

301/ INTERNATIONAL BUSINESS ENVIRONMENT

COURSE OBJECTIVES:

1. To familiarize the students with the concepts of International business environment.
2. To provide knowledge about functions and practices of International business.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Get acquainted with the fundamentals of International trade and business.
2	Analyse and evaluate International marketing environment and the export procedures.
3	Analyse and evaluate Global logistics and Supply chain environment.
4	Analyse and evaluate International financial environments and working of institutions.

Unit-I: International Trade and Business

Significance, Nature and scope of global business, Modes of global business, theories of international trade, Free trade v/s protection, tariff and non-tariff barriers, Overview of trade blocks, PESTLE factor.

Unit-II: International Marketing Environment and Export Procedure

Definition of international marketing, Competition in International Business, International Product Adaptation & Branding Strategies, International Pricing Strategies, International Trade-Channels & Distribution Strategies, Future of International Marketing.

Export Procedure – Registration, Pre-shipment, Shipment and Post-shipment stages, Export documents, Export restrictions, Import restrictions, Foreign Commercial Payments, Packing and Marking.

Unit- III: Global Logistics and Supply Chain Environment

Interdependence of physical distribution activities, Benefits of a physical distribution system, Export shipping and Warehousing, Foreign freight forwarded, International logistics and Supply chain management, Cargo and Corporate Security initiative, Customs-Trade partnership, Electronic tracking

Unit-IV: International Financial Environment and Institutions

The Foreign exchange market, International parity and exchange rate determination, International Financial markets

Balance of Payment – Concept, components and disequilibrium in Balance of payment, WTO, IMF, IBRD, IFC, UNCTAD.

Suggested Readings:

1. Francis Cherunilam, International Business – Text and Cases, Prentice-Hall of India, New Delhi
2. Roger Bennett, International Business, Financial Times Pitman Publishing, Delhi.
3. Philip R. Cateora, John L. Graham and Prashant Salwan, International Marketing, Tata McGraw-Hill Publishing Company Limited, New Delhi
4. Charles W. L. Hill, International Business, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. K. Aswathappa, International Business, Tata McGraw-Hill Education Private Limited, New Delhi.
6. Acharya W.K. and Jain K.S., Export Import Procedures & Documentation, Himalaya Publishing House, Mumbai.
7. Francis Cherunilam, International Marketing (Text and Cases), Himalaya Publishing House, Mumbai.

3101/ INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE OBJECTIVES:

1. To provide fundamental understanding in investment analysis for investment decisions.
2. To enhance knowledge and skills on Technical and Fundamental analysis.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand and get insights into investment analysis for investment decision making.
2	Acquire knowledge and skills on Technical and Fundamental analysis.
3	Understand concept of Equity valuation.
4	Learn the concept of Portfolio management along with different theories.

Unit I: Introduction to Investments:

Meaning, Characteristics, Objectives and Significance of Investments, Investment Process: Investment planning and Information, Investment Options and avenues available in India, Types of investors, Investment Return and Risk analysis, Investment vs. Speculation, Investment vs. Gambling, Approaches to investment decision making, Indian investment Scenario.

Unit II: Fundamental and Technical Analysis:

Fundamental analysis, Economy-industry and company (E-I-C) Analysis, Technical analysis: Tools and Techniques. Viz. Moving Average, Relative strength index, Bar chart, Line chart and Candlestick charts.

Unit III: Equity Valuation:

Constant growth model, two-stage growth model, three phase model, valuation through Price-earnings ratio, Discounted Cash Flow Techniques, Balance sheet valuation, Valuation of Investment in Debt Securities, Fundamentals of Bond Valuation, Bond returns and risks, Bond pricing theorems, Bond duration, Yield to Maturity Approach, Determinants of Interest Rates, Asset allocation techniques, Managing equity and bond funds.

Unit IV: Portfolio Management:

Meaning, Portfolio management process, Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities, portfolio risk diversification, Portfolio Selection: Markowitz model of portfolio selection, Creating optimal portfolio. Problems. CAPM: Assumptions, SML and CML, APT, Portfolio revision: portfolio revision strategies, Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jensen ratio, Single index model, efficient frontier, FAMA decomposition.

Suggested Readings:

1. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning .
4. Punithavathy Pandian, Securities Analysis and Portfolio Management, Vikas Publishing House.
5. Fischer DE & Jordan R J, Security Analysis and Portfolio Management, Prentice Hall.
6. Donald E. Fisher, Ronald J. Jordan, Ashwini K. Pradhan, Security Analysis & Portfolio Management, Pearson
7. Bodi, Kane, Markus, Mohanty, Investments, Tata McGraw Hill.

3102/ INDIAN FINANCIAL SYSTEM AND FINANCIAL MARKETS

COURSE OBJECTIVES:

1. The objective of this course is to familiarize the students with the concepts of Indian financial system and financial markets.
2. To impart knowledge about aspects of Financial Markets.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand the role, function, components and regulation of the financial system in reference to the macro economy.
2	Identify the existence of regulatory authority and development of Banking and non-banking financial institutions.
3	Know the instruments, participants, structure and operation of various financial markets working in India.
4	Assess the important role of development banks in the Indian financial system and create strategies to promote financial inclusion.

Unit I: Overview of Financial System

Introduction of Financial System: Formal and Informal Financial Systems, Structure, Components of the Formal Financial System, Regulation, Role and Functions of Financial Systems.

Financial System and Economy: Types of Economic Units, Interrelationship between Financial System and Economic Development Indicators, Classification of Indian Economy.

