhatnager R, P. Educational Psychology, Meenakshi Publications, Kanpur
    Publishers, N. Delhi
    Management, Prentice Hall of India, N. Delhi
    Delhi
8. Chatterjee SK: Advanced Educational Psychology
9. Crow LD & Crow A- Educational Psychology
10. Hergenhahn BR & Olson Matthew H: An introduction to Theories of Learning, Prentice
    Hall of India, N. Delhi III
11. An Introduction to Educational Psychology, 6th edition, Tata McGraw Hill Publ,
    Lefrancois Guy, R: Theories of Human learning
12. Mangal SK: Educational Psychology, Prentice Hall of India, N. Delhi
    Kogan Page Limited.
    and structuring learning.
    Page Limited.
    and Educational Development Association Publications.
    Teaching more students.™
COURSE OBJECTIVES:
To understand the imperatives of organizations to retain talent so carefully identified and avowedly nurtured in organization;
To study the factors that lead employees to leave organizations hopping to others.
To study the policies and practices of successful organizations in India that have reasonably succeeded in the past;
To suggest to institutions of higher learning appropriate strategies for promoting employee retention.

UNIT I:
Definition of Employee retention- its evolution and importance;
The challenges organizations face in finding and retaining talent-
Factors affecting employee retention.

UNIT II:

UNIT III:
Issues in Higher Education in finding talent and retaining them- HR policies regarding career Plans- Motivational Factors( Herzberg theory and Equity theory)- Organizational climate enhancing Brand loyalty-

UNIT IV
The challenges of HR to retain talented and experienced faculty in Organizations- with special Reference to institutes of higher learning; Retention Programs and retention tools (employee survey / exit survey).

UNIT V
Employee retention strategies- 360 degree Appraisal- Career growth aligned with organizational vision- Robert Half”s Four sided strategies of employee retention:
a) New Hire orientation: on boarding; Mentoring.
b) Corporate culture: employee compensation; Pay system communication; employee recognition; work life balance; Training and development; creating a safe to fail environment.
c) Employee communication: communication at workplace; change management; office rumours.
d) Teamwork: value of teamwork at workplace; Team goals; common goals; Team buy ins; Team building; Staying positive; Team diversity.

REFERENCE

7. www.employeeretentionstrategies.com
8. www.retentionconnection.com
9. www.highretention.com
10. www.retention.naukrihub.com
## MB 907  
**CONFLICT MANAGEMENT**  
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### COURSE OBJECTIVE:
After undergoing the course the scholar is expected to
1. To identify traditional and contemporary theories of conflict and conflict in project management.
2. To demonstrate fluency in the use of terms, frames, and concepts relating to conflict.
3. To describe methods used to analyze conflict situations and design a model.
4. To understand the underlying principles to consider when conducting a conflict management program.
5. To identify and demonstrate knowledge, skill, and ability in using emerging models of conflict management especially relating to millenials and intergenerational conflict.

### UNIT I: Theoretical concepts of culture, multi culture, cross culture, conflicts and conflict management

### UNIT II: Project Management in Cross Cultural environment

### UNIT III: Impact of conflicts in cross cultural environment and resolution approaches

### UNIT IV: Conflict resolution models
Abraham Maslow’s pyramid (1954)-Edward Halls’ main concepts-Geert Hofstede’s pyramid of mental programming-Philippe d’Iriarne’s different logics (1989) -Fons Trompenaar’s seven dimensions of culture-Henry Mintzberg’s six organizational configurations-Big Five Personality Test-Open Extended Jungian Type Scales-Woodworth Psychoneurotic Inventory- Short Dark Triad-Narcissistic-personality Inventory-Artistic PRerence Scale-Four Temperaments Test-Cattell's 16 Personality Factors Test-Rosenberg Self-esteem Scale-Exposure Based Face Memory Test-Fundamental Interpersonal Relations Orientation Enneagram of Personality-Table of similar systems of comparison of temperaments-Myers-Briggs Type Indicator-Keirsey Temperament Sorter-Personality Plus-Five Temperaments-Antisocial personality disorder-
Egotism-Gaming the system-Malevolent creativity-Social dominance orientation- Johari's Window-DISC-"Emotional Intelligence” Model-Thomas Kilman – Conflict Mode Instrument.

