

401/ STRATEGIC MANAGEMENT

COURSE OBJECTIVES:

1. To develop understanding about strategic management, its processes and their impact on a firm. To succeed in the long term, companies must compete effectively and outperform their rivals in a dynamic and often turbulent environment.
2. To help the students to practically formulate strategy and its effective implementation.

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

CO	COURSE OUTCOMES
1	Understand the fundamental aspects of strategy, strategic management process and its intents.
2	Analyses the importance of environmental and competitive analysis for formulating Corporate strategy .
3	Categorizing different level of Corporate strategies and its alternatives in strategy formulation.
4	Apply the strategic alternative and implement & control in corporate setting.

Unit I: Corporate Strategy:

Introduction to strategic management, Levels of strategies, Strategic Management Process, Models and Phases of Strategic Management Process, McKinsey's 7-S Framework, Evolution of Corporate Policy in India.

Strategic intent: Vision, Mission, Business Definition, Goals and Objectives.

Unit II: Environmental Appraisal:

Concept of Environment, External environmental Sectors, Environmental Scanning.

Internal Appraisal – Dynamics of internal environment, IFE matrix (Internal Factor Evaluation). Evaluation of internal Appraisal: Porter's Value Chain Analysis, SWOT Analysis.

Competing through Business Models - Competitive Advantage and Firm Resources, Generic Strategies and Competitive Advantage, Dynamics of Competitive Advantage, Porter's Five Forces Model, Competitive Advantage to Corporate Advantage.

Unit III: Strategy Formulation:

Corporate level Strategies, Business level Strategies, Functional level strategies.

Strategic Alternatives: Concentration Strategies : Ansoff's Product Market Matrix, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization: Porter's competitive advantage of Nation, Co-operative strategies: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Turn-Around Management.

Unit IV: Strategic Choice:

Process of Strategic Choice, Tools & Techniques of Strategic Analysis - Portfolio Analysis and Display Matrices: BCG Matrix and GE Nine-Cell Matrix.

Strategy implementation: Activating Strategies, Resource allocation, Projects and Procedural implementation, Structural and Functional implementation.

Strategy Evaluation & Control: Nature, Importance, Participants, Requirements and Barriers in Strategic evaluation. Role of System in Evaluation. Strategic Control, Operational Control. Techniques of strategic evaluation & control.

Suggested Readings:

1. Strategic Management and Business Policy, Azhar Kazmi 2010 9th reprint, McGraw Hill Companies, New Delhi
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning.
3. Cherunilam, Francis, Strategic Management, 2003, Himalaya Publishing House.
4. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
5. Strategic Management – Concepts and Cases, S. C. Bhattacharya, Wheeler Publishing, N. Delhi
6. Strategic Management, M. Jeyarathnam, 2008, Himalaya Publishing House, Mumbai
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education.

4101/MANAGING BANKS AND FINANCIAL INSTITUTIONS

COURSE OBJECTIVES:

1. To enable the students to understand the various concepts in Banking Industry and Financial Institutions.
2. To make students aware about innovation and technological upgradation in Banking Industry and Financial Institutions.

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

CO	COURSE OUTCOMES
1	Understand functioning of banking industry and able to know about the various financial services provided by banks.
2	Know about significance of modern banking products and schemes.
3	Learn about the important concepts like investment banking and wealth management along with practical approach.
4	Understand the technology driven banking system like e-banking, electronic fund transfer and electronic payment system.

Unit I: Banking system and structure in India:

Evolution of banking system in India , Types of banks-Indigenous Bankers, Commercial Banks-Public sector and Private sector , Co-operative Banks, Regional Rural Banks, Development Banks, Foreign Banks, Small finance banks, Merchant Banking, Banking Sector reforms and current developments in banking sector. Primary, Secondary and Subsidiary functions of Banks and their contribution to Indian economy.

Unit II: Central Banking:

Concept and Meaning, Reserve Bank of India, it's role and functions, Banking Regulation by RBI, Types of borrowers, Principles of lending, Overview of Lending products -schemes and facilities, Lending to priority sectors, Loan appraisal process and its significance, Credit management and credit monitoring process, Corporate loan life cycle, NPA'S management and its technique (BASEL-I, BASEL-II) Different modes of charging – types of collaterals and their characteristics, loans and advances, Trade finance- An overview-types- benefits, Treasury Management- Introduction and functions.

Unit III: Banking Regulation Act:

Banking business, Commercial Banking: Functions and Services of Commercial Banks, Credit Management and sound credit culture, Branch licensing and opening of new branches, Acquisition of Business, Winding up and amalgamation, Bank Management.

Investment banking- Evolution of investment banking in India, nature and scope, role and services provided by investment banking in India.

Wealth management - Definition, Importance, role and functions of wealth manager.

Risk management- Definition, importance, types of risk faced by bank, impact of risk management on banking.

Unit IV: Technology driven development and Innovations in Banking:

Evolution of e-banking in India -its role and significance, Mobile and Internet banking, Electronic fund transfer system - Electronic Payment System- Types and importance, Real time gross settlement system (RTGS), National electronic funds transfer system (NEFT), Electronic clearing services (ECS), UPI and Aadhar base payment

systems, Customer relationship management in banking, Digital marketing of banking services, Role of cyber security in managing cyber threats.