Macro-economic Framework: Flow of Fund of Accounts, Trend in Saving and Investment, Household Sector Financial Saving.

Unit II: Structure of Regulatory Authority and Banking Institutions

Reserve Bank of India - Functions, Role and Legal Framework of RBI, Monetary Policy and Credit control, CCIL.

SEBI: Functions, Role and Legal Framework of SEBI, Role of Depositories and Custodian – NSDL, CDSL and SHCIL Credit Rating Agencies, Concept of AMFI.

IRDA: Functions, Role and Legal Framework of IRDA, Life Insurance and General Insurance, Roles and Functions of Insurance Intermediaries.

Unit III: Concept of Financial Market

Money Market: Functions, Classification of Money Market, Role of RBI in Money Market, Instruments in Money Market.

Capital Market: Concept, Structure and Functions of Primary Market - Instruments of Issue and Methods of Flotation, Secondary Market - Concept, Market players: Full service brokers and Discount brokers, Trading System and Settlement.

Debt and Government Securities Market: Introduction of Debt Market – Nature, Characteristics, and Participants of Debt Market, Types of Instrument Traded in Primary and Secondary Debt Market, Overview of Government Securities Market.

Unit IV: Development Banks and Innovations in Financial Market

Development Banks: Concept, Role, and Functions of IDBI, EXIM, NABARD and SIDBI.

Evolution of Financial System: Reforms in Financial System, Financial Inclusion and Microfinance institutions: BANDHAN & IDFC.

Ethical Issues in Financial Markets: Ethics in - Banks, Stock Market, Insider trading, Insurance and NBFCs.

Suggested Readings:

1. Bharathi Patak, Indian Financial System, Pearson Education.
2. Vasant Desai, Indian Financial System and Development, Himalaya Publishing House.
3. Gordan and Natarajan, Indian Financial System, Himalaya Publishing House.
4. M.Y.Khan, Indian Financial System, Tata Mc Graw Hill.
5. Bhole. L.M. and Jitendra Mahakud, “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH.
6. Deodhar, S.B., Indian Financial System, Himalaya Publishing House, New Delhi
7. Indian Institute of Banking & Finance, Ethics in Banking, Taxmann Publications.
8. Dr. D Guruswamy, Financial services of India, McGraw Hill Education.
9. John R. Boatright (2019) , Ethics in Finance, Willy Blackwell Publications,
10. Jes Villa, (2015), Ethics in Banking: The Role of Moral Values and Judgements in Finance, Palgrave Macmillan.

3103/FINANCIAL DERIVATIVES AND RISK MANAGEMENT

COURSE OBJECTIVES:

1. The objective of this course is to impart students with the knowledge of financial derivative instruments.
2. To provide knowledge about strategies as a tool of risk management.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Describe and explain the fundamental features of a range of key financial derivatives instruments.
2	Solve problems requiring pricing derivative instruments and hedge market risk based on numerical data and current market trends.
3	Acquire ability to selection of various options strategies and able to determine option prices with Binominal and Black Sholes models.
4	Estimate the value of interest rate and foreign exchange swaps; Be able to understand the structure of commodity market.

Unit I: Introduction to Financial Derivatives

Derivatives Market: International and Indian Derivatives Market, Types of Traders, Regulatory Framework of Derivatives Market in India.

Evolution of Derivatives: History of Derivatives Market, Origin of Derivatives in India.

Financial Derivatives: Definition and its Types, Classification of Derivatives Participants, Functions and Uses.

Unit II: Future and Forward Market

Future and Forward Contract: Meaning, Difference between Forward and Future Contracts, Structure of Forward and Future Markets, Mechanics of Future Markets, Types of Margin and Mark to Market.

Pricing: Determination of Forward and Future Prices, Cost of Carry Model, Forward Rate Agreement, Currency futures.

Hedging, Speculation and Arbitrage using Futures: Basis Risk, Factors Affecting Basis Risk, Single Stock Futures, Stock Index Futures and Currency futures.

Unit III: Option and Its Strategies

Fundamentals of Options: Concept of Options, Types of Option, Options Contract, Options Terminologies, Moneyness in Options and Option Pricing, Currency options.

Option Pricing Models: The Binomial Model and The Black-Scholes Merton Model.

Option Strategies: Hedging, Straddle, Strangles, Strips and Straps, Butterfly and Spread trading.

Unit IV: SWAP and Commodity Derivatives

Basic of Swap: Concept and Nature, Evolution of Swap Market, Features of Swaps and Swap options. Types and Valuation of Financial Swap: Interest Rate Swap, Currency Swap and Equity Swap with intermediary. Commodity Market: Introduction, Types, Commodity Futures and Options, Exchanges Multi Commodity Exchange, National Commodity Derivative Exchange Role, Functions and Trading.

Suggested Readings:

1. John C Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems, PHI Learning Publications.
3. Kumar S SS, Financial Derivatives, Prentice Hall of India, New Delhi.
4. Vohra & Bagri , Futures and Options, McGraw Hill,
5. Kevin, Financial Derivatives, Prentice Hall of India, New Delhi.
6. Pawan Jhabak, Commodity and Derivatives Market, Himalaya Publishing House.
7. Niti Nandini Chatnani , Commodity Markets and Derivatives, Cengage India,
8. Redhead, Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
9. Satyanarayana Chary T, Financial Derivatives, Excel Books, New Delhi.
10. Parameshwaran, Financial Derivatives, McGraw Hill.
11. Paul Hopkins, Fundamentals of Risk Management by Kogan Page.