UNIT V:
Millennial demographic profile, needs, values- Intergenerational conflict-resolution of intergenerational conflict.

REFERENCE
1. Cross Cultural Differences and Implications for Managing International Projects, F. T. Anbari (The George Washington University), E. V. Khilkhanova (Eastern-Siberian State Academy of Culture and Arts), M. V. Romanova (State University of Management), S. A. Umpleby (The George Washington University)
MB 908 WASTE MANAGEMENT

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COURSE OBJECTIVE:

1. Identify key sources, typical quantities generated, composition, and properties of solid and hazardous wastes;
2. Identify waste disposal or transformation techniques (landfills and incinerators);
3. Recognize the relevant regulations that apply for facilities used for disposal, and destruction of waste;
4. Conduct invasive and non-invasive site investigation and understand permitting process for constructing landfills;
5. Identify and design Solid and Hazardous Waste Landfills (RCRA Subtitle D and C) including closure, post-closure, and rehab issues;
6. Estimate typical waste disposal costs; and
7. Identify recycling and reuse options (composting, source separation, and re-use of shredded tires, recycled glass, fly ash, etc.).
8. Biomedical waste management is included to provide a comprehensive outlook for the scholar.

UNIT I SOLID WASTE:

Definition of solid wastes - types of solid wastes - Sources - Industrial, mining, agricultural and domestic - Characteristics. Solid waste Problems - impact on environmental health - Concepts of waste reduction, recycling and reuse

UNIT II COLLECTION, SEGREGATION AND TRANSPORT OF MUNICIPAL SOLID WASTES:

Handling and segregation of wastes at source. Collection and storage of municipal solid wastes; analysis of Collection systems Transfer stations - labeling and handling of hazardous wastes.

UNIT III MUNICIPAL SOLID WASTE MANAGEMENT:

Solid waste processing technologies. Mechanical and thermal volume reduction. Biological and chemical techniques for energy and other resource recovery: composting, vermin composting, termigradation, fermentation. Incineration of solid wastes. Disposal in landfills: site selection, design, and operation of sanitary landfills; Leachate and landfill gas management; landfill closure and post-closure environmental monitoring; landfill remediation. Regulatory aspects of municipal solid waste management.

UNIT IV HAZARDOUS WASTES:

Hazardous waste definition. Physical and biological routes of transport of hazardous substances - sources and characterization categories and control. Sampling and analysis of
hazardous wastes - analytical approach for hazardous waste characterization - proximate analysis - survey analysis - directed analysis - analytical methods.

UNIT V HAZARDOUS WASTES MANAGEMENT:

Sources and characteristics: handling, collection, storage and transport, TSDF concept. Hazardous waste treatment technologies - Physical, chemical and thermal treatment of hazardous waste: solidification, chemical fixation, encapsulation, pyrolysis and incineration. Hazardous waste landfills - Site selections, design and operation. HW reduction, recycling and reuse, Regulatory aspects of HWM.

UNIT VI BIOMEDICAL WASTE MANAGEMENT:

Biomedical waste: Definition, sources, classification, collection, segregation Treatment and disposal.

UNIT VII RADIOACTIVE WASTE MANAGEMENT:

Radioactive waste: Definition, Sources, Low level and high level radioactive wastes and their management, Radiation standard by ICRP and AERB

UNIT VIII E-WASTE MANAGEMENT:

Waste characteristics, generation, collection, transport and disposal.

REFERENCE

2. Integrated solid waste management George Tchobanoglous, Hilary Theisen a Sammuel A. Vigil.
COURSE OBJECTIVE:
1. To provide a basic understanding of the EIA process as it is used for research, planning, Project or program evaluation, monitoring, and regulatory enforcement.
2. To introduce research scholar to the legal, economic, administrative and technical process of preparing and/or evaluating environmental impact documents.
3. To relate the uses of scientific research to practical situations in project planning and decision making.

UNIT I:
Introduction to EIA & Audit, Environment & Industries, Input information, Plant operation, Environmental Management planning, Waste Streams impact on water bodies.