Suggested Readings:

1. Gordon-Natrajan, Banking Theory, Law and Practice, Himalaya Publishing House
2. VasantDesai, BankManagement, HimalayaPublishingHouse.
3. S.Gurusamy ,“BankingTheory:LawandPractices,”TataMcGraw Hill.
4. Vasant Joshi, Vinay Joshi, “Managing Indian Banks: The Chal- lenges Ahead,” ,Sage India.
5. Indian Institute of Banking and Finance: Principles & Practices of Banking, New Delhi, Macmillan.
6. Maheshwari. S.N. , Banking Law and Practice, Kalyani Publishers; Kalyani Publishers.
7. Varshney P.M. Banking Law & Practice, Sultan Chand & Sons.
8. Guruswamy, Banking in the New Millenium, New Century Publications, New Delhi
9. Uppal RK & Pooja Transformation in Indian Banks-Search for better tomorrow, Sarup Book Publisher Private Ltd., New Delhi
- 10.Larry Clinton Kogan, Cybersecurity for Business: Organization-Wide Strategies to Ensure Cyber Risk Is Not Just an IT Issue, Page Publishers.

4102/FINANCIAL MARKETS AND FINANCIAL SERVICES

COURSE OBJECTIVES:

1. Course is aimed at study of the fundamentals of financial markets and financial services.
2. To enable students acquire knowledge of International Financial Market, Modern financial technology and Digital currency.

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

CO	COURSE OUTCOMES
1	Identify the functions of financial markets and institutions and examine their impact on financial system of a country.
2	Describe the framework of Forex markets and mechanism of exchange rate determination.
3	Analyse the salient features of various financial products, services and instruments.
4	Acquire knowledge of modern financial services and familiarize with Fintech and Digital currency.

Unit I: Overview of Indian Financial Market

The Indian Financial Markets: Meaning and Components, Structure of Financial Markets in India, Types of Markets: Equity, Debt, Derivatives, Commodities.

Role of Participants in the Financial Markets: Role of Financial Markets in Economic Development, Regulators in the Indian Financial Market, Recent Developments in the Indian Financial System.

Classification of Financial Market: Organized and Unorganized Financial Markets, Stakeholders in Financial Market, Financial Market Scenario (Domestic and Global).

Unit II: International Financial Market

Forex Market: Concept, Structure and Functions of Foreign Exchange Market, Traders and Participants in Forex Market, Role of RBI in Forex Market, Foreign exchange rate determination, foreign exchange quotation, cross rates of exchange, determination of exchange rates in spot market and forward market, Bid price, Ask price and spread in foreign exchange quotation, International equities- GDRs-ADRs.

Unit III: Financial Services

Overview of Financial Services and Credit Rating: Meaning, Characteristics, Distinctiveness and Classification of Financial Services, Scope of Financial Services, Causes for Financial Innovation, Innovative Financial Instruments, Meaning and Process of Credit Rating of Financial Instruments, Rating Methodology various Rating Agencies.

Leasing and Hire Purchase: Meaning and Types of Leasing, Legislative Frameworks Related to Leasing, Depreciation Implanability with Reference to Leasing, Leasing with Tax Imposition, Introduction to Hire Purchasing, Concept and Features of Hire Purchase.

Mutual Funds: Structure of Mutual Funds, Types of Mutual Funds, Exchange Traded Funds, Hedge Funds, Valuation of NAV.

Unit IV: Modern Financial Services and Fintech

Factoring and Forfeiting, Credit Cards and Venture Capital Finance: Types, Mechanism, Advantages and Disadvantages of Factoring, Forfeiting: Types, Mechanism, Advantages and Disadvantages of Forfeiting.

Operational Procedure Related with the Working of Credit Card Mechanism, Procedure to Obtain Venture Capital Finance, Importance and Advantages of Venture Capital Finance.

Introduction to Fin Tech: Meaning and Definition of Fintech, Recent Developments, Major areas in FinTech, Future prospects and potential issues with Fin Tech, Fin Tech Evolution in Banks, Digital Payments, Payment Gateways, Bill Payment Services, Money Transfer Services.

Central Banking Digital Currency: Fundamentals of Central bank Digital Currency, Concept and Application of Block Chain Technology in Banking and Financial Services Industry- Security and Regulatory issues in Fin Tech.

Suggested Readings:

1. Gordan and Natarajan, Indian Financial System, Himalaya Publishing House.
2. M.Y.Khan "Financial Services", Tata McGraw Hill.
3. L.M.Bhole, "Financial Institutions and Markets", TMH.
4. Gurusamy, Financial Markets and Services, Sultan Chand & Sons, 4th Revised Edition.
5. Deodhar, S.B., Indian Financial System, Himalaya Publishing House, New Delhi
6. Gupta, P. & Tham, T. M. Fintech: The New DNA of Financial Services, De-G Press.
7. Phadke Sanjay, Fin Tech Future: The Digital DNA of Finance, SAGE Publication
8. Bharti Pathak "Indian Financial System", Pearson Education.
9. Jelena Mandir, Fintech law and Regulation, Edward Elgar Publishing Ltd.,
10. Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Bit coin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton University Press.
11. Apte P.G, International Financial Management, Tata McGraw Hill, New Delhi
12. Vyuptakesh Sharan, International Financial Management, PHI.