3104/BEHAVIOURAL FINANCE

COURSE OBJECTIVES:

1. To offer students a stimulating insight into the emerging field of behavioural finance.
2. To enhance students' ability to critically interpret the behaviours associated with financial decision-making.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Explain and demonstrate using empirical data the challenges to the efficient market hypothesis.
2	Explain the nature and forecast the consequences of key behavioural biases of investors.
3	Demonstrate the effect of Emotional Factors and Social Forces on investment
4	Explain the psychological factors influencing decision-making.

Unit I: Foundations of Behavioural Finance

Foundations of Rational Finance: Expected Utility Theory; Efficient Markets Hypothesis; Price trends and reversals (semi-strong EMH); The Influence of Psychology.

Heuristics: The Two Systems (Human Mind); Familiarity and Related Heuristics; Anchoring; Irrationality and Adaptation; Hyperbolic Discounting.

Unit II: Behavioural Biases

Self-Deception: Forms of Overconfidence; Causes of Overconfidence; other forms of self-deception; Untangling Skill and Luck in Business.

Prospect Theory and Mental Accounting: Error in Bernoulli's Theory; Prospect Theory; SP/A Theory; Framing; Mental Accounting, Sentiment and asset pricing

Unit III: Emotional Factors and Social Forces

Substance of Emotion; Theories of Emotion; Evolutionary Perspective on Emotions; Types and Dimensions of Emotions; Emotional Style; Emotions and Investing; Fairness, Reciprocity, and Trust; Conformity; Social Influence; Social Influence on Investment and Consumption.

Unit IV: Behavioural Aspects of Investing

Investor Behaviour: Heuristics and Biases Mean for Financial Decision Making; Implications of Overconfidence for Decision Making; Influence of Emotions; Implications of Mental Accounting; Knowing Yourself: Psychographic Models; Guidelines for Overcoming Psychological Biases. Market Outcomes: Size Effect and Seasonality; Momentum and Reversal; Post-Earnings Announcement Drift; The Value Premium; The Equity Premium Puzzle; Excessive Volatility; Bubbles; Behavioural Asset Pricing Model

Suggested Readings:

1. Prasanna Chandra, Behavioural Finance. McGraw Hill Education Pvt. Ltd. (India).
2. Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
3. Richard M. Thaler, Advances in Behavioural Finance: Volume II. Princeton University Press.
4. Willams Forbes, Behavioural Finance. Wiley Publication
5. Hersh Shefrin, Beyond Greed and Fear, Harvard Business School Press.
6. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning.
7. Nofsinger, J. R. Investment Madness, Prentice Hall

3201/ RETAIL MANAGEMENT

COURSE OBJECTIVES:

1. The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting.
2. The Purpose of this course to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

COURSE OUTCOMES: - After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Acquaintance budding managers with knowledge of planning, designing, implementation and assessment of retail strategies based on consumer needs and prevailing trends
2	Understands evolution of retail industry, strategies and apply in retail sector.
3	Understand characteristics of retail trading area, factors of site locations, information system requirements and techniques of customer retention
4	Understand the role of ICT in retail management in today's market scenario.

Unit I:

Retailing – Definition & Importance – Indian Vs. Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing

Unit II:

Types of retail formats – Franchising in retailing, Retail Organization Structure Major Functional Areas – Retail Strategies – Differentiation – Growth.

Unit III:

Supply Chain Management, Process, Strategy, E -Retailers And Technology In Retailing, Electronic Retailing, Retail Buying Technology- Human Interface & Challenges.

Unit IV:

Retail Strategies - Expansion Strategies & Pricing Strategies, Role of IT in retailing ,Electronic Data Exchange, RFID and Bar Coding, Electronic Payment Systems – Careers in Retailing.

Suggested Readings:-

1. Swapna Pradhan, Retailing Management, McGraw Hills Publication,
2. Retail Management – Gibson Vedamani, Pearsons Publication,
3. Levy Weitz & Dhruv Grewal, Retail Management , McGraw Hills Publication,
4. David Gilbert, Retail Marketing Management, Prentice Hall Publication,
5. A.J. Lamba, The Art Of Retailing, McGraw Hills Publication.
6. David Walters, Retail Management – Analysis Planning & Control – McMillan Business Publication,
7. Arif Sheikh, Kainz Fatima, Retail Management – Himalaya Publication.

3202 / CONSUMER BEHAVIOR

COURSE OBJECTIVES:

1. To develop understanding about the consumer psychology, factors influencing decision-making process and its applications in marketing function of firms.
2. The purpose of this course to interpret psychological and environmental influences that are relevant for understanding consumer behaviour.

COURSE OUTCOMES: - After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand consumer behaviour in totality and its application in marketing.
2	Understand marketing decisions and its interlink with consumer behaviour.
3	Recognize social, technological, implications of marketing actions on consumer behaviour.
4	Know the models and latest trends influence consumer behaviour.

