

CANARA BANK SCHOOL OF MANAGEMENT STUDIES

**BENGALURU CITY UNIVERSITY
BANGALORE**

III & IV SEMESTER SYLLABUS

MASTER OF BUSINESS ADMINISTRATION [DAY & EVE]

UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

(2019 -2020 ONWARDS)

REGULATIONS FOR 2 YEAR FULL TIME MBA (DAY) PROGRAM

1. TITLE

These regulations shall be called as Academic Regulations of the MBA Degree course (Day & Evening) of Bengaluru City University, from academic year 2019- 20 onwards, under Choice Based Credit System (BCU-PG-CBCS, 2019) of Faculty of Commerce and Management under Bengaluru City University, Bengaluru and the Degree called as Master of Business Administration.

2. EXTENT OF APPLICATION

These regulations will apply to Post Graduate Program in Management called MBA (Master Of Business Administration) being offered by the PG Department of Management Studies, Bengaluru City University and all the colleges affiliated to the Bengaluru City University having obtained the approval of this university and AICTE subject to complying with all the requirements and conditions laid down by these regulatory bodies.

MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM) (MBA-CBCS FROM ACADEMIC YEAR - 2019 - 20 ONWARDS)

3. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE FOR MBA (DAY & EVENING)

MBA DAY

- A graduate degree under 10+2+3, 10+2+4 or 10+2+5 pattern under any discipline securing at least 50% marks in the aggregate including languages from a recognized University of UGC in India or abroad.
- Degrees from abroad should be accepted as equivalent to the Degree offered by any University in India by the UGC and as approved by AIU and Bengaluru City University.
- In case of SC/ST/Cat-I candidates, there will be a relaxation of 5% in the aggregate marks obtained in the under graduate Degree set as minimum eligible marks (50%) for admission into MBA Course.
- All admissions to Post Graduate Department of Management and its affiliated colleges will be made through an entrance test conducted by appropriate body duly constituted and duly approved by Government of Karnataka and State Level Counselling board on the basis of Rank /Merit and the reservation rules based on seat matrix as announced by the Government of Karnataka shall be strictly adhered to.
- In case of unfilled seats from KEA, the admission to the program will be effected through admission test conducted by Bengaluru City University

MBA EVENING

- A graduate degree under 10+2+3, 10+2+4 or 10+2+5 pattern under any discipline securing at least 50% marks in the aggregate including languages from a recognized University of UGC in India or abroad.
- Degrees from abroad should be accepted as equivalent to the Degree offered by any University in India by the UGC and as approved by AIU and Bengaluru City University.
- Candidates who pass bachelor/master degree in any university system in single sitting pattern are not eligible.
- In case of SC/ST/Cat-I candidates, there will be a relaxation of 5% in the aggregate marks obtained in the under graduate Degree set as minimum eligible marks (50%) for admission into MBA Course.
- A minimum of two years of full-time work experience after graduation in any public/private sector organization is essential
- In case of teaching/non-teaching staff working in the university or affiliated colleges, a two/five years of full-time teaching/administrative experience is essential
- All admissions to Post Graduate Department of Management and its affiliated colleges will be made through an entrance test conducted by appropriate body duly constituted and duly approved by Government of Karnataka and State Level Counselling board on the basis of Rank /Merit and the reservation rules based on seat matrix as announced by the Government of Karnataka shall be strictly adhered to
- In case of unfilled seats from KEA, the admission to the program will be effected through admission test conducted by Bengaluru City University

4. DURATION OF THE COURSE

The duration of the MBA Day & Evening program shall extend to over 4 semesters spanning over a period of 2 years. Each year shall have two semesters of 16 weeks duration and shall have not less than 90 working days of classroom teaching, internship and master thesis. At the end of each semester there will be end semester university examination conducted by the university.

5. MEDIUM OF INSTRUCTION

The course being a professional course and having Global connotation the medium of instruction for MBA Course Day and Evening examination shall be in English medium only.

6. MINIMUM CREDITS AND MAXIMUM CREDITS

- 6.1 There shall be four categories of papers viz., Core and Compulsory paper, Soft Core paper, Specialization paper and Open Elective paper. The Open Electives are the University approved papers offered by other Departments of Bengaluru City University and the student is required to undergo one course from other Department.
- 6.2 The credits for each of Compulsory paper and specialization paper may vary from 2 to 4 credits. In case of open electives and Soft Core, each paper shall be of 2 credits. A student is required to opt for one open elective paper in 3rd Semester. The list of papers available will be intimated from time to time.

One credit is equivalent to 15 contact hours

7. ATTENDANCE

- 7.1 The candidate who does not put in minimum stipulated attendance of 75% aggregate of all the subjects put together in a semester shall not be eligible to appear for the end exam in that semester and the candidate has to re attend the classes along with subsequent batch and satisfy the minimum requirement for appearing in that particular end semester examination.
- 7.2 The statement of attendance shall be displayed on the Notice Board by the Department/School/Institution at end of every month for information to students.
- 7.3 Five marks in Internal Assessment is earmarked for the attendance percentage as a motivation for the students to attend classes regularly.

8. SEMESTER-WISE CREDIT DISTRIBUTION:

8.1 The table shows the semester wise credit with total credits

Category	SEM 1	SEM 2	SEM 3	SEM 4	Total Credits
Compulsory Core Papers	24	24	3	3	54
Soft Core Papers	2	2	-	-	4
Specialization Subjects	-	-	20	20	40
General Open Elective	-	-	2	-	2
Industry Internship Program	-	-	2	-	2
Master Thesis	-	-	-	4	4
Total	26	26	27	27	106

Note: All courses are given 56 hours of teaching and 04 hours for mini projects

9. SCHEME OF EXAMINATION

A) Internal Assessment Test

9.1A Each course will have two components as part of assessment i.e. the First Being Internal Assessment Test and Second being Semester end exams. The Internal Assessment (IA) is based on the continuous internal assessment. There shall be two internal tests conducted for each paper.

9.2A Each paper will carry 100 marks of which 30 marks will be for Internal Assessment and remaining 70 marks for written examination (UE) to be held at the end of each semester.

9.3A The components of Internal Assessment for 30 Marks are as follows:

1st and 2nd Semester MBA (Day & Eve)	Marks
Attendance	5
Two Internal test	10
Assignment	5
Case Presentation	5
Quiz on Business and Current Affairs	5
Total	30
3rd and 4th Semester MBA (Day& Eve)	
Attendance	05
One Internal Test (Surprise)	05
Case Study Preparation	10
Mini Project	10
Total	30
Marks for Attendance	
% of Attendance	Marks
75-79 %	1
80-84 %	2
85-89 %	3
90-94 %	4
95-100 %	5

The BOE will monitor the process of Internal assessment test(Issue of Time table, preparing and transmitting the question paper via e-mail, followed by surprise check by BOE Members). The Directors of B-Schools are required to maintain the records pertaining to internal assessment tests.

B) Final Examination

9.1B There shall be a University examination (Theory) at the end of each semester in the prescribed papers which carries 70 marks for 3 hours. (Internal Assessment: Online examination might be introduced subject to approval of appropriate Bodies of Bengaluru City University in the course of present scheme.)

9.2 B For the Employability skill development papers, the students are required to undertake the prescribed skill development exercises. The concerned institution shall submit the records of the exercises to the university. The university authority will pay surprise visits to the institutions for checking the employability skills possessed by the students by virtue of undertaking the exercises on the subject.

9.3 B Specific guidelines for practical examinations will be issued by PG Department of Management from time to time.

10. TIME LIMIT FOR COMPLETION

10.1 The candidate shall complete programme within the period as prescribed in the regulations governing the maximum period for completing MBA programmes from the date of admission. It is generally twice the number of years of the stipulated minimum duration of the programme which is 4 years.

11. MINIMUM GRADE FOR A PASS

11.1 A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0-5.0 (Course Alpha-Sign Grade P) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / internship / master thesis / viva-voce.

No Candidate shall be declared to have passed the Semester Examination as the case may be under part I/ Part II /Part III unless he/she obtains not less than 35% marks in written examination/practical examination and 40% marks in the aggregate of written examination/practical examination and internal assessment put together in each of the subjects and 40% marks (including IA) in Project work and Viva wherever prescribed.

11.2 The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure at least CGPA of 6.0 (Alpha-Sign Grade B+).

11.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

11.4 A candidate who passes the semester examinations **in parts** is eligible for only Class / CGPA and Alpha Sign Grade but **not be eligible for rank**.

11.5 A Candidate who fails in the project report/Master Thesis and viva-voce exams, he/she shall re-submit and re-appear in the project report/Master Thesis and viva-voce and pass the examination subsequently. Each student would be given a chance/attempt to clear. The supplementary examination is conducted for Odd semester along with Odd semester and Even semester with Even semester.

11.6. There shall be no minimum in respect of internal assessment.

12. INDUSTRY INTERNSHIP

12.1 Each candidate should undertake an internship for a period of four weeks immediately On completion of the second semester examination and submit a bound copy of the report in III Semester. The student is required to select an organisation and identify a problem area and come out with solutions to the problem. A report containing the analysis of the problem and the solutions is to be carried out under the guidance of a faculty of the institution and industry. This could involve a desk study/data analysis/technology enabled assignment/enterprise resource planning/live case study/extension work or exploration of an idea or its implementation. Specific guidelines including Format of the report shall be issued by PG Department of Management Studies, Bengaluru City University from time to time.

12.2 The industry internship program shall carry 50 marks, of which the internship report shall carry 25 marks and 25 marks for viva voce. The student has to secure a minimum of 25 marks out of 50 marks to pass in the internship program. The viva-voce and the internship report will be evaluated by the external examiners and internal examiners appointed by the BOE.

13. MASTER THESIS (Dissertation)

13.1 Every student is required to work 45 days on his/her master thesis in the chosen major specialization during the 3rd and 4th semester and prepare a Master Thesis report applying research methodology under the supervision of a Faculty guide and Industry expert. The Thesis shall be based on a free-lance or industry project. Prior to the actual work, the students are required to submit a synopsis of the proposed project work incorporating the components of research design and submit the same to the PG Department of Management Studies, BCUB for approval. There is no class work during 45 days where the student is in industry/fieldwork. Subsequent to the field work, the candidate has to involve himself/herself in writing the master thesis along with attending the classes regularly and viva voce will be conducted for the same.

13.2 The students are required to submit two progress reports during the course of master thesis at the stipulated time periods.

13.3 A hard bound copy and a soft copy of the Master Thesis duly signed by the faculty guide and certified by the industry/organizations and Principal/Director/HOD has to be submitted to the PG Department Management Studies,

Bengaluru City University at the end of the fourth semester before the commencement of the end semester examination. The Master Thesis shall be evaluated for 100 marks by two examiners (One of them will be the faculty guide/member who has guided the work and other will be the external/internal examiners appointed by the BOE). A minimum of 50% marks shall be secured for a pass in the Master Thesis. There shall be a viva-voce examination for 50 marks on the Master Thesis. Viva-voce will be conducted by Board of Examiners/examiners authorized by Chairman of BOE. A minimum of 50% (25 marks) must be secured to pass in the viva-voce examination.

13.4 Academic Integrity and Plagiarism

In order to maintain the quality in preparation and presentation of internship reports/master thesis in 3rd and 4th semester. All the internship reports/master thesis should undergo the anti-plagiarism check with the support of suitable software. The Post Graduate Department of Management shall inform the B- Schools about the software and provide them guidelines thereof. The similarity index permissible will be decided from time to time.

14. SPECIALIZATION STREAMS

14.1. The MBA (DAY & EVE) program has dual specialization. It consists of major specialization and minor specialization. In 3rd and 4th semester the student has to take 3 +2 electives in each semester. IV Semester Master Thesis of 04 credits is the criteria for declaration of Major specialisation..

14.2 For offering any specialization indicated in the MBA program, each institution shall have a minimum of 15 students.

14.3 The Board of Studies in Management could explore collaborations and partnership either with associations, industry body, individual companies and other enterprises for the purposes of curriculum design, delivery, faculty development, publication of study material and case studies. The BOS is also authorized to make necessary changes in the specialization streams as well as electives offered under the specialization streams. Any emerging area/subject leading to specialization will be identified and offered from time to time.

15. FOUNDATION COURSES AND ADD ON COURSES

15.1 The colleges are required to organize one week to ten days of induction programme for the students admitted to the first semester before the commencement of classes, since the students come from different backgrounds such as arts, science, engineering etc, the foundation courses are intended not only to provide the basics and fundamental pre-requisite knowledge on management subjects but also include value-based and familiarise the students with management concepts. Similar induction could be planned at the time of the commencement of III Semester. A detailed report has to be submitted to university. After completion of 2nd semester, the institution shall arrange for project report preparation workshops for the students to take up the master thesis work in the 4th semester confidently.

15.2 The suggestive areas for Foundation courses are Social impact of management, Fundamentals of Management, Accounting and Finance, Sustainable development, Moral Leadership, and Business Ethics. Specific guidelines will be issued by PG Department of Management from time to time.

15.3 The students are required to undergo a non credit course(at least one) Massive Open Online Course (MOOC) each year. The list of courses will be supplied by the PG Department of Management Studies, Bengaluru City University. Students are required to produce certification of completion of course during Viva Voce Exam.

16. CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

(Source:CBCS BUB)

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

Final Results/Grade Description.