4103/PROJECT APPRAISAL AND FINANCE

COURSE OBJECTIVES:

1. To introduce and familiarize the students with various aspects of preparation, financing and appraisal of projects in today's environment.
2. To understand the concept of Corporate restructuring, Mergers and Acquisitions.

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

CO	COURSE OUTCOMES
1	Acquire the knowledge of Project Management and able to prepare Detail project report.
2	Gain the knowledge about different sources of financing and financial appraisal technique.
3	Understanding the concept of Corporate restructuring, Mergers and Acquisitions.
4	Analyse various types of Project risk and preparation of project report.

Unit I: Overview of Project Appraisal

Project Management: Definition, Nature, Scope Characteristics, Types, Project Life Cycle, Project Cycle Management.

Project Appraisal: Market, Technical and Financial Feasibility Study, Project Identification and Formulation.

Detailed Project Report: Generation of Business Idea, Converting Business Idea into Business Plan, Different Project Clearances required.

Unit II: Project Financing

Financial Analysis: Estimation of Cost of Project & Means of Financing, Financial Evaluation of Projects under Certainty and Uncertainty.

Appraisal Criteria: Appraisal Process, Social Cost Benefit Analysis, NPV, IRR, PI, PBP, ARR, Preparation of Business Plan.

Public and Private Sector Project: Government Funding For Projects, Start-up schemes of Government, Private Sector participation in Infrastructure Development Projects - BOT, BOLT, BOOT.

Unit III: Mergers, Acquisitions and Corporate Restructuring

Corporate Restructuring: Introduction, Meaning, Growing need and scope of Corporate Restructuring, Types of Corporate Restructuring Strategies- Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances.

Mergers and Acquisitions: Introduction to Merger, Meaning and Definition, Need, and Importance of Merger, Types of Merger-Value Creation in Horizontal, Vertical and Conglomerate Mergers.

Amalgamation and Takeover: Meaning and Concept, Accounting for Amalgamation – Pooling of Interest Method, Purchase Method. Takeover –Introduction, Types of Takeovers, Hostile Takeover Approaches, Take Over Defences – Financial Defensive Measures, Coercive Offers and Defences.

Unit IV: Project Risk and Control

Project Risk Analysis: Types and Measure of Risk, Risk and Sensitivity Analysis, Taxonomy of Risks, Break Even Analysis. Techniques: CPM and PERT.

Project Implementation and Control: Planning, Implementation and Control, Project Review and Project Monitoring, Project Audit.

Project Report Writing: Preparation of Project Report and Case Analysis.

Suggested reading:

1. Prasanna Chandra, Project Planning: Analysis, Selection, Implementation and Review TMH.
2. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata McGraw-Hill Publishing Co Ltd.
3. P Gopalkrishnan & V E Ramamoorthy, Text Book of Project Management, McMillan.
4. N Singh, Project Management & Control, Himalaya Publishing House.
5. B M Patel, Project Management, Vikas Publishing House.
6. Nicholas, John M Project Management for Business and Technology: Principles and Practice ,Pearson
7. B Rajesh Kumar, Merger and Acquisitions (Text and Cases) Tata Mc Graw Hills Publication.
8. Nishikant Jha, Mergers, acquisitions and Corporate Restructuring, Himalaya Publishing House
9. Machiraju, Merger and Acquisitions New Age Publications.
10. H R Machiraju, Introduction to Project Finance: An Analytical Perspective, Vikas Publication House Pvt Ltd.

4104/WORKING CAPITAL MANAGEMENT

COURSE OBJECTIVES:

1. To understand and apply the principles and techniques to manage Working Capital in running day to day business operations.
2. To gain the knowledge about Marketable securities, Inventory and Receivable Management.

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

CO	COURSE OUTCOMES
1	Evaluate Working Capital effectiveness of a company based on its operating and cash conversion cycles, and compare the company's effectiveness with that of peer companies
2	Identify and evaluate the necessary tools to use in managing a company's net daily cash position.
3	Estimating a company's management of accounts receivable policy, inventory, and accounts payable over time and compared to peer companies.
4	Evaluating the choices of short-term funding available to a company and recommend a financing method.

Unit I: Concepts and Determination of Working Capital

Overview of Working Capital: Nature, Objective, Scope and Definition of Working Capital, Classification of Working Capital, Meaning and Significance of Operating Cycle and Cash Cycle.

Working Capital Principle: Aggressive, Moderate and Defensive Policy, Relevance of Current Assets and Current Liabilities in the Balance Sheet.

Estimation of Working Capital: Factors Determining Working Capital Requirements, Assessment and Forecasting of Working Capital Requirements, Profitability–Liquidity Trade-Off.