UNIT II:

UNIT III:
Environmental Audit: Introduction, Environmental information Purpose & advantage of studies, General approach of environmental Auditing Environmental Audit, Audit programs in India, Auditing program in major polluting Industries, Reports of the Environmental audit studies.

UNIT IV:
Pollution prevention and control laws & acts: Constitution of India & environment, Constitution protection to Environment laws, Administrative & legislative arrangement for Environmental production, Indian Standards, Pollution control acts in India, critical appraisal, fiscal incentives for environmental protection.

UNIT V:
Guidelines of preparation of project report and its evaluation, methods of clearance from the concern authorities at various labels.

REFERENCE
2. Environmental impact assessment by Canter.
COURSE OBJECTIVES:
Leveraging Technology in bringing in financial inclusion
Understanding of the scope of technology in the banking mainstream
Study of the various banking products catering to different customer segments
Reviewing how technology enables risk and fraud mitigation in banking

UNIT I: Payment systems enabling e commerce
1. B2B – Business to Business
2. B2C – Business to Consumer
3. C2B - Consumer to Business
4. C2C - Consumer to Consumer
5. B2G- Business to Government

Apart from this study other models like B2E/G2G/G2E/G2B/B2G/G2C/C2G and study how technology has enabled growth of these models

UNIT II: Banking system
1. Electronic Banking - Growth of e banking
2. Tele Banking – Next gen of banking with smart phones leading the real mobile Banking
3. Collaborative banking

Review the growth of e banking enabled by Technology across various products like consumer banking products/corporate/sme/government

UNIT III: Technology Applications
Review the core technology/core applications popularly used across the banking spectrum in the following fields
1. Core technology applications used on the retail banking space ie. CASA/Credit Cards/Retail liability accounts.
2. Core technologies used in corporate banking products like Payments/High Value Fund transfers/Reconciliations/Mortages/KYC etc
3. Technologies being used to drive niche banking areas like consumer analytics/credit card analytics and risk analytics
4. Technologies being used to deepen CRM and enhance customer delight
5. CLV,CEM-Customer lifetime value, customer experience management

UNIT IV: Technologies driving Customer experience and delight
Next gen technologies being developed by banks through
1. Leveraging of ATM as branching arm for the banking – next gen ATM’s in the making.
2. Smartphones to drive the banking sector and promoting products via the smartphone.
3. Leveraging social media to promote and drive banking business growth.

UNIT V: Technologies for risk mitigation and fraud mitigation thereby promoting ethical growth
1. Technologies being used for Fraud analytics to prevent occurrence of frauds
2. Technology to promote cyber safety to mitigate risks arising due to cyber risks
3. Technologies to prevent access and identity thefts.
4. Cybermalware-Cybernetics, cyberwarfare, phishing

REFERENCE

www.bankingtech.com
www.idbrt.ac.in (an RBI owned institution)
www.rbi.org.in
www.thebanker.com
www.technologybanker.com
COURSE OBJECTIVE
In Management change is permanent, hence to expose the students to the concept of change and the demands and challenges implied in the process of change. To help students to manage change.

UNIT I
Need and importance of change – understanding of the concept of change – Identification of factors influencing change – Elements of change

UNIT II
Macro and Micro changes – Identification of changes in the international and domestic scenario – Strategies for change management – Turn around strategies

UNIT III
Skills required for successful implementation of change – Team identification Training – Leadership – Organizing

UNIT IV
Alignment of changes in the external and internal environment – Tools of change management – People management – Technological driven – market driven

UNIT V
Forecasting of changes – Tools and Techniques – Change management in different industries – Automobile – IT – Case Studies of change management

REFERENCE BOOKS
COURSE OBJECTIVES:
1. To clarify the concepts of governance and restructuring and their interrelationships.
2. To understand the need for restructuring and managing the challenges thereof.
3. To relate how restructuring enables good governance in the Indian scenario.

UNIT I
Introduction and clarification of the concepts of corporate governance and financial restructuring- The modern challenges corporate face in the present Indian business scenario - The synthetic picture of corporate governance in transition economies- with an emphasis on its implications for efficiency, taking into account the heterogeneity of managerial skills.