Unit I:

Consumer Behaviour Nature and Scope, Applications In Different Functional Areas Of Marketing Management, Consumer Buying Behaviour Process: Stages, Information Search Process, Valuation Criteria, Decision Rules

Unit II:

Perception, Personality- Attitude and Persuasion, Psychographics and Lifestyle, Impulse Buying

Unit III:

Organizational and Institutional Consumer Behaviour, Culture and Consumer Behaviour, Opinion Leadership, Family Decision Making, Influence of Reference Group

Unit IV:

Consumer Behaviour Models: Howarth Sheth, Nicosia and Cognitive Dissonance, Consumer Behaviour In Online Purchase, Industrial Buying Behavior: Buying Role, Decision Process, Evaluation and Selection Process

Suggested Readings:

1. Schiffron & Kanuk, Consumer Behavior, Pearson Education
2. Solomon, Consumer Behavior: Buying, Having And Being, Pearson Education
3. Kotler Philip," Marketing Management- Analysis, Planning And Control, Printice Hall
4. Engd J.E., Blackwell, Miniard P.W., Consumer Behavior, Dryden Press
5. Aaker, David A. Etc., Advertising Management,New Delhi, Prentice Hall Of India
6. King, Advertising: Art And Science, Macmillan India
7. Chunawalla & Others, Advertising Theory And Practice, Himalaya Publishing House.
8. Rathor, B.S., Advertising Management, Himalaya Publishing House.
9. Chatterjee, B.K., Marketing Management: A Finance Emphasis, Everest Publishing House.
10. Kulkarani M.V., Advertising Management,

3203 / BRAND MANAGEMENT

COURSE OBJECTIVES:

1. The objective of this course is to impart in depth knowledge to the students regarding the theory and practice of commodity, Products, Brands, Branding & Brand Management.
2. This course aims to develop students' understanding of the importance of Brand and Brand equity as well as how to build, measure, and manage brand equity.

COURSE OUTCOMES: - After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Train students to manage product, and building brand equity in the market of an organization
2	Give students an insight of managing brand over multiple categories, over time and across multiple market segments
3	Gain knowledge and skills in brand architecture and brand engagement.
4	Build strategies for launching product across markets.

Unit I:

Branding- Concept, Evolution, Difference between product & Brand, Brand Portfolio, Role of Branding

Unit II:

Brand Positioning, Repositioning, Brand Identity Prism, Brand Image, Types of Branding : Umbrella and Product

Unit III:

Brand Equity, Brand Revitalization, Brand Creation, Brand Elimination, Managing Brand

Unit IV:

Branding Challenges & Opportunities, Branding In Different Sector: Retail, Services, Industrial and High Tech Products.

Suggested Readings:-

1. Keller, Strategic Brand Management, Building, Measuring & Managing Brand Equity, PHI.
2. Mathur U.C., Brand Management, Text and Cases, Macmillan Ltd.
3. Verma Harsh, Brand Management – Excel Books.
4. Chunawala S.A. Brand Management, Himalaya Publishing House.
5. Mahim Sagar, Brand Management, Anis Publication.

3204 / SALES AND DISTRIBUTION MANAGEMENT

COURSE OBJECTIVES:

1. To analyse and make students understand the sales management techniques process and challenges and to acquire the knowledge and competencies of Channel management in present in digital era.
2. To provide understanding of Sales Management with emphasis on sales force management.

COURSE OUTCOMES: - After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand the importance of Sales & Distribution functions as integral part of marketing function in a business firm
2	Develop insights regarding strategic competitive advantage. through Sales and Distribution function
3	Develop understanding of the various aspects encompassing sales management, logistics and distribution management
4	Understand and develop the importance of supply chain management and channel information system

Unit I:

Introduction to Sales Management : Nature and Importance of sales management, Role of a Sales Manager, Types of sales management positions, theories of personal selling, personal selling objectives, Organizing& Driving Sales Efforts : Sales Organization Structures, sales forecasting methods, Sales Territories & Quotas, Sales Budgets, Sales Promotions, Sales Related Marketing Policies

Unit II:

Sales Force Management : Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools ,Sales Force Supervision: Sales Expenses, Sales Performance ,Evaluation, Sales Reports, Sales Audits, Ethics in Sales

Unit III:

Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, evolution & possible channel formats. Selecting Channel Partners Channel Management: Channel Policies, Power Bases in managing channel partners, conflict management, retailing &wholesaling.

Unit IV:

Market logistics and supply chain management: Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, Channel Information System and Technology: Technology in logistics - RFID and Bar Code, Basics of ERP and SCM , Channel information systems,

Suggested Readings:-

1. Havaldar Krishna K, Vasant M. Cavale - Sales & Distribution Management , McGraw Hill.
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni Sandeep Puri - Sales and Distribution Management : Decisions, Strategies & Cases , Pearson
3. Singh Ramendra, Sales and Distribution Management – A Practic-Based Approach, Vikas Publishing House Pvt. Ltd.
4. Dr. Gupta S. L. Sales & Distribution Management Excel Books.
5. Panda Tapan K., Sahadev Sunil - Sales & Distribution Management Oxford university press. Edition
7. Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice, and Cases Tata McGraw Hill

3301/TALENT ACQUISITION AND DEVELOPMENT

COURSE OBJECTIVES:

1. To make student aware about Talent acquisition i.e. recruitment and selection process in detail.
2. To assess the impact of training and development at a global level.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Develop the ability to critically analyze and apply effective recruitment strategies by considering various factors of talent acquisition process and retain talent.
2	Develop the ability to design and implement comprehensive selection processes that incorporate various assessment methods also they will gain insights into recruitment strategies employed by top multinational corporations (MNCs).
3	Gain a comprehensive understanding of training concepts, and develop a holistic approach to designing and implementing effective training program which can create an integrated learning environment within training programs, fostering enhanced knowledge acquisition and skill development.
4	Acquire the skills to effectively determine training needs and design training, they will gain the ability to evaluate training programs, assess their effectiveness, and make informed recommendations for improvement.