Unit II: Management of Cash and Marketable Securities

Management of Cash: Motives for Holding Cash and Marketable Securities, Cash System, Managing the cash flows, Types of collection systems, Cash Concentration Strategies, Disbursement Tools, Cash Budget, Liquidity Ratio, Global cash management scenario.

Investment in Marketable Securities: Concept, Types, Reasons for Holding Marketable Securities, Alternative Strategies, Choice of Securities; Cash Management practices in India.

Determining the Optimum Level of Cash Balances: Baumol Model and Beranek Model.

Unit III: Management of Receivables & Inventory

Receivables: Nature & Cost of Maintaining Receivables, Objectives of Receivables Management, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables.

Determination of Credit Policies: Credit Analysis, Credit Standards, Credit Period, Credit Terms, Collection Policies, Credit Management in India.

Inventory Management: Need for Monitoring & Control of Inventories, Objectives of Inventory Management, Benefits of Holding Inventory, risks and costs associated with inventories. Minimizing cost of inventory, EOQ Model and ABC Analysis.

Unit IV: Working Capital Financing

Financing of Working Capital: Commercial Banks, Commercial Papers, Factoring, Trade Credit, Accrued Expenses, Deferred Income as Source for Working Capital.

Short-Term Financing: Trade Credit, Accruals, Bank Credit, Public Deposit, Inter-Corporate Deposits, Private Institutions. Working Capital Control and Banking Policy in India: Financing Working Capital Gap, Sources of Working Capital Finance, Bank Finance.

Suggested Readings:

1. Rangrajan and Mishra - Working Capital Management Excel Publication
2. Periasamy, - Working Capital Management –Theory & Practice Himalaya,
3. Pandey, I.M. - Financial Management VikasPublication.
4. Bhalla V.K. - Working Capital Management Anmol Publication
5. Dheeraj Sharma - Working Capital Management,Himalaya Publishing House
6. Shashi Gupta and Sharma - Financial Management, Kalyani Publications.
7. Khan and Jain - Financial Management TMH.
8. Gopalakrishnan, Inventory and Working Capital Management Handbook, McMillan India
9. Bhattacharya, Working Capital Management: Strategic and Techniques, PHI.
10. Maheshwari, S. N., Cost and Management Accounting,Sultan Chand & Sons.
11. RustagiR.P., Working Capital Management, Taxman Publication.

4201 / DIGITAL MARKETING

COURSE OBJECTIVES:

1. This course will provide an understanding to students about the ever evolving digital landscape and examines the strategic role of digital marketing processes and tools in designing the overall Marketing strategy and the Digital Marketing Plan.
2. Students will be able to provide with the essential philosophies and practices of digital marketing technologies and will familiarise the students about various digital methodologies, tools and technologies involved in digital marketing.

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

CO	COURSE OUTCOMES
1	Familiarize aspirants with fundamental of digital Marketing
2	Implement a process of planning of social media or digital marketing activities
3	Use tools and techniques to manage digital and social media marketing programs
4	Design social media programs that directly support business and marketing goals

Unit I:

Evolution of Digital Marketing- The Digital Consumer & Communities, Digital Marketing Landscape, SEO, Search Engine Marketing, PPC and Online Advertising & Promotion Mix

Unit II:

Social Media Marketing, Social Media Strategy & Consumer Engagement, Affiliate Marketing & Strategic Partnership, Email Marketing

Unit III:

Content Strategies- CRM & CX in Digital Marketing- Digital Marketing, Content Writing

Unit IV:

Social Listening- Web Analytics, Social Media Analytics, Mobile Marketing and Social Media Strategies

Suggested Readings:-

1. Gupta Seema Digital Marketing, Tata McGraw hills
2. Ahuja Vandana, Digital Marketing, Oxford University press
3. Dave Chaffey, Digital Marketing Strategy Implementation & Practice, Pearson
4. Bhatia Puneet, Fundamental of Digital Marketing, Pearson

4202 / INTEGRATED MARKETING COMMUNICATION

COURSE OBJECTIVES:

1. The objective of the proposed course is to imbibe comprehension and practice of Integrated Marketing Communication with special reference to advertising.
2. It will further accelerate the creative vigour among the aspirants in order to enhance the quality of the marketing communication effort.

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

CO	COURSE OUTCOMES
1	Recognise the significance of IC in the contemporary times and understand fundamentals thereof.
2	Comprehend the advertising media related attributes thoroughly and modern media platforms.
3	Enable aspirants to design the advertising body copy and campaign.
4	Contribute to advertising arena with a due consideration for ethical and social aspects.

Unit I:

Advertising: - Nature, Scope, Functions & Objectives, Marketing Communications, Process, Types, Advertising Models : AIDA Model & Z Model ,Advertising Planning

Unit II:

Media Planning: Media Selection, Media Reach, Strategies, Analysis of Advertising Budget, Allocation Process, Traditional Vs Modern Media, Online Advertising, Social Media Advertising

Unit III:

Appeals In Advertising, Advertising – Body copy, Message, Headlines, Copy, Logo , Illustration Appeals, Layout and Designing Ad Campaign

Unit IV:

Measuring Advertising, Effectiveness, Economic, Ethical And Social Aspects Of Advertising, Role Of Advertising Agencies and Creativity in Advertisement.