Semester/Program % of Marks	Semester GPA/Program CGPA	Alpha-Sign/Letter Grade	Results/Class Description
90.0-100	9.00 - 10.0	O (Outstanding)	Outstanding
80.0 - < 90.0	8.00 - < 9.00	A+ (Excellent)	First Class Exemplary
70.0 - < 80.0	7.00 - < 8.00	A (Very Good)	First Class Distinction
60.0 - < 70.0	6.00 - < 7.00	B+ (Good)	First Class
55.0 - < 60.0	5.50 - < 6.00	B (Above Average)	High Second Class
50.0 - < 55.0	5.00 - < 5.50	C (Average)	Second Class
40.0 - < 50.0	4.00 - < 5.00	P (Pass)	Pass class
Below 40.0	Below 4.00	F (Fail)	Fail/Reappear
Absent	0	Ab (Absent)	

16.1 COMPUTATION OF GRADE POINT AVERAGE (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (26 CREDITS)

PAPERS	PI	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	58	78	64	67	83	500
GRADE POINTS EARNED (G.P.)	8.0	7.5	6.0	8.0	6.5	7.0	8.5	-
CREDITS FOR THE COURSE (C)	4	4	4	4	4	4	2	26
TOTAL GPW = GP X C	32.0	30.0	24.0	32.0	26.0	28.0	17.0	189

Semester Aggregate Marks: $500 / 700 = 71.43\%$

Classification of Result: First Class Distinction.

The SGPA + Total CP/Total Credits = $189/26 = 7.269$ Semester Alpha Sign Grade:A

16.2 CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
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TOTAL MARKS PER SEMESTER	700	700	750	750	2900
TOTAL MARKS SECURED	555	560	676	570	2361
SEMESTER ALPHA SIGN GRADE	A	A	A+	A	-
SEMESTER GPA	7.9	8.0	9.0	7.6	-
SEMESTER CREDITS	26	26	27	27	106
SEMESTER GPW	205.4	208	243	205.2	861.6

Aggregate Percentage of Marks = $2361 / 2900 = 81.41\%$

16.3 Classification of Result: First Class with Distinction Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme = $861.6/106= 8.1$ Programme Alpha Sign Grade: A+

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha - sign grades assigned.

17 PATTERN OF QUESTION PAPER

17.1 The pattern of question paper will be decided by the Board of Studies from time to time. The Post Graduate Department of Management of Bengaluru City University will communicate to all affiliated colleges about the pattern as well as the changes therein.

17.1. Semester End Theory University Examination with 70 Marks

Model Question Paper :

Part /Section	No of Questions Asked	No of Questions To be Answered	Marks for Each Question	Total marks
A	7	5	5	25
B	4	3	10	30
C	1(Compulsory Case Study)	1	15	15
Total				70

18 OPEN ELECTIVE

18.1 One course is offered as open elective during the III semester of MBA Programme. The open elective has to be chosen by the student from the list given by the university.

19. SCOPE/Jurisdiction

22.1 Any conflict arising out of or in relation to the regulations is subject to jurisdiction of civil court of Bengaluru.

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III SEMESTER

MASTER OF BUSINESS ADMINISTRATION [DAY & EVE]

UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

(2019 -2020 ONWARDS)

COURSE MATRIX

THIRD SEMESTER MBA (DAY & EVE)

PAPER	SUBJECTS	
CORE SUBJECTS		
3.1	STRATEGIC MANAGEMENT AND BUSINESS ETHICS	
3.2	FINANCE 3.2.1 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3.2.2 CORPORATE TAXATION FOR MANAGERS 3.2.3 CORPORATE VALUATION AND FINANCIAL MODELLING	
3.3	MARKETING 3.3.1 RURAL AND GREEN MARKETING 3.3.2 BUSINESS AND SOCIAL MARKETING 3.3.3 CONSUMER BEHAVIOUR AND NEUROMARKETING	
3.4	HUMAN RESOURCES 3.4.1. PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING. 3.4.2.TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT 3.4.3. LEARNING AND DEVELOPMENT HUMAN RESOURCES	
3.5	ENTREPRENEURSHIP AND STARTUPS 3.5.1. IDEATION, DESIGN THINKING AND INNOVATION 3.5.2.MANAGEMENT OF SMES AND FAMILY BUSINESS 3.5.3. CORPORATE ENTREPRENEURSHIP AND NEW VENTURE CREATION.	
3.6	PRODUCTION AND OPERATIONS MANAGEMENT 3.6.1. ADVANCED PRODUCTION SYSTEM. 3.6.2. AGILE & LEAN MANUFACTURING. 3.6.3. ENTERPRISE RESOURCE PLANNING.	
3.7	BUSINESS ANALYTICS 3.7.1. BUSINESS INTELLIGENCE 3.7.2.PREDICTIVE ANALYTICS USING R 3.7.3.DATA WAREHOUSING AND DATA MINING	
3.8	OPEN ELECTIVE MANAGEMENT PERSPECTIVES	(TO BE OFFERED TO OTHER PG STUDENTS BY CBSMS UNDER CBCS SCHEME)
3.9	PROJECT WORK FOR 4 WEEKS (BETWEEN II & III SEMESTER)	

3.1. STRATEGIC MANAGEMENT AND BUSINESS ETHICS

1. GENERAL INFORMATION

No. of Credits 4

No. of Hours per week 4

2. PERSPECTIVE OF THE COURSE

In today's economy, strategy plays an important role in gaining and sustaining a competitive advantage, which has become harder than ever. The syllabus captures the complexity of the current business environment and delivers the latest skills and strategic process adopted by companies, which will help students develop strategic prowess.

3. COURSE OBJECTIVES AND OUTCOME

OBJECTIVES

To enlighten the students with the Concepts and Practical applications of Strategic Management and 'Business Ethics

OUTCOME

By the end of this course, a student would learn Identifying Strategic alternatives, Applying Ethical corporate behavior and Governance Mechanism

4. COURSE CONTENT AND STRUCTURE

MODULE 1: STRATEGY AND PROCESS 08 HOURS

Historical perspective of Strategic Management, Conceptual framework for strategic management, the concept of strategy and strategy formation process-Stakeholders in business - Vision, Mission and purpose-Business definition, Objectives and goals, The strategic management model, the competitive Landscape, Global Economy.

MODULE 2: COMPETITIVE ADVANTAGE 08 HOURS

External Environment - QUEST, SWOT (TOWS) PESTEL Analysis, Porters five forces model, the competitive profile matrix (CPM), Globalisation and industry structure- Resources, Capabilities and Distinctive competencies, Low cost and differentiation, Generic Building Blocks of Competitive Advantage, Avoiding failures and sustaining competitive advantage, Value chain analysis. Building Competitive advantage through Functional-Level Strategy, Internal Factor evaluation matrix.

MODULE 3: FORMULATION OF STRATEGIC ACTIONS 10 HOURS

Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix

MODULE 4: NEW BUSINESS MODELS AND INNOVATIVE STRATEGIES 10 HOURS

Introduction to Business models- Demystifying Strategy Using the Business Model Canvas (BMC): Business model Disruptions – Product, Customer, Resource ,and Finance driven Disruptions, Disruptive Revenue models, Managing Technology and

Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

MODULE 5: IMPLEMENTATION AND EVALUATION OF STRATEGIC ACTIONS 10 HOURS

The implementation process, Resource allocation, designing organizational structure - Designing Strategic Control Systems -, Matching Structure and Control to Strategy - Implementing Strategic Change, Techniques of strategic evaluation & control, Balanced Score Card, Leadership implications for strategy. Importance of Strategic leaders, Strategic leadership and style.

MODULE 6: CORPORATE GOVERNANCE AND BUSINESS ETHICS 10 HOURS

Governance Mechanism and Ethical corporate Behaviour, Ethical Decision making, Ethical Leadership,. Ethics in Functional areas, Exploring Corporate Governance and the Relationships between Internal and External Stakeholders, The organization's Responsibility and Accountability to its stakeholders - CSR, Role and Responsibilities of the Board, Integrity and Ethical Behaviour: Disclosure and Transparency.

5. PEDAGOGY

- a) Lectures
- b) Templates
- c) Practical Exercises – Individual and Group
- d) Case Studies

6. TEACHING LEARNING RESOURCES

ESSENTIAL READINGS

1. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill
2. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated approach, Cengage learning.
3. Fred.R.David, Strategic Management and cases, PHI Learning,
4. Hitt,Ireland,Hoskisson,Manikutty, Strategic management ,Cengage
5. Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education.

REFERENCES

1. AdriaHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press.
2. Anthony E Henry: Strategic Management ,oxford publication
3. Gregory Dess and G.T. Lumpkin: Strategic Management Creating Competitive Advantage, TMH,
4. Gupta, Gollakota and Srinivasan, .Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2nd edition, 2007
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. Mason A Carpenter, WM Gerard Sanders and PrashanthSalwan:Strategic Management ,Pearson
7. NitishSen Gupta and JS Chandan :Strategic Management ,Vikas Publication
8. UpendraHachru , Strategic Management concepts & cases , Excel Books

ELECTIVE SUBJECTS	
3.2	FINANCE 3.2.1 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3.2.2 CORPORATE TAXATION FOR MANAGERS 3.2.3 CORPORATE VALUATION AND FINANCIAL MODELLING

3.2.1. INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

1. GENERAL INFORMATION

No. of Credits per week 4

No. of Hours per week 4

2. PERSPECTIVE OF THE COURSE

Good return is the hallmark of a good investment. Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To provide knowledge and skill in identifying various investment alternatives and choosing the suitable one.
To orient on the procedures and formalities involved in investing.

OUTCOME

By the end of this course, a student would learn

- Identifying investment goals and constraints
- Identifying investment alternatives
- Choosing the best / suitable alternatives
- Portfolio Management

4. COURSE CONTENT AND STRUCTURE

MODULE1: THE INVESTMENT BACKGROUND AND FINANCIAL MARKETS 6 HOURS

Concepts of Investments, Investment objectives, Process, Planning, Investment Vs Speculation, Gambling and Arbitrage: investment alternatives, Macro economic factors influencing investment, Investment environment in India : Individual Investment Life Cycle, the need for Investment Policy Statement. Approaches to Investment Decisions: Code of Ethics and Standards for investment professionals.

Financial Markets and Participants in Securities Market in India, New issue Market, Secondary market, Stock market Indices, Debt market, Money market Instruments and Recent development in Indian capital markets

MODULE 2: RISK AND RETURN ANALYSIS 6 HOURS

Concept of Realised and Expected Return. Real and Nominal rate of return Required return, Excess Return and holding period return ,Measurement of Ex -post and Expected Return, Continuous probability Distribution, Concept of Risk, Upside and Downside Risk, Sources of Risk, Types of Risk-Systematic and unsystematic Risk; Risk Aversion. Measurement of Risk of individual security, Standard Deviation, Coefficient of variation; Beta as a measure of Risk.

Module3: PORTFOLIO ANALYSIS: THE MECHANICS OF INVESTMENT 12 HOURS

Modern Portfolio Theory: Conceptual framework, Diversification and Portfolio Risk; Markowitz Risk Return optimization: The Mathematical Model, Quantification of Portfolio Risk and Return: Effect of combining securities in Portfolio, Efficient Frontier, Computing Utility and Selection of Optimal Portfolio.

Single Index Model- Concept of alpha and Beta- Corner Portfolio, Sharpe's Portfolio Risk and Return, Security Characteristics line, Portfolio optimization and selection.

MODULE 4: CAPM AND ARBITRAGE PRICING THEORY 10 HOURS

Capital Asset Pricing Model, Construction of optimal portfolio with Risky and riskless assets, The separation Theorem, Capital Market Line and Security Market Line - Applications of Security Market Line, Empirical Evidence of Capital Asset Pricing Model, Beta of CAPM.

Arbitrage Pricing Theory, Building of Arbitrage Portfolio, Return Generating process, Factor Model for Security Return volatility.

MODULE 5: PERFORMANCE EVALUATION AND REVISION OF PORTFOLIOS 10 HOURS

Performance Evaluation- Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure to identify the predictive ability, Information Ratio, Sortino's Ratio, Challenges in Performance management .

Portfolio Revision Methods- Investment Timing, Formula Plans Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan

MODULE 6: SECURITY ANALYSIS AND BEHAVIOURAL FINANCE 12 HOURS

Fundamental Analysis: E-I-C approach. Variables used in E-I-C analysis. Technical Analysis Vs Fundamental Analysis. Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Technical Analysis: Basic tenets and Premises of Technical Analysis; Dow Theory, Price and volume charts, Moving Averages, Relative Strength Index, Rate of change, Stochastic Oscillators .

Behavioural finance and Technical Analysis, Introduction to Behavioural finance and how it differs from the tenets of traditional finance, Assumptions, Biases, Errors and Irrationalities that can affect Investment Behaviour, Takeaway from Behaviourists arguments.

5. PEDAGOGY

- a) Lectures
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Shalini Talwar "Security Analysis and Portfolio Management", CENGAGE
2. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition.
3. Fischer, E Donald and Jordan, J Ronald (2005); "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd., 6th Edition.
4. Bodie, Kane, Marcus and Mohanty (2009); "Investments", McGraw Hill Education (India) Private Limited, 8th Edition.
5. Ranganatham and Madhumathi (2005); "Investment Analysis and Portfolio Management", Pearson Education, First Edition.
6. Chandra, Prasanna, "Investment Analysis and Portfolio Management", McGraw Hill Education (India) Private Limited, 4th Edition.