UNIT I

Job Analysis, Recruitment, Recruitment process, E-recruitment and its process, Sources of recruitment, Quality of application pool screening candidates, Resume, CV

UNIT II

Selection process, Use of psychological test, Personality test, Ability test, Computer proficiency test, Interview process, Types, Advantages and disadvantages, Planning interview, Errors in selection, Reference and background check, Appointment orders, Verification of character, Criminal antecedent, Previous work behavior & educational qualification, Recruitment strategies in top MNCs.

UNIT III

Training concept, Role, Need and importance of training, Types of training, Understanding process of learning, Developing an integrated approach of learning in training programme.

UNIT IV

Training need assessment, Determination of training needs, Approaches to training needs assessment, TNA, Cycle of events. Designing training programmes, Methods of conducting training, Evaluation of training programmes.

Suggested Readings:

1. A.V. Vedpuriswar, "Talent Management: The Indian Scenario", Himalaya Publishing House, Mumbai, India
2. Devdutt Pattanaik, "The Talent Sutra: An Indian Approach to Learning", Aleph Book Company, New Delhi, India
3. Friedman & Schustack - Personality: Classic Theories and Modern Research ,Pearson
4. Hall Calvin S.et al - Theories of Personality, Wiley-India Text Books
5. Lance Berger & Dorothy Berger-The Talent Management Handbook ,McGraw Hills
6. Lynton & Pareek - Training for Development,Vistaar Publication
7. Sahu R.K. - Training for Development,Excel Books
8. Subhash C. Kundu and Usha N. Kundu: "The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People", SAGE Publications, Thousand Oaks, California, United States.
9. T.V. Rao and Raju Rao, "Talent Management: Strategies for Success from Six Leading Companies in India",SAGE Publications, New Delhi, India
10. T.V. Rao,"Talent Management: Cases and Commentary on India Inc."SAGE Publications, New Delhi, India
11. Tapomoy Deb - Training & Development Concepts & Application,Ane Books
12. The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People,Hardback
13. Udai Pareek - Understanding Organizational Behaviour ,Oxford

3302/EMPLOYEE RELATIONS

COURSE OBJECTIVES:

1 To develop an understanding of the interaction pattern among labour, management and the State.

2 To understand Conflict preventing & resolution methods under Industrial relations.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand and compare different perspectives on industrial and employment relations, and can evaluate the significance and implications of industrial relations in the emerging socio-economic context.
2	Illustrate the role of trade union in the industrial setup and analyze the dynamics of trade union leadership and the influence of trade union politics and linkages.
3	Comprehend the causes and impact of industrial disputes with proper understanding the provisions of the Industrial Dispute Act of 1947 and its significance in managing industrial conflicts.
4	Understand importance and process of developing and maintaining harmonious relationships between the management and all level of employees and can and analyze its implications on employment relationships.

UNIT-I: Industrial Relations perspectives:

Introduction & approaches (Unitary, Pluralistic, Class Conflict, Gandhian) to Industrial and employment relations, ILO, Dilemma, Basic aspects of industrial relations in India, Industrial relations and the emerging socio-economic scenario, Industrial relations and the state .

UNIT-II: Trade Union:

Role of trade unions, Types of trade union, Trade union as an organisation structure, Size, Affiliation, Membership, Finance, Leadership, Trade union recognition and registration, Trade union politics linkage, Implications, White collar unionism, Trade union in MNC's, Impact of globalization on trade union movement.

UNIT-III: Industrial Conflict & Disputes:

Industrial disputes- Meaning & causes, Industrial dispute act – 1947, Alternate dispute resolution. Lay off, Termination, Retrenchment, Closures, VRS, Collective bargaining, Negotiation and collective settlements, Emotional intelligence, Quality of work life, Workers participation in management.

UNIT-IV: Laws Governing Employment Relationship & Contemporary Issues in Industrial Relations:

Salient features of industrial employment (Standing order) act 1946. Role of labour laws and international bodies such as ILO, Social audit, Industrial relations in the emerging scenario, Employee empowerment and quality circles, Industrial relations and technological change.

Suggested Readings:

1. E.I. Rabindranath, Industrial relations in India. McGraw Hill Education
2. K. Aswathappa, "Essentials of Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai, India
3. K. Aswathappa, "Human Resource Management: Text and Cases", McGraw Hill Education, New Delhi, India
4. Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons
5. Mamoria C.B., Rao V.S.P., "Personnel Management", Himalaya Publishing House, Mumbai, India
6. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
7. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
8. P. Subba Rao, "Personnel and Human Resource Management", Himalaya Publishing House, Mumbai, India
9. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
10. Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House
11. Udai Pareek, "Understanding Organizational Behaviour", Oxford University Press, New Delhi, India

3303/PERFORMANCE MANAGEMENT SYSTEM

COURSE OBJECTIVES:

1. To familiarize students with comprehensive knowledge of performance and its management and also to equip them with necessary skills regarding assessment.
2. To make students understand evaluation of employee in the organisation with learning of new concepts, trends in the field of performance management.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Explain the concept of performance management, challenges of performance management and different advantages of implementing well-designed performance management systems.
2	Understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.
3	Analyze different methods and approaches to performance measurement and also can identify some of the common challenges, problems with the performance appraisal process.
4	Design a performance management system and also can develop key skills involved in effective performance management and employee development.

Unit I: Overview Performance Management:

Evolution of concept of performance management, Concept and perspectives of performance management. Meaning, Nature and scope of performance management. The performance management contribution, Challenges to performance management. Performance management and strategic planning. Outcome metrics–economic value added (EVA).

Unit II: Performance Management System:

Concept, Nature, Objectives, Functions. Effective performance management system, Competency based performance management system and recent developments. Models for assessing performance-balanced score card; EFQM Model, Performance management process & documentation, Performance monitoring, Performance counseling- Concept, Principles and skills.