Suggested Readings:

1. Keller, Strategic Brand Management, Building, Measuring & Managing Brand Equity, 2nd Ed. PHI.
2. U.C. Mathur, Brand Management, Text and Cases, Macmillan Ltd.
3. Harsh Verma – Brand Management – Excel Books 2nd Edition, 2008
4. Chunawala S.A. Brand Management – Himalaya Publishing House
5. Mahim Sagar, Brand Management, Anis Publication.

4203/ SALES PROMOTION MANAGEMENT

COURSE OBJECTIVES:

1. The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion
2. The primary objective of this course to develop sales promotion techniques, establishing objectives and effective marketing communication.

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

CO	COURSE OUTCOMES
1	Learn sales promotion techniques for consumer, trade, company and sales force
2	Develop sales promotion campaign, establishing its objectives, tools and program
3	Understand its roles and purpose to serve in overall marketing communication, assessing effectiveness of tools used in promotion, know modern day tools of promotion
4	To provide knowledge about Choice And Purchase Timing Models.

Unit I:

Sales Promotion: Nature, Scope, Types, Consumer Sales Promotion, Sampling, Coupons, Premiums etc., Sales Promotion Planning, Process, Designing To Sales Budget

Unit II:

Trade Sales Promotion: Planning, Process, Tools, Techniques, Company And Sales Force Promotion Planning Process, Tools & Techniques

Unit III:

Other Promotions, Public Relation, Word Of Mouth Influence And Sponsorships, Personal Selling

Unit IV:

Merchandising, Point Of Purchase And Signage, Evaluation Of Sales Promotion Experiment, Choice And Purchase Timing Models.

Suggested Readings

1. Kazmi & Batra 3E. Advertising & Sales Promotion – Excel Books
2. Bir Singh – Sales Promotion Management
3. Lilien, Kotle & Moorthy – Marketing Models – EEE
4. Blattberg, Robert C and Scott A. Neslin, Sales Promotion; Concept. Methods and Strategies, Englewood Cliffs, New *Jersey, Prentice Hall Inc., 1990.
5. Mishra, M.N., Sales Promotion and Advertising Management, Himalaya Publishing House.
6. Chunnawala S A, Advertising & Sales Promotion, Himalaya Publishing House

4204/SERVICE MARKETING

COURSE OBJECTIVES:

1. The course will provide the students an opportunity to understand the nature and unique characteristics of services and will equip the students for designing appropriate marketing strategy.
2. The course will will help Students to develop diagnostic ability, analytical skills, decision-making competency, etc. to different real life situations.

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

CO	COURSE OUTCOMES
1	Have a greater understanding of services marketing, specialties of how it dominates the business landscape
2	Acquaintance with major elements needed to improve marketing of services and adding value to the customers perception
3	Appraise the nature and development of strategies of marketing of services
4	Handling customers complaints and insight to service recovery management

Unit I:

Service Marketing: Concept and Characteristics, Classification, 7P's Of Services Marketing, Fundamental Differences between Goods and Services, Contribution to Economy, Its Importance, Designing the Service: Creating the Service Product, Managing the Service Brand. Product Planning, Branding

Unit II:

Service Consumer Behaviour , Purchase Process, Needs And Expectations, Service Experience, Evaluation, Positioning Of Services, Communicating The Services, Designing The Communication Mix Of Services, Challenges And Opportunity, Managing Service Operations And Process

Unit III:

Pricing and Revenue Management: Foundation of Setting Prices, Pricing Approaches, Revenue Management, Ethical Concern, Service Distribution: Options For Service Delivery, Channels, Role of Intermediaries, Service Delivery in Digital Age

Unit IV:

Listening To Customers: Customers Feedback, Customer Complaining Behavior, Grievance Handling, Service Recovery System, Improving Service Quality, Relationship Marketing, Marketing Of Services: Tourism And Travels, Media Services, Telecommunication Service, Health Care

Suggested Readings:

- 1.: Valerie Zeithaml & Mary Jo Bitner, Services Marketing, Tata McGraw Hill
- 2, Christopher Lovelock, Services marketing, Prentice Hall
- 3 . Nargandkar Rajendra, Services Marketing Text & Cases, Tata McGraw Hill
4. Shankar Ravi Services Marketing Text & Readings, Indian Perspective Excel Books
5. Helen Woodruffe, Services Marketing, Macmillan India Ltd.
6. Chaudhary Nimish, Service Marketing, McMillan
7. Shajahan, S., Services Marketing – Concepts, application and cases, Himalaya Publishing House.
8. Lovelock C., Wintz J, "Service Marketing" Pearson Publication
10. V Janhavi, K Dutta, " Services Marketing Operations And Management" Oxford University Press.

4301/LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

COURSE OBJECTIVES:

- 1 This course is designed to provide the student with knowledge of the legal environment and different acts for working people.
- 2 To learn the salient features of legal framework governing human relations.

