

ICFAI Foundation for Higher Education, Hyderabad

Online MBA

Syllabus and Suggested Readings

Contents

1.	Management and Organizational Behavior.....	1
2.	Quantitative Methods.....	5
3.	Foundations of Accounting and Finance.....	9
4.	Business Environment.....	13
5.	IT for Managers.....	17
6.	Economics for Business.....	21
7.	Operations Management.....	25
8.	Human Resource Management.....	30
9.	Marketing Management.....	34
10.	Business Communication.....	38
11.	Business Policy and Strategy.....	42
12.	International Business.....	46
13.	Leadership and Change Management.....	49
14.	Financial Management.....	52
15.	Global Financial Markets.....	56
16.	Strategic Finance and Corporate Restructuring.....	60
17.	Services Marketing.....	64
18.	Strategic Marketing Management.....	68
19.	Sales and Distribution Management.....	72
20.	Recruitment, Training and Development.....	76
21.	Performance Management and Reward Systems.....	80
22.	SMACS Technologies for Business.....	84

23.	Services Operations Management.....	88
24.	Management Control Systems	92
25.	Business Ethics and Corporate Governance.....	96
26.	Financial Services	99
27.	International Finance	103
28.	International Marketing.....	107
29.	Retail Management.....	111
30.	Integrated Marketing Communications	115
31.	Strategic Human Resource Management	119
32.	Organization Development.....	123
33.	Human Resource Planning and Audit.....	126
34.	Big Data, Cloud and Analytics	129
35.	Supply Chain Management	132

Annexure I

Management and Organizational Behavior

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: I

Course Description:

The course on 'Management and Organizational Behavior' equips the learners with necessary management essentials and organizational concepts. Employees use this knowledge to improve work performance, leading to organization development. By studying management and organizational behavior, both employees and managers come to understand what makes people behave the way they do. Managers can use organizational behavior learnings to accomplish organizational goals and help employees achieve optimal performance.

The course covers topics like fundamentals of management, and organizational behavior, individual behavior in organizations, dynamics of organizational behavior and organization system, change and development. The course provides insights on important individual factors such as personality, attitudes, motivation, perception; group factors such as communication, leadership, power and politics, group behavior and work teams and conflict; and organizational factors such as organizational structure, culture, change and development. On completion of this course, the student would be able to conceptualize on the fundamental principles of management and organizational behavior, balancing both theory and its application part.

Course Objectives:

At the end of the course the students will be able to:

- Explain the functions, principles and practices of management
- Outline a strong conceptual framework and models of organizational behavior and its applications
- Analyze the individual and group behavioral processes and their impact on organizational behavior
- Examine the key elements of organizational behavior for effective leadership, decision-making, organization change and development

Learning Outcomes:

- Apply the principles, functions and practices of management for enhanced managerial effectiveness
- Develop interpersonal and organizational behaviour skills for organizational effectiveness
- Assess the behavior of individuals and groups in organizations for effective leadership and decision-making
- Analyze the key elements of organizational change and development to evolve effective changes and introduce development strategies

Course Details:

Module 1: Management: An Overview - Definitions of Management, The Role of Management, Functions of Managers, Levels of Management, Management Skills, Organizational Hierarchy, Approaches to Management, Early Approaches to Management, Classical Approach, Behavioral Approach, Quantitative Approach, Modern Approaches to Management

Module 2: Managerial Functions - Planning, Organizing, Staffing, Leading, Controlling

Module 3: Social Responsibilities, Diversity and Ethics - Social Responsibilities of Management, Arguments for and against Social Responsibilities of Business, Social Stakeholders, Measuring Social Responsiveness, Managerial Ethics, Concept and nature of diversity, Managing diversity in organizations, Individual and organizational approaches to managing diversity, Developing the multicultural organization, Ethics and ethical behavior in organizations

Module 4: Understanding Organizational Behaviour and Human Relations - Definition of Organizational Behavior (OB), Management Roles, Management Skills, Consistency vs. Individual Differences, Theoretical Frameworks, Challenges and Opportunities for OB, Models of OB, Definition of Human Relations and Organizational Behavior, Historical Development of Human Relations and Organizational Behavior, Contributions of Other Disciplines to Human Relations and Organizational Behavior, Significance of Human Relations and Organizational Behavior, Research Foundations for Organizational Behavior, Elements of Human Behavior, Influence of Internal and External Factors on Human Behavior, Understanding Behavior, Why Organizations Exist?, Organizational Tasks, Social Aspect of Organizations

Module 5: Managing Communication - Definition of Communication, Historical Background of the Role of Communication, Importance of Communication, The Two-way Communication Process, Problems Associated with the Two-way Communication Process, Nonverbal Communication, Downward Communication, Upward

Communication, Lateral Communication, Interactive Communication, Barriers to Effective Communication, Communication Technology

Module 6: Personality and Attitudes - Meaning of Personality, Personality Attributes that Influence Organizational Behavior, The Development of Personality and Socialization, Matching Personalities with Jobs, Concept of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory

Module 7: Motivation - Definitions of Motivation, Classification of Motives, The Content theories of work motivation, The Process theories of work motivation, The Contemporary theories of work motivation