UNIT II
The various regulatory provisions- in the companies Act, Securities regulations Act, Financial restructuring acts- the diversity of firm’s restructuring tasks and financial situations and political constraints. Legal reform as an exogenous or an endogenous process influenced by the vested interests created by a country’s initial privatization policy- its implications.

UNIT III
Transition from the predominant PSUs to privatization of corporates- MNCs- Dichotomy between the state ownership and private ownership- Broad dynamic effects of privatization- Different privatization policies and different effects on the distribution of economic power, with potentially far-reaching consequences for state capture, law enforcement, tax collection etc.

UNIT IV
Financial restructuring- stock market development, and private sector development. Determinants of enterprise restructuring in transition : economic skills of incumbent managers- need for external finance – degree of firm – independence from government- effects of privatization- Fast giveaways to Dispersed Outsiders / insiders- Top-Down Sales / Bottom up gradual sales to Outsiders -

UNIT V
Corporate governance and efficiency of product competition- problems with state governance problems with disperse share ownership -problems with lack of minority shareholders’ protection - access to outside funds- Dynamic Effects of Different Initial Allocations of Economic Power – Transparency and Disclosure of information- Insider Trading- Take over and restructuring .

REFERENCE BOOKS:
COURSE OBJECTIVES:
The objective of the course is to understand the way technology is used to capture medical records

UNIT 1
History And Role Of Medical Records In Health Care Delivery- Various Types Of Medical Records; Forms And Designs And Presentation of the records- Uses of Medical Records-Policies-Legal Aspects Of Medical Records-Developments Of Medical Record Forms

UNIT - II
Organization Of Medical Records Dept: Structure, Goals, Objectives And Functions- Duties And Responsibilities Of Medical Record Officer, Medical Record Technician, Assistant Medical Record Technician. Operational Policies-Working Hours And Shifts Interdependent Relations Of Medical Records Staff And Its Importance.

UNIT III
Medical Records Security-Retention And Disposal Of Medical records. Documentation Practices Advantages-Filling And Retrieval Of Records And X-Rays Space And Equipments, Requirement For Medical Records Department, Movable And Immovable Filing Tracks: Merits And Demerits

UNIT IV
International Classification Of Disease: History And Uses-Design Of ICD And Structure How to Use ICD -Basic Coding Guidelines-Principles And Rules Of Coding-WHO Guidelines-Indexing Of Diseases And Operations-Salient Features Of The Amendments To The Icd-10.Difference Between Icd-9 And Icd-10- Role Of International classification Of Diseases In Managing Electronic Medical Records

UNIT V
Information Required For Organizing A Medical Record: Department Methods Of Commissioning Of Medical Record Services And Periodical Evaluation Electronic Medical Records: Advantages – Concerns About Medical Records Computerization – Various Sections Of Electronic Medical Record Systems

REFERENCE BOOKS
7. Electronic Health Records For Dummies 1st Edition, Trenor Williams, Anita Samarth
COURSE OBJECTIVES
The objective of the course is to help the participants to effectively plan their career and manage it successfully to achieve goal.

UNIT I
Introduction – What is career management? Definition and Meaning - What is career management and development – Defining the process and purpose - Personal - SWOT Analysis - Self Assessment – Seminar

UNIT II
Career Planning Strategies - Resarch Ing Company/Industry Profiles - Developing Network – Career management for women - Work Life Balance - Seminar

UNIT III
Written and Oral communication - Communication through resume - How to write an effective resume? Effectively Marketing f to Companies Seminar

UNIT IV
Plan the changes for the career growth - Writing Cover and Thank-You Letters – Interview Types and Skills - Evaluating and Negotiating Offers – Seminar

UNIT V
Career management services in the educational institutes and companies - Entrepreneurial Opportunities in the consultancy - Seminar

REFERENCES BOOKS
1. International Journal of career management. Emerald insight
2. Strategic Career Management, Elsevier India, 2007
4. College to Career, Ramesh Gopalaswamy, Pearson Education 2015
5. Managing Career by Discovering your Personality, R.M.Onkar , Schand publishers, 2010
COURSE OBJECTIVES:
The student will be able to understand the concept of human factors in job design. It consists of occupational health, industrial hygiene, ergonomics and human factors engineering.