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

CO	COURSE OUTCOMES
1	Students will gain a basic understanding of objectives and importance of laws relating to industrial disputes and management of trade union and the role of trade unions in changing environment.
2	Understanding of various factors responsible for growth and development of labour laws.
3	Student will be able to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965.
4	Student will be able to understand the laws related to working conditions in factories.

Unit: I

Laws relating to industrial disputes, Trade unions, and Standing orders, Laws relating to discharge, Misconduct, Domestic enquiry and Disciplinary action.

Unit: II

Laws relating to workmen compensation, Employee state insurance, Provident fund, Gratuity and maternity benefit Act.

Unit: III

The Law of minimum wages, Payment of wages, Payment of bonus.

Unit: IV

The Laws relating to factories, Contract labour.

Suggested Readings:

1. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994.
2. John Hendy QC and Keith Ewing, "Trade Unions and the Law", Hart Publishing, Oxford, United Kingdom
3. K.R. Balasubramanyam, "Labour and Industrial Laws", Himalaya Publishing House, Mumbai, India
4. Malhotra, O P. The law of Industrial Disputes. Vol. I and II. Bombay, N.M Tripathi, 1985.
5. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
6. P.L. Malik, "Industrial Law", Eastern Book Company, Lucknow, India
7. S.C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, India
8. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
9. Saini, Debo S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBH, 1994.
10. Seth, D D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N. M Tripathi, 1995.
11. Simon Deakin and Gillian S. Morris, "Labour Law: Text and Materials", Hart Publishing, Oxford, United Kingdom
12. Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.

4302/ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

COURSE OBJECTIVES:

- 1 To make students understand regarding fundamental terminology relevant to the discipline of organizational development.
- 2 To select various diagnostic tools and the appropriate methodology for collecting organizational data to plan a major change with the help of intervention.

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

CO	COURSE OUTCOMES
1	Understand theories and models that form the foundation of disciplines as well as the OD diagnostic process.
2	Understand the ethics of OD professional and also can recognise ethical principles in organisational development.
3	Comprehend the main approaches of change and will be equipped with knowledge and skills required for effective change and organisational development.
4	Apply various in OD interventions and can develop a working knowledge of all aspects of OD intervention process.

Unit-I: Organization Development:

Concept and theory of Development, Approaches to problem diagnosis, Managing OD process

Unit-II: Organizational Development Techniques and OD Evaluation:

Steps in OD, General OD competencies, OD skills, Evaluation of OD, Ethics of OD professional, Future of OD.

Unit-III: Intervention Strategies:

The Burke Litwin model of organizational change, Types and models of organizational change, Major OD intervention techniques.

Unit-IV: Organizational Interventions:

Designing interventions, Interpersonal interventions, Team interventions, Inter-group interventions.

Suggested Readings:

1. Bernard Burnes, "Managing Change: A Strategic Approach to Organizational Dynamics", Pearson, Harlow, United Kingdom
2. Bimal Arora, "Organizational Change: A Comprehensive Framework", Response Books, New Delhi, India
3. HRD (Foundation framework Application) Werner Destmone, Cengage Learning
4. Human Resource Management; P Subba Rao, HPH
5. OD Behavior Science, Intervention for Org. Improvement; Wendell L. French (ecil H. Bell Jr.), PHI
6. R.K. Srivastava, "Organizational Change and Development: Concepts and Applications", Excel Books, New Delhi, India
7. Richard W. Woodman, William A. Pasmore, and Abraham B. Shani, "Research in Organizational Change and Development", Emerald Group Publishing, Bingley, United Kingdom
8. S. Sreejesh, Sanjay Mohapatra, and M.R. Anusree, "Organizational Change and Development: Managing Principles and Practices", Springer, New Delhi, India
9. Theory of OD & Change; Cummings/Worley Cengage Learning

4303/TEAM DYNAMICS AT WORK

COURSE OBJECTIVES:

1 To acquaint the students with Team dynamics and group processes and educate them to work in groups/teams to realize the individual as well as team/group objectives.

2 To develop a better awareness among students of how they can be better facilitators for building effective teams as leaders themselves.

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

CO	COURSE OUTCOMES
1	Students will be able to justify formation and development of teams and can explain the dynamics of Team & Team Building and different learning methodologies in team decision-making.
2	Student will be able to justify the applicability of various theories of Motivation, T-group sensitivity training and Johari Window and also able to justify the Conflict resolution strategy.
3	Student will be able to understand the development of team and can discover orientation through FIRO-B .
4	Students will be able to determine the importance of Interpersonal Communication and can increase their self-awareness and strengthen ability to better understand others.

UNIT:I

Nature & characteristics of team, Types of teams, Formation and development of teams, Team composition, Team decision making & problem solving processes and models of decision Making.

UNIT:II

Team performance and motivation, Team conflict and leadership, Experiential learning methodologies, T-group sensitivity training, Encounter groups, Appreciative enquiry, discovering facets of interpersonal trust through Johari Window.

UNIT:III

Team Development, Discovering the interpersonal orientation through FIRO-B, Team politics, cohesiveness.

UNIT: IV

Communication skills, Negotiation skills and strategies for team building, Team morale, Conflict resolution in teams, Competitive vs collaborative behavior, Developing collaboration, Transactional analysis.