REFERENCES

1. Haugen Robert (2003); "Modern Investment Theory", Pearson Education, 5th Edition.
2. Bhalla, V.K. (2006); "Investment Management", S. Chand; 12th Edition.
3. Hirschey and Nofsinger (2008); "Investments – Analysis and Behaviour", Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
4. Avadhani V.A (2006), "Securities Analysis and Portfolio Management", Himalaya Publishing House, Eighth Revised Edition.
5. Sharpe, Alexander and Bailey (1996); "Investments", Prentice Hall of India Private Limited, 5th Edition.
6. Kevin (2008); "Security Analysis and Portfolio Management", Prentice Hall of India Private Limited, First Reprint Edition.
7. Maheshwari, Yogesh (2008); "Investment Management", PHI Learning Private Limited, First Edition.
8. Indian Institute of Banking and Finance (2004); "Technical and Fundamental Analysis of Companies", Taxmann Publications, First Edition.
9. Stock Market Book" (2005); Dalal Street Journal.
10. "Survey of Indian Industry (2008); The Hindu.
11. "The Layman's Guide to Mutual Funds" (2004), Outlook Publishing (India) Private Limited, First Edition

3.2.2. CORPORATE TAXATION FOR MANAGERS

1. GENERAL INFORMATION

No. of Credits – 4
No. of hours per week – 4

2. PERSPECTIVE OF THE COURSE

External environment, especially political and legal environment, has a huge impact and influence on conducting business. One among the factors which has a big impact on both the business enterprise and economy is the element of taxation. Unless a finance manager can analyze and think from tax perspective, no decision is complete and accurate. It is highly essential to understand the various taxes that have an impact on business, procedures to be followed and adopted for meeting tax regulatory requirements, and the system that governs them. Hence, this Course is introduced to orient a prospective finance manager regarding the tax matters that influences business and train him on making decisions considering such influence.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVE

To impart students with knowledge on tax, types of tax and their modalities.
To give insight on the taxes influencing a corporate entity – both direct and indirect.
To orient the students on the procedures and formalities to be adhered, with regard to tax matters.

OUTCOMES

By the end of this course, a student would learn
The taxonomy of taxation and GST in India.
Computation of income tax liability of a corporate entity and the strategies for legally reducing tax burden.

4. COURSE CONTENT AND STRUCTURE

MODULE 1: ASSESSMENT OF COMPANIES

12 HOURS

Introduction of Indian Tax Structure: Types of Companies, Residential Status and Incidence of Tax- Depreciation u/s 32- Computation of Tax liability of companies, Book Profits, Minimum Alternative Tax (Sec.115JB) – Deductions u/s 80 for companies, Carry forward and set-off of losses.

MODULE 2: TAX PLANNING

14HOURS

Tax planning, Tax avoidance and Tax evasion – Meaning and difference. Areas of tax planning- Tax planning with respect to Setting up New Business-Form of Organisation, Tax planning with respect to location and Nature of Business. Tax Planning with reference to Financial Managerial Decisions-Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares, Specific Managerial Decisions- Purchase of asset, Lease, Instalment, Hire, Make or buy, Repair, replace, renewal or renovation, Tax planning for Distribution of Assets by Companies in liquidation, Amalgamation and Demerger.

MODULE 3: CUSTOMS DUTY

08 HOURS

Valuation rules for customs duty, Computation of assessable value and calculation of customs duty. Baggage, Postal articles and stores rules. Import and Export procedure.

MODULE 4: GOODS AND SERVICES TAX

06 HOURS

Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and IGST, Definitions – Supply, Inward Supply, Outward Supply, Continuous Supply, Time of Supply, Place of Supply, Goods, Services, Person, Taxable Person, Related Person, Business, Place of Business, Business Verticals, Consideration, Capital Goods, Input and Input Service, Input Tax, Output Tax, Aggregate Turnover, Deemed Exports, Recipient, Reverse Charge, Works Contract,

MODULE 5: VALUATION OF GST AND COMPUTATION OF GST LIABILITIES 08 HOURS

Taxable and Exempted Goods; Valuation of Taxable Supply of Goods, Computation of GST Liability on Supply of Goods, Set-off of Input Tax Credit; Taxable and Exempted Services; Valuation of Taxable Value of Services; Computation of GST Liability on Supply of Services, Set-off of Input Tax Credit; Reverse Charge Mechanism.

MODULE6: GST PROCEDURE 08 HOURS

Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filing of returns. Final Assessment.

5. PEDAGOGY

- (i) Lectures.
- (ii) Demonstrations using template forms of tax
- (iii) Practical Exercises – Individual and Group
- (iv) Case Studies.

6. TEACHING AND LEARNING RESOURCES

- (a) www.finmin.ninc.in
- (b) www.incometaxindia.gov.in
- (c) www.cbec.gov.in
- (d) www.gstn.org

RECOMMENDED READINGS

Essential Readings

1. Singhania, Vinod, and Singhania, Kapil, “Direct Taxes – Law and Practice”, Taxmann.
2. H.C.Meharotra,” Direct tax law and practice including tax planning” Sahitya Bhavan Publications
3. Ahuja, Girish and Gupta, Ravi, “Direct Taxes – Law and Practice”, Bharat Publications.
4. Manoharan, T. N and Hari, G.R., “Direct Tax Laws”, Snow White Publications.
5. V.S.Datey, Indirect tax laws, Taxmann
6. Hiregange, Jain and Nayak, “Student’s Handbook on Goods and Services Tax”, Puliani and Puliani.

References

Study material of the Institute of Chartered Accountants of India available at http://www.icaai.org/post.html?post_id=10169 and http://www.icaai.org/post.html?post_id=10172

3.2.3.CORPORATE VALUATION AND FINANCIAL MODELLING

1. GENERAL INFORMATION

No. of Credits: 04

No. of Hours per Week: 04

2. PERSPECTIVE OF THE COURSE:

The course facilitates to know real worth of any asset. What an asset is worth and what determines the value is a pre-requisite for intelligent decision making, in choosing investments for a portfolio, in deciding on the appropriate price to pay or receive in a takeover and in making investment, financing and dividend choices when running a business. The term valuation in finance is mainly associated with Mergers and Acquisitions, Stock valuation and Bond Valuation. The ultimate goal for the business enterprise is “wealth maximization or value maximization”. A business enterprise must manage itself in order to achieve that goal. For making students to understand the essence of value based management, they must be oriented about valuation, value drivers and the strategies that can help in reaching the goals – both organic and inorganic. This course “Corporate Valuation and Financial Modelling” aims at orienting finance professionals about the essential components of value based management.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To facilitate understanding of corporate valuation techniques and restructuring activities in M&A
- To communicate to the students the role that M&A plays in the contemporary corporate world.
- To enable the students to use the financial modeling techniques by using advanced tools.

OUTCOMES

After the successful completion of this course the students should be able;

- To understand the corporate valuation background, importance and process.
- To develop analytical skills to compute different corporate valuation techniques
- To understand the corporate restructure methods and its importance
- To compute and evaluate the value of business for M&A decision
- To formulate the analytical skills to apply compute valuation methods as financial modelling

4. COURSE CONTENTS AND STRUCTURE

MODULE 1: INTRODUCTION TO VALUATION METHODS AND STANDARDS

08 Hours

Introduction to Corporate Valuation, Approaches to valuation, Role of Valuation, Concepts of value, Valuation Standards, Features of valuation and its process.

Methods: Adjusted Book Value Approach, Stock & Debt Approach and Direct Comparison Approach, Discounted Cash flow Approach and Analysing historical performance, Estimating the Cost of Capital, Forecasting performance- Estimating the continuing value- Calculating and interpreting the results, Beta – Un-levering and Re-levering.

MODULE 2: CORPORATE VALUATION: ASSETS, MARKET AND INCOME BASED VALUATION METHODS

20 Hours

Valuation of Firm and Valuation of Equity – Net Asset-Based Approach, Earnings Based Approach (Earnings-Capitalisation Method, P/E Ratio), Relative Valuation and Chop Shop Method.

DCF Approach of Two and Three stage model, Equity DCF Model: Dividend discount model, Free Cash Flow to Equity (FCFE) model, Adjusted Present Value (APV) model, Economic Value Added method and Valuation of Bond, Valuation of Equity shares.

Financial Modelling

Preparation of spread sheet: Cash Flow and Free Cash Flow Computation, Cash Flow Estimation, Estimate Cost of Equity, debt and Capital, Stock Valuation using discounting of (a) Dividends (Dividend discount model - DDM) (b) Free Cash Flow to Firm (FCFF) and (c) Free Cash Flow to Equity (FCFE).

MODULE 3: ADVANCED ISSUES IN VALUATION AND PERFORMANCE METRICS

06 Hours

Components and Valuation of Intellectual capital: Market to book ratio. Tobin's Q Ratio, Analytical Approaches: Balanced Score card, Human Resource Accounting, Valuation of Private Companies and Valuation of Start-ups.

MODULE 4: CORPORATE RESTRUCTURING

08 Hours

Corporate Restructuring: Ownership Restructuring, Business Restructuring, Asset Restructuring, Organisational Restructuring.

Financial Restructuring - designing or redesigning capital structure, financial restructuring in the event of change in legal requirements, financial restructuring in the event of continuous losses, Buy-back of Shares, Rights Issue, Convertible Instruments, Callable Bonds.

MODULE 5: FINANCIAL EVALUATION OF M&A

10 Hours

Valuation of Target Firm, Financing of Mergers and Acquisitions, Determination of Exchange Ratio – Conn & Nielson Model, Terms of Merger; Feasibility of Mergers.

MODULE 6: TAKEOVER & DEFENCE STRATEGIES

04 Hours

Meaning and types of takeovers and SEBI Regulation on takeover, Anti-takeover defense: strategies, Anti-takeover amendments: Legal aspect of M&A, Combination and Competition Act, 2002.

TEACHING AND LEARNING RESOURCES

- (a) Donaldson, Gordon, "Financial Goals and Strategic Consequences", Harvard Business Review, May-June 1985, pp57-66.
- (b) Barwise, Marsh and Wensley, "Must Finance and Strategy clash?", Harvard Business Review, September-October, 1989, pp1-7.
- (c) Day and Fahey, "Putting Strategy into Shareholder Value Analysis", Harvard Business Review, March-April, 1990, pp1-7.
- (d) Leuhrman, Timothy, "Corporate Valuation and Market Multiples", Harvard Business School Case No. 9-206-039, 2009.
- (e) Baldwin, Carliss, "Fundamental Enterprise Valuation: An Introduction", Harvard Business School Case No. 9-801-121, 2002.
- (f) Ruback, Richard, "Mariott Corporation: The Cost of Capital", Harvard Business School Case No. 9-298-101, 1998.
- (g) Leuhrman, Timothy, "What is it worth? A General Manager's Guide for Valuation", Harvard Business Review, May-June, 1997, pp131-142.

- (h) Leuhrman, Timothy, “Using APV: A Better Tools for valuing Operations”, Harvard Business Review, May-June, 1997, pp143-154.
- (i) Esty, Benjamin, “A Note on Value Drivers”, Harvard Business School Case No. 9-297-082, 1997.
- (j) Rappaport, Alfred, “Selecting Strategies that create shareholder value”, Harvard Business Review, May-June, 1981, pp138-149.
- (k) Rappaport, Alfred, “Ten ways to create Shareholder Value”, Harvard Business Review, September 2006, pp 1-14.
- (l) Contrada, Michael, “Using the Balance Scorecard to manage the value in your business”, Harvard Business Review, 1999, Reprint B0001C.

RECOMMENDED READINGS

Essential Readings

1. Bender, Ruth and Ward, Keith, “Corporate Financial Strategy”, Butterworth Heinemann.
2. Damodaran, Aswath, “Damodaran on Valuation”, John Wiley.
3. Damodaran, Aswath, “The Dark Side of Valuation”, John Wiley.
4. Chandra, Prasanna, “Corporate Valuation and Value Creation”, Mc Graw Hill.
5. Allen, David, “An Introduction to Strategic Financial Management – The Key to Long Term Profitability”, The Chartered Institute of Management Accountants, Kogan Page.
6. Allen, David, “Financial Decisions – A Guide to the Evaluation and Monitoring of Business Strategy”, The Chartered Institute of Management Accountants, Kogan Page.
7. Hampton, John, “Financial Decision Making – Concepts, Problems and Cases”, Prentice Hall of India.

References

1. Penman, H Stephen, “Financial Statement Analysis and Security Valuation”, Tata McGraw-Hill Publishing Company Limited.
2. Grinblatt, Mark and Titman, Sheridan, “Financial Markets and Corporate Strategy”, Tata McGraw Hill.
3. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill Publishing Limited.
4. Hawawini, Gabriel and Viallet, Claude; “Finance for Non-finance Managers”, South-Western CENGAGE Learning.
5. Weaver, Samuel and Weston, Fred; “Strategic Corporate Finance” South-Western CENGAGE Learning.
6. Jakhotiya, G.P., “Strategic Financial Management”, Vikas Publishing House Private Limited.
7. Vedpuriswar, A.V, “Strategic Financial Management – Achieving Sustainable Competitive Advantage”, Vision Books.
8. Marshall, John and Bansal, Vipul, “Financial Engineering – A Complete Guide to Financial Innovation”.
9. Copeland, Tom, Koller, Tim and Murrin, Jack, “Valuation – Measuring and Managing the Value of Companies”, McKinsey Quarterly, Wiley Finance.