UNIT I
Introduction to occupational health – definitions, importance of occupational health in industries, functional units of occupational health.

UNIT II
Introduction to Industrial hygiene – Definitions, Occupational hazards, Classification of occupational hazards, Evaluation of occupational hazards, Basic control measures for the occupational hazards in the work environment.

UNIT III
Human Factors Engineering - Job Design – Work space design, Static work design, Repetitive task design, Risk assessment and design, physical work capacity,

UNIT IV
Human stress and fatigue, hot and cold workplaces, heat stress, evaluation of heat stress in work environment, heat stress indices, human safety in the work environment.

UNIT V
Introduction to Occupational Ergonomics – Definitions, Manual and material handling, Evaluation of ergonomic strain in the work environment, NIOSH Methods, REBA, RULA studies, postures, Work physiology, anthropometry.

REFERENCE BOOKS:
1. Occupational Ergonomics, Mc Graw Hill publications
2. Work Design and Ergonomics, Florida International University, Marc Resnick
3. Human Factors Engineering, Oregon State University, Kenneth Funk
4. Fundamentals of Industrial Hygiene, National safety Council, Chicago
5. Industrial Ergonomics, Texas Tech University, James Smith
7. Occupational Biomechanics (Ergonomics), University of California at Berkeley, David Rempel
8. ILO Encyclopedia on Occupational health & safety, ILO, Geneva
9. Human-Centered Systems Design, Fall 2005 University of Toronto, Greg Jamieson
COURSE OBJECTIVES:
The scholar to get conceptual clarity in the field of project management in the IT sector; to get in
depth knowledge in the process of managing the project in the IT amidst fast changing scenario
in the industry; to understand and apply the agile project management techniques for cost saving
and on time delivery; to suggest ways and means of improving the software project management
practices in the industry.
UNIT – I
Project Management concept - Attributes of a project - Project life cycle - The Project
Management processes - Benefits of Project Management - Needs Identification - Project
selection - preparing a request for proposal - Soliciting proposals - Proposed solutions -
Proposal Marketing - Bid/No - Bid Decision - Developing Winning Proposal - Proposal
preparation - Proposal contents - Pricing Consideration - Proposal Submission and Follow
up - Customer evaluation as proposals - Types of contracts - Contract provisions - Case
study
UNIT – II
Planning - Project Objective - Work Break - down structure - Responsibility Matrix -
Defining activities - Developing the network plan - Planning for Information system
development - Project Management softwares - Scheduling - activity duration estimates -
project start and finish times - Schedule calculation - Case study
UNIT – III
The problems in scheduling and the challenges in managing the resources - The problem of
status quo - the meaning and the scope of Agile management - the Agile principles and
practices - The benefits of agile management - the understanding of agile frame work: an
over view of lean, extreme programming and Scrum - Putting agile into action in the given
environment.. Managing agile projects incorporating feedback, managing time and cost
UNIT – IV
Managing Risks - Risks identification - Risks Assessments - Risks recharge planning -
Risks Monitoring - Feasibility - Technical Feasibility - Marketing Feasibility - Socio -
Economic Feasibility - Managerial Feasibility and Function Feasibility - Case study
UNIT – V
Project Manager - Responsibilities of the Project Manager - Skills at the Project Manager -
Developing the skill needed to be a Project Manager - Delegation - Managing Change –
Project Team - Project Team development and Effectiveness - Managing team dynamics and
communication - Ethical Behaviour conflict on project - problem solving - Time
Management - Project Communication and Personal Communication - Effective listening -
Meetings - Presentation - Report - Project documentation and Controlling changes - Types
of project organization - Functional type of organization - Matrix organization - Case study.
Total = 30
REFERENCE BOOKS:
UNIT-I  
**Philosophy and Education** - Meaning & Various definitions of education- Meaning & scope of Philosophy- Interrelationship between philosophy & Education- Need of philosophy in life and for Teacher in Practical- Modern Concept of Philosophy: Analysis – Logical empiricism & positive relativism.