Suggested Readings:

1. Angelo Kinicki, Robert Kreitner, 'Organisation Behaviour', 3rd ed., 2009, Tata McGraw Hill
2. Bennis, W.G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press, 1979.
3. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
4. Kolb, D. etc. Organizational Behaviour: Practical Readings for Management. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
5. Mainiero, L A & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985
6. Moore, M D. etc. Inside Organizations: Understanding the Human Dimensions. London, Sage, 1988.

4304/INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES:

1. To explore the dynamics of global business environment and to prepare the students about examining the maximization of returns in context with human resources.
2. This subject would familiarize the students about the implications of the globalization process, challenges that changes in the international economy and manage the diversity of HRM in an international context and the key HR challenges facing organizations working internationally.

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

CO	COURSE OUTCOMES
1	Recognize, outline, and illustrate the enduring global contexts of International HRM understanding and key skills required by HR professionals working in an international context with multinational organizations.
2	Demonstrate; appraise the implications of IHRM in the Host Country Context and managing alliances and joint venture.
3	Differentiate the Context of Cross-border Alliances, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments, Interpret; analyze the International Industrial Relation issues and performance management.
4	Evaluate, interpret issues of international training, development and also can able to comprehend HRM practices in different countries.

UNIT I:

Introduction of international human resource management, Approaches and challenges in global labour market, Linking HR to international expansion strategies, Socio-cultural context, Global integration and differentiation.

UNIT II:

Culture and employee management, Management issues responding to diversity, Challenges of localization, Mastering expatriation, Managing alliances and joint ventures.

UNIT-III:

HR challenges in cross border integration, Legal issues in global workforce management, Staffing in international context, Appraisal of expatriate, Third and host country national employees, Issue in international performance management.

UNIT-IV:

International training, International compensation approaches, Composition, Social security system across countries, Emerging issues, HRM practices in different countries.

Suggested Readings:

1. K Ashwathappa, International Human Resource Management, Tata Mcgraw Hill Publication
2. K. Aswathappa, "International Human Resource Management: Text and Cases", McGraw-Hill Education, New Delhi, India
3. Nilanjan Sengupta, International Human Resource Management, excel book Publications
4. P. Subba Rao, "International Human Resource Management: Text and Cases", Himalaya Publishing House, Mumbai, India
5. Pawan S. Budhwar and Yaw A. Debrah, "Human Resource Management in Developing Countries", Routledge, New York, United States
6. Pramod Verma, Pawan S. Budhwar, and Harshita A. Kumari, "Advances in International Human Resource Management: Perspectives from India", Routledge, Abingdon, United Kingdom
7. SC Gupta, Textbook of international HRM, MacMillan publishers India Limited
8. Srinivas R. Kandula, "International Human Resource Management: Managing People in a Multinational Context", Oxford University Press, New Delhi, India.

4401/DATA ANALYTICS WITH R

COURSE OBJECTIVES:

1. To learn data analytics with R, data visualization and statistical model for data analytics.
2. To be competent in business data analytics.

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

CO	COURSE OUTCOMES
1	Demonstrate skill in data management.
2	Understand the basic concept of R programming.
3	Demonstrate skills in data visualization.
4	Describe their proficiency in business statistical analysis of data.

Unit I: Introduction to Data Analysis:

Overview of data analytics, Need of data analytics, Nature of data, Classification of data: Structured, Semi-Structured, Unstructured, Characteristics of data, Applications of data analytics.

Unit II: R Programming Basics:

Overview of R programming, R commands, Variables and data types, Control structures, Array, Matrix, Vectors, Factors, and Functions.

Unit III: Data Visualization using R:

Databases, Excel files. Working with R charts and graphs: Histograms, Box plots, Bar charts, Line graphs, Scatter-plots, Pie Charts.

Unit IV: Statistics with R and Prescriptive Analytics:

Statistics with R - Decision tree, Linear regression. Prescriptive analytics - Creating data for analytics through designed experiments, Active learning, Reinforcement learning.

Suggested Readings:

1. Dr Motwani Bharti, Data Analytics with R, Wiley
2. B. Maheswari Uma (Author), Sujatha R. (Author), Introduction to Data Science: Practical Approach with R and Python, Wiley
3. Venables W. N. , Smith D.M. and the R Development Core Team: An Introduction to R, Notes on R: A Programming Environment for Data Analysis and Graphics.

4402/DATA MINING FOR BUSINESS DECISIONS

COURSE OBJECTIVES:

1. To develop a basic understanding of Data Mining and Warehousing concepts for business decisions.
2. To understand the basic steps in these processes and to understand the need and the benefits of these concepts in information-based business operations.

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

CO	COURSE OUTCOMES
1	Realize Data Mining (DM) principles and techniques.
2	Analyse large sets of data to gain useful business understanding.
3	Interpret business applications of data processing.
4	Demonstrate skills in new trends of Data Mining in relevant business fields.