Module 8: Perception and Learning - Meaning and Significance of Perception, Sub-processes of Perception, Perceptual Selectivity, Factors influencing Perception, Perceptual Organization, Social Perception, Impression Management, Significance of Learning, Theoretical process of Learning, Principles of Learning, Behavioral Management

Module 9: Leadership, Empowerment and Participation - Definition of Leadership, Traits of Effective Leaders, Leadership Behavior vs. Traits, Leadership Skills, Leadership Theories, Empowerment, Participation, Programs for Participation, Limitations of Participation

Module 10: Conflict, Negotiations & Group Behavior - Sources of Conflict, Classification of Conflict, The Conflict Process, Negotiation, The Negotiation Process, Issues in the Negotiation Process, Inter group Relations, Nature of groups, Various types of groups, Stages of group development, Group structure, Group tasks, Group processes

Module 11: Work Teams and Informal Organizations and Organization Structure - Definition of Work Teams, Benefits of Creating Work Teams, Differences between Work Groups and Work Teams, Types of Work Teams, Team Effectiveness, Teams and Total Quality Management, Teams and Workforce Diversity, Nature of Informal Organizations, Benefits and Problems of Informal Organizations, Informal Communication, Managing Informal Organizations, Definition of Organizational Structure, Key Elements in Designing an Organizational Structure, Types of Organizational Designs, Organizational Designs and Employee Behavior

Module 12: Decision Making, Power and Politics - Nature of Decision Making, Decision Rationality, Types of Decisions, Models of Behavioral Decision Making, Behaviorally oriented Decision-making Techniques, Creativity and Decision Making, Group Decision Making, Definition and Meaning of Power, Distinction between Power, Authority, and Influence, Bases of Power, The Dependency Factor, Contingency Approaches to Power, Power in Groups: Coalitions, Organizational Politics, The Ethics of Power and Politics

Module 13: Organizational Culture - Definition of Organizational Culture, Characteristics of Organizational Culture, Uniformity of Culture, Strong Vs. Weak Cultures, Types of Culture, Culture and Formalization, Functions of Culture, Beginning of Culture in Organizations, Learning Culture, Changing Organizational Culture

Module 14: Organizational Change and Development - Forces of Change, Managing Planned Change, Resistance to Change, Overcoming Resistance to Change, Lewin's Three Step Model, Innovation, Work Stress and Stress Management, Strategies to cope with Stress, Meaning and History of Organizational Development, Organizational Development Interventions

Module 15: Future of Organizational Development - Strengths of Organizational Development (OD), The Future of OD, Possible changes in OD process and practices

Suggested Books:

1. Harold Koontz and Heinz Weihrich and Mark V. Cannice., Essentials of Management, 11th edition, TMH 2020
2. Stephen P. Robbins, Mary Coulter, Management / 15th Edition. | Hoboken, NJ : Pearson, 2020
3. K. Ashwathappa International Business, 7th Edition, 9390113288 · 9789390113286, Tata McGraw Hill, 2020
4. Fred Luthans (International Management: Culture, Strategy, and Behavior, TMG 2018
5. P C Tripathi, Principles of Management, McGraw Hill Education, Sixth Edition. 2017

Quantitative Methods

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: I

Course Description:

Quantitative methods have wide range of applications in all functional areas of business. The management or business decision making uses multiple statistical techniques in areas such as finance, investments, operations, human resources, knowledge management, IT, and marketing.

The major concepts discussed in this course include measures of central tendency, probability and distribution, statistical inference, hypothesis testing, correlation and linear regression, time-series analysis, quality control using statistics, Chi-Square test, Analysis of Variance (ANOVA), index numbers, and linear programming simulation and statistical software packages such as SPSS (Statistical Package for Social Sciences) and SAS (Statistical Analysis Systems). The business research process, research methodology, survey methods, questionnaire design, different types of reports, and reporting styles are explained in the course.

Course Objectives:

At the end of the course the students will be able to:

- Define data collection, representation and dispersion measures
- Describe probability and distribution functions
- Explain hypothesis testing, correlation and regression
- Interpret statistical process control and analysis of variance
- Demonstrate computer applications and software tools for business
- Illustrate simulation and describe linear programming
- Describe business research surveys and report writing

Learning Outcomes:

- Apply various quantitative methods and statistical techniques in real time business areas for appropriate business decisions
- Demonstrate use of software tools and linear programming for optimal solutions in business functions
- Utilize knowledge on business research methods and report the analysis for business applications

Course Details:

Module 1: Data Representation - Meaning and Definition of Statistics, Frequency Distributions, Graphical Frequency Distribution, Skewness

Module 2: Data Measurement Methods - Central Tendency, Arithmetic Mean, Median, Related Positional Measures, Mode, Appropriateness of the Three Principal Averages, Geometric Mean, Harmonic Mean, Measures of Dispersion, Standard Deviation and Normal Curves, The Bienayme-Chebyshev Rule, Application of Standard Deviation in Finance, Coefficient of Variation

Module 3: Probability - Some Basic Concepts of Probability, Three Approaches of Probability, Probability Rules, Bayes' Theorem