Unit III: Performance Appraisal Process & Implementation of PMS:

Performance planning- Definition, Objectives, characteristics and process. Determinants of performance. Performance appraisal-Meaning, Approaches to measuring performance: Appraisal methods, Raters errors, The role of the appraiser & skills required. Diagnosing the causes of poor performance. Implementing performance management system.

Unit IV: Performance Management & Employee Development:

Building a high performance culture, Linkage of performance management to reward and compensation System: Performance management and reward system, Performance linked remuneration system, Performance linked career planning and promotion policy. High performance teams. Ethics and performance management: Objectives and significance of ethics in performance management, Ethical issues and dilemmas in performance management,

Suggested Readings:

1. A.K. Singh,"Performance Management Systems: Design, Diagnosis and Use",Response Books,New Delhi, India.
2. A.S. Kohli, T. Deb, "Performance Management" Oxford publications
3. Daniels "Bringing out the best in people", McGraw-Hill Education.
4. Dipak Kumar Bhattacharyya,"Performance Management: A New Approach for Driving Business Results", Excel Books, New Delhi, India.
5. Ganesh Shermon,: "Performance Management: Changing Roles and Strategies", Excel Books, New Delhi, India.
6. HBR Guide to Performance Management
7. Sarma A.M., "Performance Management System", Himalaya Publication
8. T.V. Rao and Raju Rao, "Performance Management and Appraisal Systems: HR Tools for Global Competitiveness",Publisher: SAGE Publications, New Delhi, India.
9. T.V. Rao, "Performance Management: Toward Organizational Excellence" Sage publications
10. V.S.P. Rao, "Performance Management and Appraisal Systems: Text and Cases", Himalaya Publishing House,Mumbai, India

3304/COMPENSATION AND BENEFIT MANAGEMENT

COURSE OBJECTIVES:

- 1 To learn basic compensation concepts and the context of compensation practice
- 2 To understand the legally required employee benefits.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Design rational and contemporary compensation systems in modern organization and analyses different types of rewarding procedures of employees on the basis of performance.
2	Analyze, integrate, and apply the knowledge to solve compensation and reward related problems in organization Students will be able to justify the existing pay structure to employees.
3	Gain the knowledge of the different softwares used for compensation management in this technological era.
4	Summarize the important provisions of social security legislation in reference to Employee State Insurance Act 1948, Payment of Gratuity Act 1972, and Employee's provident Fund Act 1952.

UNIT-I

Compensation management and reward management, Components and theories compensation package, job evaluation.

UNIT-II

CTC Structure, Salary slip contents , Diagnosis of compensation problem, Designing pay structure, Pay for performance competency based pay, Bonus calculation, Fringe benefits, Salary slips of different types of employees.

UNIT-III

Reverse strategy, Executive compensation administration of compensation, Benefits of administration, Employee welfare, Working conditions & benefits, Different software's used for compensation management.

UNIT-IV

Law of minimum wages, Payment of wages, Payment of bonus, Workmen compensation, Payment of gratuity act 1972, ESI act 1948, State insurance, Provident fund, Gratuity and maternity benefits.

Suggested Readings:

1. Ashok Kapoor, Compensation Management in a Globalized Environment, Wisdom Publications, New Delhi, India
2. B.D. Singh, Compensation Management: Principles, Practices, and Policies, Excel Books, New Delhi, India.
3. Bhattacharya, "Compensation Management", Excel Books India
4. George T. Milkovich, Jerry M. Newman, Compensation, McGraw-Hill, United States
5. P. Subba Rao, Compensation Management: Text and Cases, Himalaya Publishing House, Mumbai, India

6. RC Sharma, Sulabh Sharma, "Compensation Management", SAGE Publication, India
7. T.V. Rao, Compensation and Benefits: HR Perspectives for the Indian Context, Excel Books, New Delhi, India
8. T.V. Rao, Compensation Management: Rewarding Performance, Response Books, ace, New Delhi, India.

3401/ SUPPLY CHAIN AND LOGISTICS MANAGEMENT

COURSE OBJECTIVES:

1. To develop an understanding of basic concepts in logistics and supply chain management and their role in businesses.
2. To develop analytical, critical understanding and skills needed for planning, designing and operations of supply chain.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand concept of supply chain management and its role in today's business environment.
2	Learn how to manage suppliers, inventory, order processing and risk in supply chain management.
3	Acquire knowledge about concept of warehousing, packaging and distribution Management.
4	Develop strategies to reduce transportation expenses by applying optimization techniques.

Unit 1: Introduction to Logistics and SCM

Introduction: Logistics and SCM, Development of logistics, Green logistics, Reverse Logistics, Role of logistics in the economy, Physical Distribution System and its components.

Supply Chain Management: Strategic integrated logistics management, Measuring of supply chain / Logistics Performance, Framework for structuring drivers, Competitive advantages through supply chain management.

Demand forecasting: Forecast process, Forecast techniques, Factors influencing demand planning and forecasting, Demand-driven material resource planning (DDMRP).

Unit II: Sourcing and Inventory Management

Sourcing Decisions: Supplier selection and management, Negotiation, Contract and conflict management, Analytical tools in sourcing, Global Sourcing.

Inventory Management: Receipt, Inspection, Storage and preservation, Identification of all materials stored, Maintenance of stock records.

Risk Management: Issues, Challenges and Risks in SCM, Supply chain sustainability.

Order Processing and Information System: Order Management System, Logistics Information System Flow.