Unit I: Introduction to Data Mining:

Types of data, DM Functionalities, Classification of DM systems, Scope of DM. Basics of data warehousing, Multidimensional data models: Data cubes, Stars, Snowflakes and Fact constellations, Defining schemas, Concept Hierarchies, CLAP

Unit II: Data Warehouse Architecture and Implementation:

Architecture of data warehousing, Steps for design and construction, Three-tier data, Warehouse Architecture, Types of OLAP servers. Data warehouse implementation: Efficient computation of data cubes indexing CLAP Data and Efficient processing of CLAP queries, Back-End tools, and Utilities.

Unit III: Data Processing:

Data pre-processing, Data cleaning: Missing Values, Noisy data, Data integration and transformation, Data reduction: Data cube aggregation, Dimensionality reduction.

Unit IV: Data Mining Applications:

Data mining primitives, Languages and system architectures: Task relevant data. Kind of knowledge to be mined. Application and Trends in data mining, Data mining for financial data analysis, Retail industry, Telecommunication industry.

Suggested Readings:

1. Shah Chirag , A – Hands on Introduction to data science, Cambridge University Press.
2. David J. Hand, HeikkiMannila, and Padhraic Smyth, Principles of Data Mining, Massachusetts Institute of Technology, 2001
3. J. Han, M. Kamber, Morgan, Data mining concepts and techniques, Kaufmann Publishers,2001.
4. M. Kantardzic, Data mining: Concepts, Models, Methods and Algorithms, John Wiley & Sons Inc., 2003.
5. Margaret H Dunham, Data Mining: Introductory and Advanced Topics, Pearson India, 2008

4403/ MARKETING ANALYTICS

COURSE OBJECTIVES:

1. To understand the basic concepts of marketing analytics
2. To study various tools to have marketing insights in various marketing areas through empirical data.

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

CO	COURSE OUTCOMES
1	Develop the skill in marketing analytics.
2	Predict the market scenario for effective marketing decision.
3	Analyze the customer behavior for strategy formation.
4	Assess the advertising effect to form adequate retailing policies.

Unit I: Introduction to Marketing Analytics:

Meaning, Characteristics, Advantages and disadvantages of marketing analytics, Market data sources (Primary and Secondary). Market Sizing: Stakeholders, Applications & approaches (Top-down and Bottom-up), PESTLE market analysis, Porter Five Force analysis.

Unit II: Sales Forecasting:

Introduction, Simple linear regression & multiple regression model to forecast sales, Forecasting in presence of special events, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to forecast sales of a new product.

Unit III: Customer Analytics:

Customer Lifetime Value: Concept, Basic customer value, Measuring customer lifetime value. Market Segmentation: The Segmentation-Targeting-Positioning (STP) framework, Managing the segmentation process, Deriving market segments and describing the segments using cluster analysis.

Unit IV: Retailing & Advertising Analysis:

Market basket analysis: Computing two way and three way lift, RFM analysis, Allocating retail space and sales resources: Identifying the sales to marketing effort relationship & its modeling, Optimizing sales effort. Advertising analysis: Measuring the effectiveness of advertising, pay per click (PPC) online advertising.

Suggested Readings:

1. Wayne L Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley India Pvt. Ltd.
2. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, Create Space Publishing
3. Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Marketing Engineering and Analytics, Decision Pro, Inc.
4. Dugar Anurag, Marketing Metrics, SAGE Publishing India

4404/ FINANCIAL CREDIT RISK ANALYTICS

COURSE OBJECTIVES:

1. To understand various types of financial credit.
2. To understand the credit risk and its rating

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

CO	COURSE OUTCOMES
1	Understand about various types of financial credit.
2	Interpret the credit risk and its rating.
3	Inspect the risk to frame effective management and governance policies.
4	Demonstrate skill of credit analysis.

Unit I: Introduction: Financial Credit:

Meaning & objectives, Credit risk, seven C's, Credit analysis process, Credit process, documentation, Loan pricing and profitability analysis. Types of credit facilities: Cash credit, Overdrafts, Demand loan, Bill finance – drawee bill scheme, Bill discounting, Letter of credits, Bank guarantee.

Unit II: Trade Credit Risk:

Sole-banking arrangement, Multiple banking arrangement, Consortium lending, syndication. Credit thrust, Credit priorities, Credit acquisitions, Statutory & regulatory restrictions on advances. Credit appraisal: Validation of proposal, Dimensions of credit appraisals, Structuring of loan documents, Credit risk, Credit risk rating, Credit worthiness of borrower, Purpose of loan, Source of repayment.

Unit III: Operational Risk: Overview:

Risk & uncertainty, Financial sector, Risk types, Operational risk management- recruitment & training, Work flow design, Work flow documentation, Delegation of authority, System audit, Whistle blower policy, Risk management culture.

Unit IV: Credit Analysis & Rating:

Importance of credit analysis, Stages of credit analysis, Profitability analysis and pricing of loans, Credit risk analysis (Debt Ratios and Risk of Leverage), Analysis of working capital, Liquidity, Operating and cash cycle risk.

Suggested Readings:

1. Anthony Saunders, Linda Allen, Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (WileyFinance) Hardcover – Import, 20 March 2002
2. Daniel Roesch, Harald Scheule, Bart Baesens, Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series).
3. Arnold Ziegel, Ronna Ziegel, Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Editionby