UNIT-II  
**Indian Schools of Philosophy** - Sankhya, Vedic, Buddhist, Jainism, Islamic Traditions- Education Implications of these schools with special reference to the concept of Knowledge, reality & values, methodology, public- Teacher. Relationship, freedom & discipline, Basic Tenets, aims, & objectives, curriculum. Contributions of Vivekananda, Tagore, Gandhiji, Dr. Ambedkar & J.P.Naik, J. Krishnamurthi, Dr. Radhakrishnan, Arbingo to educational thinking.

UNIT-III  
**Human Values & Education, Intelligence and Creativity** - Meaning of values - Types of various- spiritual, moral, social, aesthetic values- National values as mentioned in the Indian Constitution & their educational implications.- Nature of Intelligence – academic intelligence- Emotional intelligence- Social Intelligence- Creative Intelligence- Practical intelligence

UNIT-IV  
**Globalization and Education**-Nature of Globalization- GATS, WTO; Social, Economic, Cultural, Political- Nature of Indian Education System- Merits, Demerits- Globalization and Challenge before Education at different levels- Globalization: Development and Education - Restructuring education at different levels due to Globalization. - Institutional Restructuring - Curriculum Restructuring

UNIT-V  
**Quality Management in Education, Educational Supervision**  
Meaning and importance of Quality- Quality in Higher Education- Accreditation Concept-Meaning, parameters.- Role of NAAC- Supervision as service activity- Supervision as process and functions- Supervision as educational leadership- Modern Supervision: New trends and techniques and planning, controlling in service training- Functions of a supervisor, Defects in existing system of supervision, Remedies.

**REFERENCE BOOKS:**
1. A Sociological Approach to Indian Education (Vinod Pustak mandir, Agra 2, by S.S. Mathur)
2. Mangal S.K
3. Advanced Educational Psychology; New Delhi, Prentice Hall of India Pvt,Ltd;193
4. Moully George J :
4. Psychology of teaching botton Allyn & Decan Inc.
6. Educational Planning and Management Premila Chandrasekaran, sterling Publication Pvt. Ltd.
7. William Taylor – Society and the Education of Teachers, Faber 7 Faber
8. New Era in Teacher Education, Dr. G. Chaurasia- Sterling Publishing Pvt.,Ltd.
### UNIT I
INTRODUCTION TO EMOTIONAL INTELLIGENCE
Meaning of Emotions, Emotional Intelligence- Importance- Models of Emotional Intelligence- Social Intelligence- IQ and EQ- Self Awareness- Social Skills – Relationship Management- EI and Motivation

### UNIT II
UNDERSTANDING EMOTIONS
The Brain and Emotion - The Relationship of Mood and Emotion - The Role of Emotion in Organizational Health and the Bottom Line - Types of Emotions- Control of Emotions Gender Differences in Emotion - Impulse Control- Marshmallow Experiment- Negative and Positive Emotions – Emotion and Health

### UNIT III
MANAGING EMOTIONS
L earning EI – Emotional Self Awareness – EI Assessment Tools - Emotional Intelligence and Psychological Adjustment - Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self Management Empathy

### UNIT IV
EI PRACTICE IN ORGANIZATIONS

### UNIT V
EMOTIONAL COMPETENCE

### REFERENCE BOOKS:
COURSE RATIONALE:
As Entrepreneurs, learner will understands the dynamics of being an entrepreneur and obtain the skills necessary to succeed. This course focuses on the financial management of a business as it moves through its entire life cycles. This course is structured with special emphasis on sources of finance, funding agencies, cost of raising funds etc.,

COURSE OBJECTIVE:
On completion of the course, the learner should be able to understand the financial aspects of starting, funding, operating, and/or exiting an entrepreneurial venture. The objectives of this course are to provide students with understanding, knowledge, enhanced competence and skills on financial performance, evaluating different financing options and valuations.