Unit III: Warehousing and Distribution Management

Warehousing: Types, Uses, Role of warehousing in supply chain management. Logistical Packaging: Packaging, Issue & Dispatch.

Distribution Management: Designing distribution networks and applications to business, Role of distribution in a supply chain, Factors influencing distribution network design, Design options for a distribution network, e-supply chain, Framework for network design decisions.

Facility Location and Capacity Allocation: Models, Factors, Facility location decision, Capacity Allocation

Unit IV: Transportation Management

Transportation: Role of transportation in supply chain, Factors influencing transportation decisions, Modes of transportation, Selection process, Feasible solution by North-West Corner method, Least Cost method, VAM method. Optimal solution through MODI & Stepping Stone method for balanced and unbalanced transportation problem.

Assignment Models: Meaning of assignment problem, unbalanced assignment problem, travelling salesman problem, Hungarian method for optimal solution.

Advanced fleet management system, Inter modal freight technology, Transportation security initiatives and role of technology, Introduction to air cargo.

Global Supply Chain: Overview, Global Logistics and Documentation

Suggested Readings:

1. Bowersox, D.J. and Closs D.J, Logistical Management, Tata Mcgraw hill
2. Bowersox, D.J. and Closs D.J., Logistics Management: A System Integration of Physical Distribution, New York, Macmillan
3. Buffa, Elwood S. and Sarin, Rakesh K, Modern Production / Operations management, WSE, Wiley
4. Chary, S.N., Production and Operations Management, Tata Mc Graw hill
5. Kanishka Bedi, Production and Operations Management, Oxford
6. Martinich, Joseph S, Production and Operations Management, An applied Modern Approach, WSE, Wiley
7. Norman Gaither and Greg Frazier, Operations Management, Cenage Learning
8. Richard Chase, Ravi Shankar, F. Robert Jacobs and Nicholas J. Aquilano, Operations & Supply Management, Mc Graw Hill
9. Shridhara Bhat, Logistical Management, Himalaya Publishing House ,Shridhara Bhat, Logistics & Supply Chain Management, Himalaya Publication

3402/ MANAGEMENT OF MANUFACTURING SYSTEMS

COURSE OBJECTIVES:

- 1.To Learn principles and practices of production and operations management in manufacturing systems.
- 2.To develop skills for decision making in design, planning and control of manufacturing systems.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Explore the factors of manufacturing systems and various transformation processes to enhance productivity and competitiveness.
2	Analyse and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling techniques in manufacturing systems.
3	Understand concept of production planning and quality management in manufacturing systems.
4	Plan and implement suitable maintenance and safety management.

Unit I: Introduction to Manufacturing Systems

Manufacturing Systems: Introduction, Components, Importance of manufacturing for technological and socioeconomic developments, Strategic decisions in manufacturing management, Production versus Productivity.

Types of Manufacturing System: Job Shop, Mass, Batch, Project Shop, Continuous process
Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS),
World class manufacturing: Concept, Evolution.

Manufacturing Techniques: JIT, Kaizen, Kanban, CONWIP-Synchronous Manufacturing
(Theory of Constraints)

Unit II: Process Planning and Scheduling in Manufacturing Systems

Process Planning: Types of Process designs, Factors affecting Process design, Process charts

Facility Location: Factors affecting facility location, Factor rating analysis, Load distance model, closeness ratings.

Manufacturing Facility Layout: Material handling, Process layout, Product layout, Cellular manufacturing layout, Fixed Position layout, Hybrid layout, Criteria for good layout, New trends.

Manufacturing Operations Scheduling:

- i. Scheduling Process Focused Manufacturing: Shop-floor planning and control, Order-sequencing problems
- ii. Scheduling Product-Focused Manufacturing: Batch scheduling, Delivery schedules (Line of Balance Method)

Automation: Automation in Design and Manufacturing, Role of IT in world class

manufacturing, Flexible manufacturing system, Automated material handling equipment

Unit III: Quality Management and Capacity Planning in Manufacturing Systems

Quality Management: Quality philosophies, Quality leadership, Quality circle, Quality audit, Quality awards and ISO 9000, Quality tools, Quality function deployment, Six sigma, Design for six sigma, Lean management, TQM.

Statistical Quality Control: Concepts & types of Control charts for attributes and variables.

Production Planning: Aggregate planning and Master Production schedule, Types of production planning and control Systems – Pond-Draining System (Push system, Pull System), Focusing on bottlenecks, Material requirement planning.

Capacity Planning: Analysis of designed capacity, Installed capacity, Commissioned capacity, Utilized capacity, Factors affecting productivity and capacity expansion strategies.

Unit IV: Maintenance Management in Manufacturing Systems

Total Productive Maintenance: Objectives of TPM, Maintenance strategies and planning, Total system effectiveness, Break-down maintenance, Preventive, Predictive maintenance policy.

Maintenance Economics: Quantitative analysis, Optimal number of machines, Replacement strategies and policies, Economic service life, Opportunity cost, Replacement analysis using specific time period, Spares management, Maintenance records.

Principles of Safety Management: Safety Management, Objectives, Planning for safety audit, Need of safety training to workers and officials.

Productivity and Human Behaviour: Designing Workers' job, Empowering workers, Work measurement, Learning curves.