ELECTIVE SUBJECTS	
3.3	MARKETING 3.3.1 RURAL AND GREEN MARKETING 3.3.2 BUSINESS AND SOCIAL MARKETING 3.3.3 CONSUMER BEHAVIOUR AND NEUROMARKETING

3.3.1 RURAL AND GREEN MARKETING

1. GENERAL INFORMATION

No. of Credits 04

No. of Hours per week 04

2. PERSPECTIVE OF THE COURSE

The course is designed to Sensitise students on the nuances of rural marketing environment and Develop capabilities for clearly identifying, complex, real life rural and green marketing problems in a holistic perspective

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To understand the opportunities and challenges in rural and green marketing
 To identify and assess rural market potential for products and services
 To evaluate different marketing strategies used in rural and green marketing

OUTCOMES

At the end of the course, the student must develop interest towards rural and green marketing
 As a student, future manager and entrepreneur one should be aware of challenges and opportunities in the area of rural and green marketing.

4. COURSE CONTENT AND STRUCTURE

MODULE 1 : INTRODUCTION TO RURAL MARKETING 10HOURS

Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets, Frameworks of Rural Marketing, Rural Retail outlets, The Rural Marketing Process, A Bop Portrait, Potential of Rural Market, Government Initiatives, The Rural Market Paradox ,Composition of the Rural Market, Market Size, Influences in Rural Markets.

MODULE 2 : RURAL MARKETING ENVIRONMENT 08 HOURS

The Rural Marketing Environment, Differences Between Rural and Urban Shoppers, Profiling the Rural Consumer, Rural Market Segmentation, Rural Marketing Strategies, Marketing Principles in Rural Areas, Rural Market Research, Distribution to Villages, Distribution of Rural Products, Existing Marketing Systems, Pricing Policy and Strategy, Rural Communications.

MODULE 3: RURAL MARKETING SYTEMS 10 HOURS

Rural Marketing Value Chain, Existing Marketing Systems, Improving Rural Marketing in India, E-Rural Marketing, ICT Essentials, ICT in Rural Markets and Problems in Implementation, Role of Government and NGOs in Rural Marketing, Problems of Sales Management in Rural Areas, Resolving Rural Sales Management Issues, The Rural Salesperson, Rural Sales Organization, Identifying Rural Clusters.

MODULE 4: GREEN MARKETING 08 HOURS

Green Marketing, Paths to Develop Sustainable Products, The Rules of Green Marketing, Green Marketing Segments, Ecotourism, The General Principles, Business Implications, Role of Consumers, Barriers to Change, Ecological Footprint and Carbon Footprint, Role of Business, Innovation, Advertising in Green Marketing

MODULE 5: SUSTAINABILITY

10 Hours

Sustainable Strategy, Sustainable Value Creation, Global Drivers of Sustainability, Ladder of Sustainability, Four System Conditions for Sustainability, Strategies for Action, Industrial Ecology, Systems Analysis, Tools for Sustainability, Environmental Management System, Total Quality Environmental Management, Sustainable Value Stream Mapping, Sustainability Balanced Scorecard, Green Procurement, Green, Sustainable Supply Chains, Align the Green Supply Chain With Business Goals, Green Suppliers and Material Refurbishment, Ten Steps to Create a Sustainable Supply Chain, Logistics and Transportation.

MODULE 6: TRENDS IN RURAL AND GREEN MARKETING

10 Hours

Trends in Rural and Green Marketing, Towards a New Economic System, The Future of Rural & Green Marketing, Triple Bottom Line, Key Corporate Social Responsibility Areas, Corporate Social Responsibility Policies, Benefits of Corporate Social Responsibility, Challenges of Corporate Social Responsibility, International Organization for Standardization Standards, ISO 14001, ISO 14025, ISO 14040, ISO 14064, ISO 26000: Social Responsibility.

5. PEDAGOGY

Class teaching augmented with relevant case studies. Field trips and live projects are compulsory in the light of understanding the practicality of the subject.

Evaluation of Rural and Green products on the dimension of sustainability. Comparative assessment of green packaging, advertisement and service quality of products and services.

CSR is connecting with marketing activities

6. TEACHING AND LEARNING RESOURCES

ESSENTIAL READINGS

1. Scott T. Young & Kanwalroop Kathy Dhanda (2013), Sustainability: Essentials for Business, SAGE Publications.

2. Pradeep Kashyap (2012), Rural Marketing, Pearson 2nd edition, Balram Dogra & Karminder Ghuman, Rural Marketing: Concepts and Cases, Tata McGraw Hill Education Pvt Ltd

REFERENCE BOOKS : (Latest Editions)

1. Krishnamacharyulu and Lalitha Ramakrishnan (2011), 2nd Edition, Rural Marketing: Texts and Cases, Pearson Education.
2. Abhijit Roy (2012), SAGE Brief Guide to Marketing Ethics, SAGE Publications.
3. Ghosh (2013) 1st Edition, India's Agricultural Marketing: Market Reforms and Emergence of New Channels, Springer India.
4. Dr. Subhash Bhave, Agribusiness Management in India –Text & Cases

www.ruralmarketingsolutions.com

www.rmai.in

www.ruralyellow.in

www.inc.com › encyclopedia › green-marketing

www.campaignindia.in

www.rwp.in

International Journal of Rural Marketing ,

Prajnan journal of Social and Management Science

3.3.2. BUSINESS AND SOCIAL MARKETING

- **GENERAL INFORMATION**

No. of Credits 04

No. of Hours per week 04

PERSPECTIVE OF THE COURSE

Meeting the needs of Business organizations and Society are very important for marketing professionals. Both are crucial and at the same time both demands different skills to cater to their requirements. Often termed industrial marketing, business to business (B2B) marketing is a key part of the marketing spectra in the workplace. At the same time the use of marketing principles to develop social marketing strategies and programs to bring behavioral change for a social good is also important. This course will teach the students the basic institutional details and principles of business marketing and social marketing. It will give the students tools and frameworks to think strategically in a fast changing industrial marketing landscape and examine issues of social responsibility in business and how marketing may be used to promote more environmentally and socially conscious business practices.

- **COURSE OBJECTIVES AND OUTCOME**

OBJECTIVES

To describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.

To apply the basic and advanced techniques for development of social marketing strategies and develop price, promotion and place strategies for a chosen social marketing issue.

OUTCOME

At the end of the course, student must be able to understand the essential components of Business Marketing and will be able to serve B2B customers successfully and also learns to design Social marketing programmes and implement it successfully.

- **COURSE CONTENT AND STRUCTURE**

MODULE 1: INTRODUCTION TO BUSINESS MARKETING 10 HOURS

Business Marketing Concept, Business vs. Consumer Marketing, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services. Organizational Buying Process: Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour and Roles of Buying centre. The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing.

MODULE 2: BUSINESS MARKETING STRATEGIES 12 HOURS

Segmenting, Targeting and Positioning of Business Market: Value based segmentation, Model for segmenting the organizational Market. Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Recent trends in Advertising.

MODULE 3: PRICING AND PROMOTION IN BUSINESS MARKETING 10 HOURS

Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods and strategies. Concept of learning curves Competitive Bidding, and Leasing. Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions and Personal Selling, Managing the Industrial Sales Force. Customer Relationship Management Strategies for Business Markets.

MODULE 4: INTRODUCTION TO SOCIAL MARKETING 6 HOURS

Difference between commercial marketing and social marketing, evolution of social marketing. The Marketing mix of Social Marketing, Criteria for social marketing programs, Spread Stages of social marketing, Social Marketing Wheel, Ten steps to developing a social marketing plan. Challenges in social marketing

MODULE 5: DEVELOPING SOCIAL MARKETING STRATEGIES 10 HOURS

Crafting a Desired Positioning, Product: Creating a Product Platform, Branding and Ethical Considerations for Product Platform. Price: Determining Incentives and Disincentives, More on Commitments and Pledges, Setting Prices for Tangible Goods and Services, Ethical Considerations for Pricing Strategies. Place: Making Access Convenient and Pleasant, Develop Place Strategy, Social Franchising, Managing Distribution Channels. Promotion: Deciding on Messages, Messengers, and Creative Strategies, Develop a Promotion Strategy, Selecting Communication Channels – traditional and Non traditional media channels. Factors Guiding Communication Channel Decisions.

MODULE 6 : MANAGING SOCIAL MARKETING PROGRAMS:

08 HOURS

Budgets and Funding Sources of social Marketing programmes, Monitoring and Evaluation, Implementation and Sustaining Behaviour Plans. Application of social marketing models in Healthcare and public health management can be discussed through Case studies like social marketing for family planning, Malaria control, obesity prevention campaign, HIV prevention, tobacco control and Pulse Polio campaign in India.

5. PEDAGOGY

1. Lecture Method
2. Mini project
3. Case study
4. Industrial visit
5. Video cases
6. Experiential learning

6.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

- 1.Robert R Reeder & Reeder; Industrial Marketing ,2nd Edition; Prentice Hall International Publication.
- 2.Krishna K Havaladar, Business Marketing , Tata McGraw Hill Publication.
- 3.Michael D Hutt, Thomas W Speh, Business Marketing Management, Cengage Learning Publication.
- 4.Sameer Deshpande, Nancy R. Lee ; Social Marketing in India ,Sage Publications
- 5.Nancy R Lee & Philip Kotler; Social Marketing: Behaviour Change for Social Good, Sage Publications.

REFERENCE BOOKS

1. Frank G Bingham Jr., Business Marketing, Tata McGraw Hill Publication.
2. Mukherjee H S, Industrial Marketing ,Excel BOOKS Publication.
3. PK Ghosh, Industrial Marketing , Oxford University Press.
4. Evans, 'How Social marketing works in Healthcare' 2006, BMJ, BMJ Publishing Group Ltd.
5. Kotler, P. and Lee, N. Up and out of poverty: the social marketing solution, Pearson Education.

3.3.3. CONSUMER BEHAVIOUR AND NEUROMARKETING

1. GENERAL INFORMATION

No. of Credits 04

No. of Hours per week 04

2. PERSPECTIVE OF THE COURSE

A diverse and fascinating range of internal and external factors influences even the simplest buying decisions. An understanding of the driving forces behind why customers buy can empower a marketer to reach key consumers. This course equips the students plan effective strategies to structure messages to maximize persuasion.

3. COURSE OBJECTIVES AND OUTCOME

OBJECTIVES

- To understand personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To understand how the human brain processes information and generates responses while incorporating risk, feelings and reasoning and apply this understanding into developing, communicating and delivering effective marketing offerings.

OUTCOME

The completion of this course, students will have

- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- To get an exposure to different neuro marketing techniques and understand the benefits and limitations of these techniques.

4. COURSE CONTENT AND STRUCTURE

MODULE1: INTRODUCTION

08 HOURS

Consumer behaviour - concepts, dimensions of consumer behaviours, application of consumer behaviour knowledge in marketing decisions .Segmenting targeting and Positioning; Impact of technology on consumer behaviour and strategic marketing Characteristics of Indian Consumers.

MODULE 2: CONSUMER AS AN INDIVIDUAL

08 HOURS

Consumer needs and motives, personality and consumer behaviour, consumer perception, learning, consumer attitudes, attitude formation and change, communication and persuasion, self-image, life style analysis.

MODULE 3: CONSUMERS IN SOCIAL AND CULTURAL SETTINGS 10 HOURS

Group dynamics and consumer reference groups, Family – Social class cultural and sub-cultural aspects, cross cultural consumer behaviour. Cultural Values and consumer behaviour, Persuading Consumers – Broad casting vs narrow casting models. Diffusion of Innovations Reference groups and communities, Opinion Leaders and word of mouth.

MODULE 4: CONSUMER DECISION PROCESS AND POST PURCHASE BEHAVIOUR 12 HOURS

Consumer decision making process, models of consumer decision process, Nicosia- Howard Sheth and Engel-Kollat- model, post purchase processes, Customer Satisfaction, and Customer Commitment, managing dissonance, consumer loyalty. Online consumer behaviour, its diffusion in India.

MODULE 5: INTRODUCTION TO NEUROMARKETING 12 HOURS

An overview of neuroscience and neuromarketing ,Interdisciplinary nature of Neuro marketing, Neuromarketing versus traditional methods- key benefits and issues, Mapping the brain. Attention and Consciousness, Sensory NeuroMarketing, Learning and Memory.

MODULE 6 : NEUROMARKETING AND ETHICS

06 HOURS

Neural Marketing cases in India, Neuro Ethics and Consumer Aberration, Ethical and Socially responsible Marketing, Consumerism, Ethical Consumption, Sustainable Consumption.

5. PEDAGOGY

Classroom teaching to be supplemented with case studies, simulations and other experiential learning activities.

6. TEACHING /LEARNING RESOURCES

ESSENTIAL READINGS

1. Schiffman LG ,Wisnblit J and Kumar R S Consumer Behaviour, 12th Edition Pearsons(2019)
2. Sethna R , Blythe J Consumer Behavior 4 e , Sage Publications (2019)
3. Sangeetha Sahwney .Consumer Behaviour , Oxford University Press
4. Dutta T, and Mandal M K Neuromarketing in India , Routledge (2018)
5. Ramsay T Z ; Introduction to Neuromarketing & Consumer Neuroscience.