SYLLABUS:
UNIT I 10
Introduction & New Venture Financing – Types of entrepreneurship, stages of new venture development, business plans, sources of financing, information issues and term sheets.
Mode of Delivery – Lectures, GD, Brain Storming,

UNIT II 10
Financing needs of a company - capital structure, financing needs and capital structure-sources of finance, International capital markets with special reference to small medium enterprises (SMEs) - Short term; Long term Debt, Equity optimal mix of debt & equity financing
Mode of Delivery – self study- assignments

UNIT III 10
Business evaluation and valuation-Valuate early stage business opportunity-Venture capital methods-VC Funds-Structure of capital-Angel investors-Private equity-Financing-Ways entrepreneurs are financed and analyze the role of financial contracts
Mode of Delivery – Assignments, case study

UNIT IV 10
Employment of right people, attracting, compensating, retaining employees in startups and stock options.
Mode of Delivery- self study- assignments

UNIT V 10
Profile of new generation entrepreneurs in BRIC countries and advantages in India - How to create new leaders for future business – scaling up of business – need for collaboration, franchise etc
Mode of Delivery – Assignments, case study

REFERENCE BOOKS:
COURSE RATIONALE:
Project Finance provides a framework and methodology to look at project financing as a viable financing option from both the debt and equity perspective. Participants will gain “hands-on” experience by applying the principles learned to case studies.

COURSE OBJECTIVE:
On completion of the course, the learner should be able to understand when to use project finance and how it differs from other corporate finance technique, Structure the financing process, cash flow model and sensitive analysis. Assess and forecast the probable external and internal causes of project failure.

SYLLABUS:
UNIT I
Project financing background– Evolution of project finance, project types, critical steps in project- technical feasibility, commercial viability, economic viability- financial viability
Mode of Delivery – Lectures, GD, Brain Storming

UNIT II
Prerequisites of project financing- Project Finance Risks and Mitigates - Types of risks, impacts and basic risk mitigates of project finance- cost and time overrun of the project
Mode of Delivery – self study- assignments

UNIT III
Project feasibility Analysis – Background, capital budgeting, project evaluation- Net present value (NPV), Profit vs cash flow, discount rate, XIRR, Payback period, Economic IRR – economic value added-
Mode of Delivery – self study- assignments

UNIT IV
Determining debt capacity and structuring debt – role of different debt instruments, types of debt instruments, influence of different debt structures in project, estimating and optimizing debt capacity- Syndicated Bank Finance
Mode of Delivery – Lectures, GD, case study

UNIT V
Documentation – pricing, terms, and Bidding strategy- Need for factoring effect of green concepts - avoiding pollution of air, water, atmosphere etc - Corporate social responsibility
Mode of Delivery – case study - assignments

REFERENCE BOOKS:
COURSE RATIONALE
To provide exposure to the concepts of sustainability management and facilitate the implementation of the same in relevant situations.

COURSE OBJECTIVE
The expected outcome after learning this course is that the student will be able to Understand and define the concepts of sustainability management, Create value statements, policy statements, Design action plans for sustainability in organization and Understand the impact of social, economic and environmental resources to cater sustainability in organization.

SYLLABUS
UNIT I: INTRODUCTION
Introduction to Sustainability Nexus at Local Level - Introduction to the Case Method Approach - Defining Sustainability for Organizations - Organizations in a community

UNIT II: TAKING A POSITIVE VIEW OF A SUSTAINABLE FUTURE
Creating a vision/mission statement - Using guiding principles/core values - Using a Performance Framework - Communicating about sustainability in a community - discussing the vision and core values of the case company, and the business case for sustainability

UNIT III: UNDERSTANDING PROCESSES TO CREATE A SUSTAINABILITY FOOTPRINT
Process mapping and resource productivity - Business processes and social responsibility - Community development - Creating a sustainability footprint - Students assigned to cohort groups

UNIT IV: SYSTEMS APPROACH TO SUSTAINABILITY
Problem solving and decision-making tools - Process information on case business - Cohort groups create action plan for a sustainability project

UNIT IV: SOCIAL, ECONOMIC AND ENVIRONMENTAL RESPONSIBILITY
Categories of social responsibility from ISO 26000 - Context of social responsibility issues - Programs to address social responsibility - Five Capitals – Other Four Capitals - Case involving social and economic responsibilities
Use of resources and loss of resources - Context of resource use and loss - Programs to improve resource productivity - Five Capitals – Natural Capital - Case involving environmental responsibility

REFERENCE BOOKS
COURSE RATIONALE
Global transfer pricing environment provides a frame work with the component of economics, risk management and industry experiences. Participants will gain in-depth knowledge by applying the principles learned through case studies.

COURSE OBJECTIVE
On completion of the course, the learner should be able to understand how to use global transfer pricing environment concepts.