Suggested Readings:

1. Buffa, Elwood S. and Sarin, Rakesh K, Modern Production / Operations management, WSE, Wiley
2. Chary, S.N., Production and Operations Management, Tata Mc Graw Hill
3. Kanishka Bedi, Production and Operations Management, Oxford
4. Martinich, Joseph S, Production and Operations management, An Applied Modern Approach, WSE, Wiley
5. Norman Gaither and Greg Frazier, Operations Management, Cengage Learning
6. Richard Chase, Ravi Shankar, F. Robert Jacobs and Nicholas J. Aquilano, Operations & Supply Management, Mc Graw Hill

3403/ SERVICE OPERATIONS MANAGEMENT

COURSE OBJECTIVES:

- 1.To enhance knowledge about growing significance and impact of services on the growth of economy and the scientific ways to run the operations so as to optimize the business and brand returns.
2. To provide students understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Critically analyse the types of service operations and operational parameters that are imperative for organizational success.
2	Evaluate strategies related to managing demand and supply.
3	Analyse the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.
4	Understand the concept of JIT and maintenance management in services

Unit I: Introduction to Service Operations Management

Introduction : Concept of Services, Matrix of service characteristics, Factors responsible for growth of services, Managing Operations in Global Economy, Challenges in operations management of services, Operations strategy in services, Link between- customer, service strategy, service providers and service system.

Designing Service Product and Service Processes: Service Product, its design and development, Process planning and design, Factors affecting process design and decisions, Service process matrix, Service blueprinting, Service Process and Profitability, Service Process and Productivity

Unit II: Demand ,Capacity and Facility Management in Service Operations

Managing Demand and Supply: Demand exceeding supply, Supply exceeding demand, Matching demand and supply, Methods to deal fluctuating demand.

Capacity Planning: Capacity planning of services, Capacity planning in services versus Capacity planning in manufacturing.

Locating Service Facilities, Off-shoring & Outsourcing

Services Facility Layout: Servicescape, Types: Product layout, Process layout, Fixed-Position layout, Retail layout, Office layout

Operations Technology: Automation in services, Automation issues

Operations Quality management in Services: SERVQUAL model, TQM

Unit III: Service Operations Planning and Scheduling

Service Operations Planning and Scheduling: Nature of Services, Operations strategies for service, Types of service operations, Scheduling challenges in services.

(1) Scheduling Quasi-Manufacturing Service Operations: Product focused operations, Process -focused operations, Work-Shift scheduling in service operations.

(2) Scheduling Customer-as-Participant Product Service Operation: Nature of these operations, Waiting lines in service operations.

(3) Scheduling Customer-as -Product Service Operation: Nature of these operations, Using Computer simulation in Service Operations

Service supply chains, Lean services, Service guarantee

Unit IV: Maintenance Management in Services

Maintenance Management: Types, Role of people and technology in Maintenance Management.

JIT in Service Companies, Aggregate Planning for Services, Service Growth and Globalization

Incorporating AI and Other Latest Technologies in Service Operations: Introduction to AI and other new age technologies, Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc. in service operations

Suggested Readings:

1. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production / Operations management, WSE,Wiley
2. Chary, S.N., Production and Operations Management, Tata Mc Graw Hill
3. Kanishka Bedi, Production and Operations Management, Oxford
4. Martinich, Joseph S., Production and Operations Management, An Applied Modern Approach, WSE, Wiley
5. Norman Gaither and Greg Frazier, Operations Management, Cenage Learning
6. Richard Chase, Ravi Shankar, F. Robert Jacobs and Aquilano, Nicholas J., Operations &Supply Management, Mc Graw Hill
7. Vinnie Jauhari, Kirti Dutta, Services (Marketing, Operations, Management), Oxford Higher Education.

3404/ OPERATIONS RESEARCH AND PROJECT MANAGEMENT

COURSE OBJECTIVES:

1. To make students understand the concepts of Project Management from planning to execution of projects.
2. To enable the student to understand and analyse recent issues of project development.

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand project characteristics and various stages of a project.
2	Develop the conceptual clarity about project appraisal and control.
3	Explore recent issues and trends in project management.
4	Apply various optimization techniques for decision making.

Unit I: Introduction to Project Management

Project: Definition, Importance of project management, Characteristics of a project, Projects Vs Operations, Types of projects, Forms of project organization, Generation of Project Ideas, Project Life Cycle.

Unit II: Project Management and Control

Project Feasibility Study: Technical Analysis, Financial Analysis, Means of financing.

Project Appraisal: Appraisal Criteria, Analysis of Risk, Social Appraisal of project.

Project Management & Control: Project planning & control. Network techniques for project management: CPM & PERT.

Unit III: Recent issues and trends in Project Management

Recent Issues: New Product Development, Environment Appraisal, Environment impact assessment, Environment Social Governance ESG, International standards: ISO 14000, ISO 21500,

Recent Trends: AI and automation, Hybrid approach, Emotional intelligence and soft skills, Remote work, Data Analytics.

Unit IV: Operations Research

Simulation Theory, Monte Carlo, Replacement Model.

Sequencing problems: Optimal sequencing of N Jobs on 2 and 3 machines.

Suggested Readings:

1. Ghattas, R. G. and Mckee, Sandra L. Practical Project Management, Pearson Education
2. Gupta, M. P. and Sharma J. K., Operations Research for Management. New Delhi, National.
3. Sharma, J. K., Operations Research: Theory and Applications, New Delhi, Macmillan India.
4. Gupta, R.C., Statistical Quality Control, Khanna Publishers, Delhi.
5. Harvey Maylor, Project Management, Pitman Publishing.
6. Nagarajan, K. Project Management, New Age International Publications.
7. Prasanna Chandra., Projects Planning Analysis Selection Implementation & Review, TataMcGraw Hill.
8. Sharma, J.K., Fundamentals of Operations Research, Macmillan