REFERENCE BOOKS

1. Solomon, Consumer Behavior 13 th Edition Pearsons (2019)
2. Hawkins D, Motherbaugh D L and Mookerjee A ; Consumer Behavior 12 th Edition, Mc Graw Hill Education
3. Morin C, Renvoise P, The Persuasion Code , Wiley (2018)
4. Bijapurkar R, Never Before World, Penguin (2014)

ELECTIVE SUBJECTS	
3.4	HUMAN RESOURCES 3.4.1. PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING 3.4.2.TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT 3.4.3. LEARNING AND DEVELOPMENT

3.4.1. PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

1. GENERAL INFORMATION

No. of Credits 4

No. of Hours per week 4

2. PERSPECTIVE OF THE COURSE

Performance management is basically a system of different processes that combine to create an effective workforce within the company that can effectively reach the business goals. There are many different aspects of performance management, but in most cases it can be broken down into a few simple steps. Performance management and competency mapping tools that can help the student to formulate plans, monitor progress closely, and even track and manage rewards.

3. COURSE OBJECTIVES AND LEARNINGS

OBJECTIVES

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance management through appraisal and competency mapping in their organizations.

OUTCOMES

At the end of the course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management and competency mapping and will be able to design the appropriate system in an organization

4.COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION

08 HOURS

Conceptual aspects of Performance System, Dimensions and excellence in performance- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM , Performance Management and Employee Development, Performance Equation, – Emerging trends in performance appraisal.

MODULE 2: PERFORMANCE EVALUATION

08 HOURS

Objectives, Process, Pros and cons of Performance appraisal, Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal ,Re-contracting-Design on appraisal forms of using rating scales- Different methods of appraisals- past, present and future oriented methods.

MODULE 3: PERFORMANCE MANAGEMENT MECHANISMS 10 HOURS

Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

MODULE 4: LEGAL ASPECTS OF PERFORMANCE MANAGEMENT 10 HOURS

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills. Legal issues associated with performance appraisals - Mentoring and coaching -Counseling and Monitoring, Managing development - Guidelines on appraising expatriate's Performance, counseling for better performance - Six sigma and bench marking.

MODULE 5: COMPETENCY MAPPING

10 HOURS

History and evolution of competency, competence v/s competency; performance v/s competency; skills v/s competency; behaviour indicators, Types of competencies-generic/specific, threshold/performance and differentiating technical, managerial and human. Promoting competency culture, context and relevance of competencies in modern organisations, competencies applications, Trans-cultural Managerial Competencies and Proficiency Level of Competency;

MODULE 6: COMPETENCY MANAGEMENT FRAMEWORK

10 HOURS

Macro view of Competency Management framework: strategic framework-linking HR processes to organisational strategy, competency framework-development of personal competency framework, Lancaster model of managerial competencies, competency modelling framework-developing a competency model, stages in design and implementation of competency model-general competency framework, competency identification- competency assessment and competency development, competency mapping, integration of HR function.

• **PEDAGOGY**

Lectures, Practical Exercises – Individual and Group, Case Studies, Inviting Practitioners from India Inc to deliver Expert Lecture and Guidance

• **TEACHING/LEARNING RESOURCES**

ESSENTIAL READINGS

1. SoumendraNarainBagchi, Performance Management, Cengage Learning.
2. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications India Private Limited, New Delhi.
3. Herman Aguinis, Performance Management, Pearson Education.
4. Prem Chadha, Performance Management: It's about Performing not about Appraising, McMillan Business Books.
5. Sraban Mukherjee, Competency Mapping for Superior Results, Tata McGraw Hill, New Delhi

REFERENCES

- 1.S Kohli and T Deb, Performance Management, Oxford Higher Education.
- 2.AnindyaBasu Roy and Sumati Ray, Competency-Based Human Resource Management, Sage Publications India Private Limited, New Delhi, 2019.
- 3.Lyle M Spencer, Signe M. Spencer, Competence at Work Models for Superior Performance, Wiley India Private Limited, New Delhi
- 4.Margaret Dale and Paul Iles, 2002, Assessing Management Skills – A Guide to Competencies and Evaluation Techniques, Jaico Publishing House, Mumbai.
- 5.Radha R Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centers, Tata McGraw Hill, New Delhi
- 6.Competency Mapping Education Kit, T V Rao Learning Systems Private Limited, Ahmadabad-Bangalore(www.tvrls.com).
- 7.T V Rao Learning Systems Private Limited, Are You an Average Performer? Perfect Professional, May-August, 2015 (<http://perfectprofessional.in/product/are-you-an-average-performer/>).
- 8.TV Rao, Performance Management towards Organizational Excellence, Sage Publications India Private Limited, New Delhi.

3.4.2 TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT

1. GENERAL INFORMATION

No. of Credits 4

No. of Hours per week: 4

2. PERSPECTIVE OF THE COURSE

In order to Sustain in the Global Competitive Environment, Organisations are investing their time and money by retaining Talent Employees in order to make them more productive and efficient. The present course is designed to study the concepts of Attracting, Retaining and Developing the most Talented employees in the organisation.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

The Objective of the subject is to enhance the readers' understanding of the domain of talent management and employee engagement, and how the former culminates in the latter, specifically as a tool for retention of employees.

OUTCOMES

On completion of the course, the students will be able to feel committed to their organization's goals and values and motivated to contribute to organizational success, whilst at the same time enhancing their own sense of wellbeing

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO TALENT MANAGEMENT

10 HOURS

Introduction to Talent Management: Key Process of Talent Management, Talent Management v/s knowledge Management, Sources of Talent Management, Elements of talent friendly organisations, Retention and Challenges in Managing Talent, Talent value Chain, Tools for Managing Talent, Building Blocks for Talent Management, Effective Talent Management System, Modern practices in talent Attraction, Engagement and Retention, Talent Management Framework.

MODULE 2: TALENT PLANNING

10 HOURS

Talent Planning and Development – Concept of Talent Planning, Talent strategies & Future of Work & Changing Paradigm, Succession Planning, integrating succession planning and Career planning, Designing Succession Planning Program, Strategic Accountability Approach in Developing the Workforce, Contingency Plan for Talent, Compensation Management within the context of Talent Management.

MODULE 3: DEVELOPING AND RETAINING TALENT

10 HOURS

Developing and Retaining Talent – Potential Identification and Development, Coaching for Sustained & Desired Change, Integrating Coaching, Training and Development with Talent Management, Employee Retention - Motivation and Engagement, Return on Investment on Talent, Developing talent management information system.

MODULE 4: EMPLOYEE ENGAGEMENT

10 HOURS

Employee Engagement – Concept of Employee Engagement, Success factors to Employee Engagement, Assessing the Levels of Engagement, Managing and Implementing Change in Employee Engagement practices, War of talent and Imperatives, Engaging and building Employee - Employer partnership in the Digital age, Workplace Challenges and strategies for Effective Engagement.

MODULE 5: IT AND EFFECTIVE TALENT MANAGEMENT

10 HOURS

Role of Information Technology in Effective Talent Management Systems – Introduction, Role of Information Technology in Talent Management Systems, Creating Business Value through Information Technology, Five steps to a Talent Management

Information Strategy, HR Analytics for TM Processes, Design Development through Rapid prototyping and Scaling, Implementation and Maintenance, Audit and Update.

MODULE 6: CONTEMPORARY STUDIES

06 HOURS

Conduct Interviews with HR Head and Senior Executives of two or three organisations on their best talent Management practices and Retention Strategies - Video and report writing.

5.PEDAGOGY

Lectures, Case study analysis, Exercises, Guest speakers, Videos, and Role plays

6. TEACHING /LEARNING RESOURCES

ESSENTIAL READINGS

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook,Tata Mc Graw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International

REFERENCES

3. William H.Macey, BenjaminSchneide, Karen M.Barbera,ScottA.Young,Employee Engagement : Tools for Analysis,Practice, and Competitive Advantage,Wiley-Blackwell.
4. Simon L.Albrecht,Handbook of Employee Engagement:Perspectives,Issues,Research and Practices;Edward
5. SonalMinocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

3.4.3 LEARNING AND DEVELOPMENT

1. GENERAL INFORMATION:

No. of Credits 4

No. of Hours per week: 4

2. COURSE PERSPECTIVE

In order to sustain in the global competitive environment, organizations are investing their time and money in providing adequate training and development to employees in order to make them more productive and effective. The present course is designed to study the concepts and process of learning/training and development of employees in the organization.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To enable the students to understand various concepts and process of learning and development.

To design and implement Training Need Analysis for different levels of employees in organizations

To understand different types of learning and development methods based on needs of the organization and to evaluate the effectiveness of the same.

OUTCOMES

1. Design and implement training need analysis based on the needs of an organization.
2. Implement different types of training methods depending upon the requirement of the organization
3. Evaluate the effectiveness of the training programmes conducted in the organization

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION

8 HOURS

Introduction – Objectives of Training - Benefits of Training to Organizations - Difference between Training and Development - Difference between Training, Learning and Development - Steps involved in training and development process - Importance of Training Administration - Training Administration Procedure.

MODULE 2: TRAINING NEED ANALYSIS

10 HOURS

Training Need Analysis – Importance of Training Need Analysis – Different Types of Training Needs – Components/Levels of Training Needs Analysis – Organizational Analysis, Task Analysis, Person Analysis – Techniques of Training Needs Assessment – Organization of Training Programme – Selection of Trainees, Trainee Readiness, Trainee Motivation to learn, Preparedness of Trainer, Duration of Training Programme, Training Environment.

MODULE 3: METHODS OF TRAINING

12 HOURS

Principles of Andragogy in Training/Learning. Methods of Training – On-the-Job Training Methods - Off-the-Job Training Methods - E-Learning Methods - Hybrid/Blended Learning Methods – MOOCs, YouTube, Skype, Podcasts, Webinars, Edu blogs, Edpuzzle, Google Classroom, Kahoot – Management Development Methods. Outward Bound Learning – Process of OBL – Framing, Implementation, Debriefing. Risks, Safety and Ethical issues in OBL.

MODULE 4: TRAINING EVALUATION

10 HOURS

Training Evaluation – Purpose of Training Evaluation – Principles of Evaluation – Formative Evaluation – Summative Evaluation – Evaluation Variables - Types of Evaluation Instruments – Types of Experimental Designs – Non-Experimental, Experimental and Quasi Experimental Designs - Models of Training Evaluation - Kirkpatrick's Four Level Model - Kaufman's Five Level Model - The CIRO Approach - The Philip's Five Level Model – Approaches to ROI on Training - Guidelines for Training Effectiveness.

MODULE 5: HRD AND CAREER MANAGEMENT

08 HOURS

Introduction to HRD – HRD at Micro and Macro Levels - Objectives of HRD – Functions of HRD – Benefits of HRD - Concept of Career and Career Planning – Career Anchors – Process of Career planning – Stages of Career Development – Issues in

Career Development – Benefits of Career planning to Organization and to an Individual Employee - Guidelines for Effective Career Management - Contemporary Trends in Training and Development.

MODULE 6: INNOVATIVE PRACTICES OF LEARNING AND DEVELOPMENT 08 HOURS

Practical – A team (Trainers) need to design and conduct a Training Program (5-6 students in a team) to a Group (Trainees) related to topics in Soft Skills/ Personality Development Programme. (Examples: Effective Time Management, E-mail and Telephone Etiquette, Public Speaking, Body Language, Six Thinking Hats –Edward de Bono, Seven Habits of Highly Effective People – Stephen Covey etc.,)

5. PEDAGOGY

Lectures, Case study analysis, Exercises, Assisted private studying, Guest speakers, Videos, and Role plays

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Noe, A Raymond & Kodwani, Deo Amitabh, "Employee Training and Development", 5e, McGraw Hill Publications
2. Dr. B. Janakiram, "Training and Development", Biztantra Publications
3. G Pandu Naik, "Training And development", Excel Books Publications
4. Goldstein Irwin L, "Training In Organizations - Needs Assessment, Development & Evaluation", Wordsworth Publication
5. Lynton & Parekh, "Training for Development", Sage Publications

REFERENCE BOOKS

1. Rao TV, "Readings in HRD", Oxford & IBH
2. Badrul Khan, Managing E-Learning Strategies: Design, Delivery, Implementation and Evaluation, Information Science Publishing
3. Dipak Kumar Bhattacharyya, Training and Development: Theories and Applications: Theory and Applications, Sage Publications
4. Donald Kirkpatrick and James D. Kirkpatrick, Evaluating Training Programs: The Four Levels, Berrett-Koehler Publishers, NC
5. *Karl M. Kapp, The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education*
6. *Steven A. Beebe, Timothy P. Mottet and K. David Roach, Training and Development: Enhancing Communication and Leadership Skills, Pearson Publications*

ELECTIVE SUBJECTS	
3.5	ENTREPRENEURSHIP AND START-UPS
	3.5.1. IDEATION, DESIGN THINKING AND INNOVATION
	3.5.2.MANAGEMENT OF SMES AND FAMILY BUSINESS
	3.5.3. CORPORATE ENTREPRENEURSHIP AND NEW VENTURE CREATION

3.5.1. IDEATION, DESIGN THINKING AND INNOVATION

1.GENERAL INFORMATION

No.of Credits	4
No.of Hours Per Week	4

2.COURSE PERSPECTIVE

Ideation, Design Thinking and Innovation – aims at bringing out the primary stage and integral of entrepreneurship process. Ideation methods is discussed explaining the best method that can be adopted. Innovation in the entrepreneurial process is seen as a necessity for a creating a well-defined entrepreneurial idea. Integrating innovation in the entrepreneurial process and the government policies and support to make Innovation easy to embrace and implement.