SYLLABUS
UNIT I
Introduction-India growth and globalization-how business and transfer pricing are interlined-transfer pricing in general-interplay between global and local

UNIT II
Transfer pricing in India- Transfer pricing-Regulatory frame work in India-Domestic transfer pricing

UNIT III
Economics-emerging transfer pricing issues in India in practice- key issues: Intangibles, location savings, intra-group services, guarantee fee and business restructuring

UNIT IV
Risk management-How do TP documentation, regulatory requirements and risk management go hand-in-hand; Ex-ante and ex-post and its relevance for risk management-the use of hindsight by tax authorities-practical side of dispute resolution experience in India-learning from international regulatory experience,

UNIT V
Industry experiences-IT and ITES-Automotive-marketing intangibles-oil and gas renewable energy-pharmaceuticals- Financial services- case study.

REFERENCE BOOKS
COURSE RATIONALE
The rationale of the course is to enrich the students with the basic knowledge of foreign exchange transactions to apply the same to management of exposure and hedge risk.

COURSE OBJECTIVES
- To enable the students learn the theories of exchange rate
- To provide an understanding of derivatives
- To assess the importance of banking industry in the foreign exchange markets
- To evaluate the impact of macro-economic factors on the exchange rate

SYLLABUS
Unit I

Unit II
Banks and Banking transactions – Predominance of Banks in the market – operations – Positions – significance – methods and mechanics

Unit III

Unit IV

Unit V

REFERENCE BOOKS
PH.D COURSES FOR APPROVAL

COURSE RATIONALE
It familiarize the essential tools for working with financial data, including the return forecasting, volatility and econometrics of asset pricing

COURSE OBJECTIVE
After studying this course the participants will be able to define and compute measures of financial returns, interpret sample moments of financial returns, discuss the stylized statistical properties of asset returns, analyze and estimate models of autoregressive, moving average, and autoregressive-moving average models, model and forecast volatility using autoregressive & generalised conditional, heteroscedastic (ARCH) & (GARCH) models

SYLLABUS
UNIT I: Statistical Properties of Financial Returns

UNIT II: Univariate Time Series & Modelling Volatility
Predicting financial returns - Market efficiency - Autoregressive -Models - Moving average models - ARMA - Model evaluation Predicting return volatility risk - ARCH - GARCH - EGARCH and other variations

UNIT III: Random Walks & Co-integration
Pitfalls - spurious regression Co-integration and error correction models- Forecasting co integrated systems -When and how to use co-integration

UNIT IV: Panel data Models
Introduction to panel data, pooled model, within and between estimators, fixed effects, random effects, Hausman test, and one way and two way model, random coefficients, dynamic panel data models, difference in difference methodology and dynamic panel data, generalised method of moments estimator

UNIT V: Risk Management
Simulation methods for financial derivatives- Econometrics of continuous time finance- Forecast and management of market risks

Text Books

Reference Books
COURSE RATIONALE
To provide exposure to the concepts of talent management theories and facilitate the implementation of the same in organization.

COURSE OBJECTIVE
The objective of the course is to make students to understand concepts, theories, practices and metrics of talent management to enhance the performance through potential talents. On completion of the course, students will be able to develop a talent acquisition strategy to meet an organization’s human capital needs, design a development program aligned with an organization’s strategic priorities and values, define critical elements of a successful performance management program and Create a succession planning process and implementation plan

SYLLABUS
Unit I: Introduction

Unit II: Competency Mapping and Development

Unit III: Create a Culture of Success in Organizational Environment

Unit IV: Talent Management Systems: Theory and Practice
Components and benefits - challenges of TMS - Critical Success Factors - critical success factors of best practice - Factors - Key Elements - Developing and Retaining Talent - Potential identification and development - coaching for sustained and desired change - integrating coaching - training and development - employee retention - motivation and engagement - Return on talent - making outplacement as a part of talent strategy - developing information system.

Unit V: Monitoring and Evaluating Talent Management Systems

REFERENCE BOOKS
2. Shukla Ravinder, 2009, Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers
3. ASTD, Cengage Learning, Talent Management - Strategies for Success from Six Leading Companies by ASTD