3.COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- 1.To make students of entrepreneurship understand and implement the ideation process.
- 2.To adopt design thinking process to ensure ideation is inclusive and customer centric- that it meets market needs.
- 3.To build an innovative temperament for all ideas generated and To apply the recent innovative models and technology to build new ideas.

OUTCOME

To equip students with comprehensive and well-defined means and tools of Ideation.
 To ensure students are trained on the much used and largely accepted ideation methods such as design thinking.
 To initiate innovative thinking and ensure innovative practices are inculcated in all their entrepreneurial thinking.

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION AND BASIC CONCEPTS OF ENTREPRENEURIAL IDEATION PROCESS 10 HOURS

Introduction to Entrepreneurship process, Entrepreneurship decision making and thinking process, Difference between managerial decision making and entrepreneurial decision making, Source of Ideas, Methods of idea generation and Creative Problem Solving

MODULE 2: OPPORTUNITY ANALYSIS 12 HOURS

Opportunity analysis –Source of opportunity, Opportunity-trends, Basic concepts of creative thinking modes-Divergent, Convergent, Emergent thinking, Nurture Creative Ideation through Lateral Thinking –De Bono theory of six thinking hats – Use of Lateral thinking ways for generating Ideas and Use of Design thinking for creative ideation.

MODULE 3: DESIGN THINKING FOR IDEATION AND FORMALIZING IDEATION 08 HOURS

Basic concepts of design thinking, Stages in design thinking-empathies, define, ideate, prototype, test. Importance of design thinking in today’s Disruptive world. Advantages of design thinking in making an idea viable.

MODULE 4: DESIGN THINKING - FORMALIZING IDEATION AND COMMERCIALIZING 08 HRS

Idea Validation-Idea validation based on Usability; Idea validation based on Feasibility, Ideation and its relevance to building - Consumer experience -consumer-centric for improved consumer experience. Build a viable user interface for making the idea commercial and adaptable.

MODULE 5: INTRODUCTION TO INNOVATION

08 HOURS

Creativity, Invention and innovation, Types of Innovation, Relevance of Technology for Innovation. The Indian innovations and opportunities, Innovators and Imitators

MODULE 6: LEGAL ASPECTS REGARDING INNOVATION, INNOVATION RISK

10 HOURS

Patents, Trademarks, Intellectual Property Government policies regarding Innovation, Exploring, Executing, Leveraging and renewing innovation, Enhancing Innovation Potential & Formulating strategies for Innovation Risks and barriers for introducing products and services Selecting a Strategy, setting up the Investment and establishing organization, Evaluating the Costs and impact of the Project, Cases on Innovation among entrepreneurs in India.

5.PEDAGOGY

A mix of lectures, case study, learn through project and interactions with budding entrepreneurs. Project work in a team of 10 and work on a detailed Entrepreneurial Idea Development project by using the design thinking method

Project should include: - Idea generated through the design thinking stages (empathies, define, ideate, prototype, test.)
Student team presentation-The project will bring out a prototype and test results this will be presented by the students.

6.SKILL SET DEVELOPMENT

MOOCS on Design thinking from any reputed online programming platforms (some of the courses are IDEO.org, Harvard course on Design Thinking.).

Creative thinking or Critical thinking online course can be completed by the students

Attending Mentoring programs at a registered accelerator or Incubator

Attend Open houses session at NSRCEL, Bangalore, for getting first-hand experience of How Entrepreneurial Idea generation process can be initiated

7.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

- 1.Design Thinking: Integrating Innovation, Customer Experience, and Brand Value Paperback - 2009, Thomas Lockwood.
- 2.Non-Designers-Guide-Design-Thinking-Marketer- Saso Kunitake, Hiroshi Ishii

REFERENCES

1.[Entrepreneurship Development Robert D Hisrich](#)

2.Entrepreneurship Development B.Jankiram and M.Rizwana, Excel Books

3.Edward de Bono, New think: The use of lateral thinking in the generation of new ideas, 1967

4.Ella Miron-Spektor, Miriam Erez, and Eitan Naveh. To Drive Creativity, Add Some Conformity. Harvard Business Review, March 2012:<https://hbr.org/2012/03/to-drive-creativity-add-so...>

5. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown ([Goodreads](#))

6. The Design of Business: Why Design Thinking is the Next Competitive Advantage by Roger L. Martin ([Goodreads](#))

7. Human-Centered Design Toolkit: An Open-Source Toolkit To Inspire New Solutions in the Developing World by IDEO and The Bill & Melinda Gates Foundation ([Goodreads](#))

8. Innovation and Entrepreneurship, Peter .F.Drucker

9. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley and Jonathan Littman ([Goodreads](#))

3.5.2. MANAGEMENT OF SMEs AND FAMILY BUSINESS

1. GENERAL INFORMATION

No. of Credits	4
No. of Hours Per Week	4

2. COURSE PERSPECTIVES

The course perspective is to give exposure to the students about the special approach that needs to be taken with respect to managing MSMEs in different stages of its life cycle including family business aspects as a part of successor panning.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To make students aware that managing small enterprises require different approach visa Vis managing large enterprises.

To make students understand how managing a Family business calls for a balanced approach of professional inputs to be competitive

OUTCOMES

By the end of the course the students would Gather adequate knowledge to adopt various tools & techniques of Management to run a small enterprise efficiently. Know the intricacies involved in managing a Family business without sacrificing the advantages of a professional setup.

4. COURSE CONTENT AND STRUCTURE

MODULE 1: OVERVIEW OF MANAGING SMES 08 HOURS

Introduction to SMEs, Typical structure, Role of Managers and Entrepreneurs, Managing Small Enterprises & Large Enterprises, Managerial functions, Tasks & Skills required constraints in SMEs.

MODULE 2: MSME 08 HOURS

Sensitivity to environment: Social, economic, political & technical aspects & awareness of change at the market place.

Managing Crisis: During starting phase, cash crisis/finance crisis, delegation crisis, leadership crisis. Developing problem solving attitude, Importance of communication.

MODULE 3: PRIORITISING AND FOCUSING ON KEY AREAS 12HOURS

Production: Production planning and control, productivity enhancement

Finance: Financial Planning, Issues related costing and maintenance of accounts

Marketing: Market studies for small entrepreneurs, product selection, pricing, promotion and distribution aspects of MSMEs

Human Resource: Planning, requirement, training, retaining, also maintaining in MSMEs.

MODULE 4: NEGOTIATION 10HOURS

Importance of communication, time management, negotiations, problem solving & issues related to growth & legal aspects with reference to SMEs. Sickness in industries, causes & remedial measures, revival support & Turn around strategies. New government policies for Entrepreneurship (Central and State Government)

MODULE 5: AN OVERVIEW OF FAMILY BUSINESS. 8HOURS

Introduction, economic impact, special strengths, dilemmas & challenges, competitive edge, Founders, teams, designing family governance, council, retreats & constitutions. Non family employees, importance of external expertise, pit falls in family business and overcome. Family reunions & bringing in cohesion.

MODULE 6: MANAGING A FAMILY ENTERPRISE 10HOURS

Issues related to working in Business, Inducting family members, training & development, mentors, gaining respect from employees, sibling rivalry, establishing personal identity. Relationship with members belonging to other generations, seeking balanced approach. Professionalizing the management, use of external resources- Professional advisers & consultants.

5.PEDAGOGY

A mix of lectures, case study and interactions with budding entrepreneurs.

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

- 1.Mary Jane Byrd/Leon C Megginson: Small Business Management, Mc Graw Hill Higher Education
- 2.Thomas W Zimmer: Effective Small Business Management, Printice Hall
- 3.Donald Kurato & Richard M Hodgetts: Small Business Management, Profile Books
- 4.Michael K Allio & Robert J Allio: Practical Strategy for Family Business, Tats Mac Graw Hill

REFERENCES

- 1.David Cadden & Sandra Lucder: Small Business Management in 21st Century, Saylor foundation
- 2.Soni Sharma: Entrepreneurship and small Business Management, Vayu Education of India
- 3.Walter Vieira, Mita Dixit : The 5Gs of Family Business, Sage Publication
- 4.Arjun Kakkar: Small Business Management, Global India Publications Pvt. Ltd
- 5.V G Patel, The seven Business Crisis- SAGE Journal/Publications
- 6.Eric Ries, The start-up Way
- 7.Jim Collins, Turning the Fly wheel, Harper business

3.5.3. CORPORATE ENTREPRENEURSHIP AND NEW VENTURE CREATION

1.GENERAL INFORMATION

No.of Credits 4

No.of Hours Per Week 4

2.COURSE PERSPECTIVE

Corporate entrepreneurship and venture creation is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's global business environment, companies must be faster, more creative, nimble, flexible and innovative. Resource availability may be limited or non-existent to support new innovations and initiatives. In other words, organizations must be more entrepreneurial in approach.

3.COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To Understanding Corporate Entrepreneurship, its origin and growth in modern times

To apply the entrepreneurial process to the operations of a department or functional area within an established organisation

To formulate corporate objectives and strategies that support entrepreneurial behaviour

To Understand and evaluate the ethical dimensions of corporate entrepreneurial behaviour

OUTCOMES

By the end of the course, the students must get clarity and understanding of corporate entrepreneurship concept and manage it.

4.COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO CORPORATE ENTREPRENEURSHIP 08 HOURS

Introduction to Corporate entrepreneurship, forms and history of corporate entrepreneurship, entrepreneurial orientation and architecture, building entrepreneurial architecture, corporate entrepreneurship strategy, Corporate entrepreneurship Vs. role of managers

MODULE 2: BUILDING AN ORGANISATION 10 HOURS

Introduction to Building an organisation, Types of Entrepreneurship organisational structures, building supportive organisational cultures, Vision, Mission, Aligning Vision & Mission with Objectives

MODULE 3: ENTREPRENEURIAL LEADERSHIP 10 HOURS

Introduction to Entrepreneurial leadership, Qualities of Entrepreneurial control systems, obstacles to and risk of corporate entrepreneurship, Eco system plans

MODULE 4: INTERNATIONAL CORPORATE ENTREPRENEURSHIP 10 HOURS

International corporate entrepreneurship, ICE and organisational learning, Setting Goals and Strategies, selected international entrepreneurial best practices and Case Studies

MODULE 5: CORPORATE CULTURE AND ORGANISATIONAL STRUCTURE 10 HOURS

Corporate culture, Values, Norms, Expectations. Ethical & Compliances in Corporate Entrepreneurship, shared resources, Mentoring opportunities

MODULE 6: INTRAPRENEURSHIP 08 HOURS

History of Intrapreneurship, Differences between Entrepreneur and Intrapreneur, Intrapreneurial activities, Benefits to the organisation and Intrapreneur, Case Studies of organisations supported and nurtured the Intrapreneurship.

Introduction to new venture creation, Development and New Venture Formation; Growth and Development Phases of Venture Creation.

5.PEDAGOGY

A mix of lectures, case study, interactions, industrial visits and a hands-on project

SKILL DEVELOPMENT EXERCISES

Identify 4 start-ups which were incubated by an organisation and prepare a document on how these intimated

Prepare a SWOT analysis of any 2 start-ups

Prepare a proposal to Chairman of your organisation with a product idea and how it can be created

Profile any 4 Entrepreneurs and chart their journey from idea generation to growth

6.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Corporate Innovation & Entrepreneurship: Entrepreneurial development with organisations – Kuratko, D F; Morris, M H; & Cavin, J G
2. Corporate Entrepreneurship: Innovation and Strategy in Large organisations – Burns, P
3. Corporate Entrepreneurship: How to create a thriving entrepreneurial spirit throughout your company – Hisrich, R D and Kearney C
4. Corporate Entrepreneurship – Jerome A Katz and Dean A Shepherd
5. Corporate Entrepreneurship & Innovation – Morris M H, Kuratko D. F and Covin J C

Reference Books

1. Operations Management for Competitive Advantage – Chase, R.B
2. The Entrepreneur's guide to hiring a building the team – Ken Tanner
3. Indian Entrepreneurial Culture – A Gupta
4. The Success Story Behind the World's Most Unusual Workspace – Semler, Ricardo.
5. David H Holt, 'Entrepreneurship: New Venture Creation', Pearson Education India
6. Timmons, 'New Venture Creation', McGraw Hill

ELECTIVE SUBJECTS	
3.6	PRODUCTION AND OPERATIONS MANAGEMENT 3.6.1. ADVANCED PRODUCTION SYSTEMS. 3.6.2. AGILE AND LEAN MANUFACTURING. 3.6.3. ENTERPRISE RESOURCE PLANNING

3.6.1 ADVANCED PRODUCTION SYSTEMS

1. GENERAL INFORMATION

No. of Credits 4

No. of Hours Per Week 4

2. PERSPECTIVE OF THE COURSE

Advanced Production System is crucial to the competitiveness and sustainability of all types of organisations. It is challenging because the ever-changing nature and dynamics of the business environment require organisations to continually adapt their productions and operations to new requirements, demands, situations and expectations in the market. And it is stimulating because, in order to make productions really contribute to the competitiveness and success of an organisation, production managers have to be active, creative and innovative in improving the company's production system with advanced techniques. **3.**

COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To exhibit a basic understanding of production systems.
- To develop an understanding of how the productions, have strategic importance and can provide a competitive advantage in the workplace.
- To train students on various techniques of production planning and control, product design and development, production scheduling and the importance of productivity in manufacturing.
- To provide knowledge on the green and agile manufacturing techniques of production management.

OUTCOMES

On completion of this course, the students will be able to

Identify the types of production system and various transformation processes to enhance productivity and competitiveness. 2. Analyse and evaluate various production systems and product designs, develop a balanced line of production & scheduling and sequencing techniques in production environments

4. COURSE CONTENT AND STRUCTURE

MODULE1: PRODUCTION SYSTEMS

8 HOURS

Need and Importance of Production Systems, Stages of Production System Life Cycle, Decisions in the life cycle of a production systems, Modeling and Architecture for Production and Manufacturing Systems, Automation in Production Systems. :

MODULE2: PRODUCTION PLANNING AND CONTROL

10 HOURS

Introduction to Production Planning, Production Planning Models, Forecasting: Subjective and Objective forecasting methods, Characteristics of Forecasting Problems. Strategies for Aggregate Production Planning: Resource Planning, Material Requirement Planning, MRP System, Capacity Requirement Planning, MRP II, Enterprise Resources Planning.

MODULE3: PRODUCT PLANNING AND DEVELOPMENT

10 HOURS

Product Design, Capacity Planning, Process Selection and Facility layout Selection, Product Life Cycle and its Stages, Product Development Process in the changing global environment: Stages of Product Development- Early Design, Detailed Design, Prototyping and Manufacturing, Servicing, Discard/Recycle. Product Development Organisation: Concurrent Engineering- CE Design, Methodologies.

MODULE 4: PRODUCTION SCHEDULING

8 HOURS

Introduction to Production Scheduling, Scheduling Objectives, Scheduling Models, Gantt Charts, Scheduling Environment and Constraints. Planning and Scheduling of Production Systems: Tools and techniques, Problems, Scheduling Decisions. Introduction to Production Scheduling Software.

MODULE 5: PRODUCTIVITY IN MANUFACTURING

10 HOURS

Productivity Improvement, Importance of Improved Productivity, Techniques of Productivity Improvement, Techniques of Measurement of Productivity Improvement: Work Study and Work Measurement. Role of Automation in Productivity Improvement.

Production Management System: Role of MIS in Production, Schematic representation of Production Management System, Decision Making through MIS in Production.

MODULE 6: GREEN AND AGILE MANUFACTURING

10 HOURS

Introduction, Agility through Group Technology, Concept of FMEA, JIT, SMED, KANBAN, SCM, Sustainable Manufacturing Systems. Digital Manufacturing: Functions of Digital Manufacturing, Manufacturing Simulation and Validation, role of Robust in manufacturing, Design for Manufacturing: Functions, Aesthetics, Environment, Reuse, Recycle and Re-manufacturing.

5. PEDAGOGY

Emphasis have to be given on class room teaching, practices like problem solving should be the part of explanation and compulsory mini project assignments to be given to enhance the students understanding of the subject. Production related videos can also be used to demonstrate the functioning of production units in organisations

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READING

1. Martand T. Telsang, "Production Management", S Chand & Company Pvt Ltd
2. MartandTelsang, "Industrial Engineering Production Management", S Chand & Company Pvt Ltd
3. K. Hans Raj, S. N. Dwivedi, D. S. Mishra, Alok K. Verma, C. Patvardhan. (2012). Agile Manufacturing Systems: Approach for Enhancing Agility of Organisations and Processes. Narosa Publishing House.
4. Ohno, T. (1988). Toyota production system: beyond large-scale production. crc Press.
5. Kumar, S. A., & Suresh, N. (2006). Production and operations management. New Age International.

REFERENCES

1. Groover, M. P. (2016). Automation, production systems, and computer-integrated manufacturing. Pearson Education India.
2. Panneerselvam, R. (2012). Production and operations management. PHI Learning Pvt. Ltd..
3. Martinich, J. S. (2008). Production and operations management: An applied modern approach. John Wiley & Sons.
4. Chowdiah, M. P. (2011). Agile Manufacturing: Globalised Customerised Green Products. I. K International Publishing House.

3.6.2. AGILE AND LEAN MANUFACTURING

1.GENERAL INFORMATION

No.of Credits	4
No.of Hours Per Week	4

2. PERSPECTIVE OF THE COURSE

The organization requirements vary industry to industry and Lean Manufacturing has always been challenge. Every business function needs Lean Management FMCG to Industrial products which involves raw materials to produce a finished product. This mean every stage of Manufacturing – required to understand and analyzing production planning and control tools for efficient production systems. This helps senior management to take decisions. Lean Management helps in decision making and helps to eliminate waste in the production Process problems.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To Demonstrate basic understanding of concepts about Lean Manufacturing
To Understanding real-time lean manufacturing data requirements through best practices adopted by organizations

OUTCOMES

Exhibit critical thinking capabilities that are necessary to interpret them as requirement by the management
Acquire competency in the area of forecasting, creating reports, for seamless decision making

4. COURSE CONTENT AND STRUCTURE

MODULE1: AGILE AND VALUE CREATION 8 HOURS

Role of value in Lean and Agile Environment: Lean Philosophy, Agile Philosophy, Lean and Agile value creation, Product development in Lean and Agile value creation , Minimum Viable Product (MVP), Iterative breakdown to find MVP, Modern Approach to Business and Value

MODULE 2 : LEAN MANAGEMNT 10HOURS

Need & Importance of Lean Management, Approach for Identifying Productivity Improvements, Process Flow diagram, Inventory & material Purchase, Cellular Manufacturing, Material Flow, Automation, Quick Changeover, Quality Control , 5S Principals and Implementation, Preventive Maintenance. Types of Seven waste, causes and effects, and stock less production.

MODULE3: PLANNING & CONTROL 08 HOURS

The Manufacturing Planning and Control System, Closed Loop system, Planning & control Process, Manufacturing Planning and control activities, Business Planning, sales and operations Planning. Master Production Scheduling (MPS)

MODULE 4 : LEAN MANUFACTURING TOOLS & TECHNIQUES 10 HOURS

Lean Manufacturing Tools & techniques, 3 Toolboxes for Lean Manufacturing, Tool 1: From 5S to Kanban, Cellular Manufacturing, Kaizen, and Kanban. Tool 2: Lean Metrics to Standard Rate, Lean Office, Single Minute Exchange of Die (SMED), Tool 3: Takt time to Workflow diagram, Total Productive Maintenance, Value Stream Mapping,

MODULE 5 : JIDOKA 8HOURS

Jidoka – Introduction, process, comparison, Principles of Jidoka, Jidoka Problem Solving, benefits Jidoka, and a study on Toyota Production Systems. Lean & Green, Lean Manufacturing & Environment, difference between Lean & green Manufacturing,

MODULE 6: SCRUM 12 HOURS

SCRUM frame work: Introduction to SCRUM framework ; SCRUM roles : Product owner role, SCRUM Master role , The SCRUM Team; Product backlog , Requirement levels ; SCRUM Story : User Story and Acceptance levels , Sizing stories and Relative sizing, Good User Story attributes; SCRUM Ceremonies , Sprint Planning , Stand up (Daily SCRUM meeting), Backlog refinement (grooming) , Measuring team velocity , Burn UP and Burn Down Charts , Sprint review and Sprint retrospective

5.PEDAGOGY

The Agile and lean manufacturing the concepts used in all advanced production systems. The use of videos on advanced production systems and discussions on how the Agile , Lean and SCRUM are used in different stages of production management. Case studies must be used for all modules.

6.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

- 1. Lean Manufacturing: Business Bottom-Line Based - By John X Wang**
- 2. Lean Manufacturing Implementation – Dennis P. Hobbs**

REFERENCES

- 1. Lean Manufacturing – John W Davis**
- 2. Six Sigma for optimal System Performance in Manufacturing and Service Organizations - Edem g Tetteh – Rowan College at Burlington, Country USA**
- 3. Hans Chapman – Cape Fear Community College USA**
- 4. Essential Scrum: A Practical Guide To The Most Popular Agile Process by Kenneth S. Rubin*

3.6.3. ENTERPRISE RESOURCE PLANNING

1. GENERAL INFORMATION

No. of Credits	4
No. of Hours Per Week	4

2. PERSPECTIVE OF THE COURSE

Enterprise resource planning is to make them aware of real time requirements in resource planning, automation of documentation and decision process, and industry preparedness. The organization requirements vary industry to industry. By running the ERP system, the organization can gain speed, efficiency, and accuracy in its business operations. Through automation and integration, the system increases the organization's productivity while reducing time and labour costs.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.

OUTCOMES

- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

4. COURSE CONTENTS AND STRUCTURE

MODULE1: INTRODUCTION

10 HOURS

Overview of Enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be considered in planning design and implementation of cross functional integrated ERP systems, Case studies

MODULE2: ERP SOLUTIONS AND FUNCTIONAL MODULES

10 HOURS

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. Quality Management - Functions of Quality Management; CAQ and CIQ; Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection

MODULE3: ERP AND RELATED TECHNOLOGIES

10 HOURS

Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security

MODULE 4 : ERP IMPLEMENTATION

10 HOURS

Planning Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Framework- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees, Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

MODULE 5: ERP VENDORS

08 HOURS

ERP Vendors, SAP-AG: Products and technology R/3 overview; SAP advantage, Baan Company, Oracle Corporation: Products and technology; Oracle Application; Vertical solutions, Microsoft Corporation, Ramco Systems, Systems Software Associates Inc. (SSA), QAD

MODULE 6: EMERGING TRENDS IN ERP

08 HOURS

Extended ERP systems and ERP bolt on CRM, SCM, Business analytics, ERP to ERP II-Implementation of Organisation Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor.

5. PEDAGOGY

The ERP paper is to develop an insight on the resource planning on documentation and decision making process. Hence, a mini project can be suggested to analyze different ERP programs commercially available and open source programs. A mini project can be used to explain how to develop a ERP system for a small firm. Case studies can be used to explain different concepts in ERP .

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Enterprise Resource Planning Alexis Leon McGraw Hill
2. Enterprise Resource Planning ,Mary Summer Pearson; 1 Edition

REFERENCES

2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
- 2.Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill,
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill,
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP, Macmillan India,
5. Vinod Kumar Garg and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India,
6. Summer, ERP, Pearson Education,

ELECTIVE SUBJECTS	
3.7	BUSINESS ANALYTICS 3.7.1. BUSINESS INTELLIGENCE 3.7.2.PREDICTIVE ANALYTICS USING R 3.7.3.DATA WAREHOUSING AND DATA MINING

3.7.1. BUSINESS INTELLIGENCE

1. GENERAL INFORMATION

No. of Credits: 04

No. of Hours per Week: 04

2. COURSE PERSPECTIVE

In the age of technological progression, digital advancements have completely revolutionized our everyday lives and the business world has been impacted to a maximum extent. It is prudent on the part of the companies to develop and invest in technologies, applications, strategies and practices to collect, analyze, integrate and present pertinent business information. The entire purpose of Business Intelligence is to support and facilitate better business decisions. Hence, it is essential for business management students to have knowledge on the process of business intelligence. This course entitled - Business Intelligence is introduced to orient a business professional regarding access to information, analyze and draw insights that is critical to the success of an enterprise.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To orient the students on the fundamentals of Business Intelligence
- To make students understand the Business Intelligence types and environment
- To provide knowledge on Business Intelligence Architecture, life cycle, issues and challenges
- To enable students to understand the issues and challenges associated with Business Intelligence.
- To acquaint students on contemporary developments and emerging trends in Business Intelligence

OUTCOMES

By successfully completing the course the students will be able to:

- Understand and describe the fundamentals of business intelligence
- Implement the process of business intelligence to make better business decisions.
- Explain the issues and challenges associated with business intelligence
- Analyse the emerging trends in Business Intelligence

4. COURSE CONTENT AND STRUCTURE

MODULE 1 BUSINESS INTELLIGENCE AN INTRODUCTION 10 HOURS

History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications. Benefits of BI, Maximize value from Business systems, Business Role of BI

MODULE 2 BUSINESS INTELLIGENCE ESSENTIALS & TYPES 12 HOURS

Creating Business Intelligence Environment, Business Intelligence Platform, Roles of Business Intelligence in Modern Business, Types of Business Intelligence: Multiplicity of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers

MODULE 3 BUSINESS INTELLIGENCE LIFE CYCLE 10 HOURS

Business Intelligence Lifecycle, Enterprise Performance Life Cycle (EPLC) Framework Elements, Human Factors in BI Implementation, BI Strategy, Objectives and Deliverables, Transformation process, Building a transformation roadmap, BI Development Stages, Parallel Development Tracks, BI Framework

MODULE 4 BUSINESS INTELLIGENCE ISSUES AND CHALLENGES 10 HOURS

Critical Challenges for Business Intelligence success, Cross-Organizational collaboration, Business Sponsors, Dedicated Business Representation, Availability of Skilled Team Members, Business Intelligence Application Development methodology, Planning the BI Projects, Business Analysis and Data Standardization, Creating Cost Effective Enterprise friendly BI solution, Real world Applications and Used cases

MODULE 5 IMPLEMENTING BUSINESS INTELLIGENCE

06 HOURS

Business Intelligence Platform, Business Intelligence Platform Capability Matrix, BI Target Databases, Data Marts, BI Products and Vendors, The Big Four Business Intelligence vendors, BI Components and Architecture, Functional areas of BI Tools

MODULE 6 CONTEMPORARY DEVELOPMENTS AND EMERGING TRENDS IN BUSINESS INTELLIGENCE:

08 HOURS

Artificial intelligence, Automation, Storytelling, Data governance, Data privacy, Cyber security, Natural Language Processing

5.PEDAGOGY

- Lectures
- Case studies
- Practical Exercises - Individual & Group
- Demonstrations using Excel and R
- Talk by the industry experts and visit to industry

6.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Business Intelligence and Analytics by Efraim Turban, Ramesh Sharda and DursunDelen by Pearson Publications
2. Business Intelligence (Data Mining & Optimization for Decision Making) by Carlo Vercellin by Wiley Publications

REFERENCES

3. Business Intelligence for Dummies, Swain Scheps, Wiley Publication
4. Successful Business Intelligence by Cindi Howson, McGraw Hill
5. Business Intelligence by David Leshin, Elsevier, second edition
6. Data mining for Business Intelligence, GalitShmueli, Nitin R Patel & Peter C Bruce, Wiley Publication
7. Business Intelligence, Practices, Technologies and Management, Rajiv Sabherwal, Irma Becerra-Fernandes, Wiley Publication
8. Business Intelligence Guide book, Rick Sherman, Elsevier
9. Business Intelligence Strategy & Big data analytics, Steve Williams, Elsevier

3.7.2. PREDICTIVE ANALYTICS USING R

1. GENERAL INFORMATION

No. of Credits: 04

No. of Hours per Week: 04

2. COURSE PERSPECTIVE:

The amount of data in the world is increasing exponentially as time passes. It is estimated that the total amount of data produced in 2020 will be 20 zettabytes (Kotov, 2014), that is, 20 billion terabytes. Many businesses invest lots of money and efforts for collecting the data and most of it is not analysed fully and / or not analysed appropriately. The main reason to analyse the data is to predict the future i.e. to construct actionable knowledge. This course will help and allows the students to do data analysis and build models while learning various tools & techniques. The prerequisite of the course is students must have undergone basic courses on Statistical modelling.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enable the students to be able to understand the predictive analytics in present scenario and its applications by the industry.
- Formulate the regression models for prediction

OUTCOMES

By successfully completing the course the students will be able to examine the data for model fitness and ETL process and to formulate and evaluate the prediction using regression, time series analysis, neural networks and decision tree model.

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO PREDICTIVE ANALYTICS

06 HOURS

Introduction to predictive analytics, definition, Evolution of Data Analytics, Applications of predictive analytics, Predictive models: Propensity model, Clustering Model & Collaborative filtering; used cases on predictive analytics.

MODULE 2: EXPLORATORY DATA ANALYSIS

12 HOURS

Time Series Data Analysis: Organizing and processing of data with R, Data Cleaning – Missing values, Outlier treatment, Pre-processing and cleaning and Univariate Analysis, ARIMA model for forecasting.

MODULE 3: PREDICTION- LINEAR REGRESSION

14 HOURS

Understanding simple regression in R, Scenarios for using OLS regression, Computing the intercept and slope coefficient, Obtaining the residuals, Computing the significance of the coefficient. Correlation & R^2 , Multiple Linear Regression in R, Model building.

MODULE 4: DECISION TREES & LOGISTIC REGRESSION

10 HOURS

Introduction to Decision trees, Data pre-processing, Model building in R, Model comparison. Introduction to Logistic Regression: Interpreting the model parameters and assessing the impact of predictors on the probability of outcome.

MODULE 5: NEURAL NETWORKS

08 Hours

Introduction, Structure of neural networks, Information flow, Types of layers, Training a neural network, Back Propagation, Neural networks in R

MODULE- 6: INTRODUCTION TO OTHER REGRESSION ANALYSIS

06 HOURS

Introduction to other regression analysis Polynomial, Multiple linear, Poisson, Nonlinear and Nonparametric.

Predictive Analytics Using R – Laboratory driven course.

1. Demonstration of Reading data from files and working with datasets
2. Demonstration of Graphs: Basic high-level plots, Modifications of scatter plots, Modifications of histograms, parallel box plots
3. Demonstration of Exploratory Data Analysis: Missing values, Outlier treatment
4. Demonstration of Univariate Analysis
5. Demonstration of Time Series Data Analysis
6. Demonstration of Linear Regression
7. Demonstration of Multiple Regression
8. Demonstration of Decision Trees
9. Demonstration of Logistic Regression
10. Demonstration of Neural Networks

Note:

- For all the above Exercises Students can use their own datasets or Used Cases
- For all Exercises Writing programs, taking output print and writing Interpretation is compulsory in the Lab Journal
- In the practical Examination student are expected to execute the R program and write Interpretation for two exercises out of 10 exercises.

- Change of exercise is not permitted in the Practical Examination.

5. University Examination for 70 marks Evaluation Pattern

Details	Marks
Lab session - Execution of the program and drawing insights using simple or multiple regression model. (Using R)	20
Lab session - Execution of the program and drawing insights using time series, neural networks, decision model correlation model (Using R).	20
Viva Voice	10
Lab Journal	20
Total	70

EXAMINER PROFILE

A person should be proficient in R and should have some experience in analytics using R. The BOE Chairperson has the discretion to select the Examiner.

6. PEDAGOGY

1. The course pedagogy includes; Lab driven sessions, Programme Writing, Lecturers, Real world Case studies, Capstone Projects, Individual and group projects, Working with Cross sectional data, Time series data and Panel data, Preparing Econometrics Model. Analyzing and interpreting the results.
2. Talk by the industry experts and industry visit.

7.TEACHING /LEARNING RESOURCES

1. Evans, J. R. (2013). Business Analytics: Methods, Models, and Decisions
2. Robert Stine, Dean Foster, "Statistics for Business: Decision Making and Analysis", Pearson Education, 2nd edition, 2013.
3. Turban, E., Aronson, J. E., Liang, T. P., & Sharda, R. (2010).Decision support and business intelligence systems (9th ed., p. 720).Prentice-Hall.
4. Berson, A., Smith, S. J., & F. (1997).Data Warehousing, Data Mining and OLAP (1st ed., p 640).Computing Mcgraw-Hill.
5. Han, J., &Kamber, M. (2000). Data Mining : Concepts and Techniques (1st ed., p. 550). Morgan Kaufmann
6. Robert Kabacoff, Second Edition (2015), Manning publications: R in Action Data analysis and graphics with R
7. U Dinesh Kumar, "Business Analytics" Wiley India Pvt. Ltd publication, 2017
8. Dr. Umesh R. Hodeghatta and Umesh Nayak, Apresspublication : Business Analytics Using R - A Practical Approach
9. Jeffrey S. Strickland, Simulation Educators (2014) Predictive Analytics using R
10. Subhashini Sharma Tripathi, Apress publication, Learn Business Analytics in Six Steps Using SAS and R

R – Programming

1. Wickham H., Golemund G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.
2. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from <http://www.amazon.in>.
3. Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from <http://www.amazon.in>.
4. Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from <http://www.amazon.in>.

3.7.3. DATA WAREHOUSING AND DATA MINING

1. GENERAL INFORMATION

No. of Credits: 04

No. of Hours per Week: 04

2. COURSE PERSPECTIVE

This course will give an introduction to methods and theory for development of data warehouses and data analysis using data mining. It will allow them to store voluminous data for online processing, pre-process the data for mining applications, apply association rules for mining the data and many more. Students will also be able to discover the knowledge imbedded in the high dimensional system.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

1. To enable students to use data warehouse design and architecture tools.
2. To be able to carry out the ETL process and use OLAP databases and their schemas
3. To enable students to apply the association rules in data mining technology and to draw insights from it.

OUTCOMES

By successfully completing the course the students will be able to Pre process the data for mining applications and Apply the association rules for mining the data and query the Data Warehouse using OLAP tools

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO DATA WAREHOUSING

10 HOURS

Characteristics of Data Warehouse, Types of Data; Differences between OLTP Systems and OLAP systems; Data Mart, Aspects of a Data Mart, Functionality of Data Warehouse: Advantages and Applications of Data Warehousing; Emergence of cloud services and infrastructure in Data Warehousing;

MODULE 2: DATA WAREHOUSE PLANNING AND ARCHITECTURE

10 HOURS

Planning a Data Warehouse and Key Issues: Planning and Project Management in constructing Data warehouse; Data Warehouse development Life Cycle; Kimball Lifecycle Diagram, Requirements Gathering Approaches: Team organization, Roles, and Responsibilities; Data Warehouse Architecture: MOLAP, ROLAP, HOLAP; Creation of Fact tables and Dimension Tables in Data warehousing; Basic Querying and Reporting on an OLAP database; Data Warehouse Schemas; Star Schema, Snowflake Schema.

MODULE 3: EXTRACT, TRANSFORM AND LOAD

12 HOURS

Introduction: ETL Overview or Introduction to ETL: ETL requirements and Steps: Data Extraction Methods, Handling Missing Data, Outlier detection, Automated Data Preparation, Combining data files, Aggregate Data, Duplicate Removal; Data Transformation; Basic Tasks in Transformation, Error detection and correction: Data Loading; Data Loading Techniques: ETL Tools:

MODULE 4: INTRODUCTION TO DATA MINING

8 HOURS

Introduction and Concept of Data mining; Data mining parameters, Architecture of Data Mining, Functionalities of Data Mining, Kinds of Data which can be mined, Classification of a Data Mining System, Advantages and Challenges in Data Mining, Ethical issues in Data Mining and their Analysis; Global issues in Data Mining; Data Mining Techniques - Association rules, Classification, Clustering, Neural networks, Decision Trees.

MODULE 5: DATA MINING APPLICATIONS

8 HOURS

Business Applications Using Data Mining such as Risk management, Targeted marketing, Customer profiles and feature construction; Application of Data mining in Health Care Sector, Retail Sector, Financial Services and other sectors.

MODULE 6: EMERGING TRENDS

8 HOURS

Emergence of cloud services and infrastructure in Data Warehousing; Data Lakes: Difference between Data Lakes and Data Warehouses; Managed Data Warehouse Services (e.g. Amazon RedShift, Azure SQL Data Warehouse.).

5. PEDAGOGY

- Lectures,
- Real World Case Study,
- Assignments and projects
- Seminar,

- Focus on practical exercises help students to maintain their interest levels in learning and also enhance their understanding of the subject. These activities will make the students industry ready.

6.TEACHING/LEARNING RESOURCE

ESSENTIAL READINGS

1. Ralph Kimball and Margy Ross, “**The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling**”, (Third Edition). John Wiley and Sons.
2. J. Han and M. Kamber, "**Data Mining: Concepts and Techniques**", Morgan Kaufman, 3/E, 2011.
3. Vaisman, Alejandro; Zimanyi, Esteban, “**Data Warehouse Systems**”, Springer, 2014.

REFERENCE

4. Golfarelli, Matteo; Rizzi, Stefano, “**Data Warehouse Design : modern principles and methodologies**”, McGraw Hill, 2009.
5. Jensen, Christian S; Pedersen, Torben Bach; Thomsen, Christian W, Morgan & Claypool, “**Multidimensional Databases and Data warehousing**”, cop. 2010.
6. Kimball, Ralph, “**The Data warehouse lifecycle toolkit: expert methods for designing, developing, and deploying data warehouses**”, John Wiley & Sons, 1998.
7. Alex Berson, StephenJ. Smith, "**Data Warehousing, Data Mining, and OLAP**", MGH,1998

OPEN ELECTIVE

3.9 MANAGEMENT PERSPECTIVES

1. GENERAL INFORMATION

No. of Credits per week 03

No. of Hours per week 03

2. PERSPECTIVE OF THE COURSE

This course is designed to impart knowledge of the concepts, principles and functions of Management to non-management students. It further aims at enhancing the Management knowledge of non management students

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To enable the students to gain insight into the fundamentals of Management as a discipline

OUTCOMES

This course develops appreciation of management as a subject and discipline

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO MANAGEMENT 10 HOURS

Nature of Management, Purpose, Importance & Functions.

Brief Introduction of various management functions: Planning, Organizing, Staffing, Directing, Co-Ordinating, Reporting, Budgeting

MODULE 2: MANAGEMENT OF ORGANISATIONS 8 HOURS

Types of Organizations, Organization Structure

Introduction to Functional areas of Organization: Human Resource, Finance, Marketing and Production

MODULE 3: LEADERSHIP 8 HOURS

Leadership v/s Management; Styles of Leaderships; Control v/s Delegation; Conditions and Principles of Delegation. Motivation: Basic Theories of Motivation, Sources of Motivation

MODULE 4: TOOLS OF MANAGEMENT

8 HOURS

Brain Storming, SWOT Analysis, Pareto Chart, Fishbone Diagram, Process Chart, Quality Circles,

MODULE 5: MANAGERIAL SKILLS 8 HOURS

Business Communication: Process, Methods and Barriers of Communication

Meetings: Planning, Process, Evaluation Team work; Characteristic Features of Successful Teams; Stages of the Development of a Team; Group Discussion, Presentation Skills.

Writing effective e-mail-mail elements of e-mail messages, creating professional e-mail messages.

5. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. HenzWehrich, Mark and, Koontz ,Management, McGraw Hill
2. Meenakshi Raman and PrakashSingh, Business Communication ,Oxford
3. Morey Stettner, Skills for New Managers, Kindle Edition.
4. McGrath. E.H, S.J, “Basic Managerial Skills for All, PHI Learning

PS: This course is offered to other PG students by CBSMS. Whereas, MBA students have to study any one of the open electives offered by other PG Departments based on their choice.