Module 4: Probability Distribution and Decision Analysis - Random Variable, Probability Distribution of a Discrete Random Variable, Discrete Uniform Distribution, Binomial Distribution, Hypergeometric Distribution, Poisson Distribution, The Continuous Uniform Distribution, The Normal Distribution, Lognormal Distribution, Normal Approximation to the Binomial, t Distribution, F Distribution, Decision Theory, Decision-making under Conditions of Certainty, Decision-making under Conditions of Uncertainty, Decision-making under Conditions of Risk, Marginal Analysis, Applications in Finance

Module 5: Sampling and Hypothesis of Testing - Population and Sample, Types of Sampling, Statistical Errors, Sampling Distribution, Central Limit Theorem, Estimation, Testing of Hypothesis, Large Sample Test for Mean, Small Sample Test for Mean, Hypotheses Involving Means of Two Populations (Large Sample), Hypotheses Involving Means of Two Populations (Small Sample), Type I and Type II Errors, Large Sample Test for Proportion, Hypotheses Involving Proportions of Two Populations

Module 6: Correlation and Regression - Correlation, Rank Correlation, Simple Linear Regression, Coefficient of Determination, The Standard Error, Making Inference about Population Parameter, Geometry of Regression, Misuses and Caveats, Applications in Finance, Regression with Two Independent Variables, Standard Error, Multicollinearity, Multiple Correlation Coefficients, Partial Correlation Coefficients

Module 7: Time Series Analysis Trends and Variations - Secular Trend, Cyclical Variation, Seasonal Variation, Moving Averages, Irregular Variation

Module 8: SPC, Chi-square and ANOVA - Statistical Process Control, Charts when the Mean and the Standard Deviation are Known, Charts when the Mean and the Standard Deviation are Unknown, R Charts, P Charts, C Charts, Chi-Square Distribution, Chi-Square Test as a Test of Independence, Chi-Square Test as a Distributional Goodness of Fit, Analysis of Variance, Examining the Population Variance, Inference about Two Population Variance

Module 9: Computers and Applications - Introduction to Computers, Software Concepts, Problem Solving Using a Computer, Designing Computer Based Information Systems, Enterprise Resource Planning, Internet

Module 10: Software Tools and Index Numbers - Use of computers in finance, Introduction to SPSS, Data Analysis using SPSS, Introduction to SAS, Introduction to R, Uses of Index Numbers, Problems Related to Index Numbers, Types of Index Numbers, Construction of Index Numbers, Aggregate Index Numbers, Unweighted Average of Relatives Method, Weighted Average of Relatives Method, Chain Index Number, Tests for Consistency

Module 11: Simulation and Introduction to Linear Programming - Analytical Approach, Simulation, Graphical methods/Linear programming

Module 12: Simplex Approach and Post Optimality Analysis - The Graphical Method, The Simplex Method, Post-Optimal Analysis, Duality

Module 13: Business Research - Types of Research, Features of a Good Research Study, Research Process, Research Design: Exploratory, Descriptive and Causal Designs, Descriptive Research Design, Survey Methods, Errors in Survey Research, Observation Methods

Module 14: Questionnaires - The Meaning of Questionnaire, Preliminary Decisions, Question Content, Response Format, Question Wording, Questionnaire Sequence, Questionnaire Pre-Testing, Revision And Final Draft, Scales and Measurement, Data Analysis using Statistical Techniques

Module 15: Report Drafting - Types of research reports, Case Study report, Industry / Firm report, Business Decision Report, Business Concepts or Academic Research, Business and Academic Writing, Business and Academic report style guide, A research report for a business audience, Academic Research Report

Suggested Books:

1. Arora, P. N., and Arora, S. CA Foundation Course Statistics. 6th ed. S Chand Publishing, 2018.
2. Cooper, D.R. and Schindler, P.S. and J. K. Sharma (2018), Business Research Methods, 12th edition, McGraw-Hill Education.
3. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran. Statistics for Business and Economics. 13th Edition, Cengage Learning India Pvt. Ltd., 2019.
4. Gerald Keller. Statistics for Management and Economics. Cengage, 2017.
5. Gupta, S. P. Statistical Methods. 46th Revised ed. New Delhi: Sultan Chand & Sons. 2021.
6. Hamdy A. Taha. Operations Research: An Introduction. 10th ed., Pearson, 2016.
7. I. Levin Richard, H. Siddiqui Masood, S. Rubin David, Rastogi Sanjay. Statistics for Management. Pearson Education; Eighth edition, 2017.
8. Malhotra, N. (2012), Marketing Research: An Applied Orientation, 7th ed., Pearson, 2019.
9. Mario F Triola. Elementary Statistics. 13th ed., 2018.
10. S D Sharma. Operations Research. Kedar Nath Ram Nath, 2018.

Foundations of Accounting and Finance

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: I

Course Description:

Managers at all levels are required to take day-to-day decisions on various aspects of business. Their information needs include both financial information and non-financial information. A vital source of financial information are the Financial Statements. The information derived from these statements is important for rational, systematic and effective decision making. The preparation and presentation of the financial statements entails building understanding of the accounting process and the accounting principles. This course provides the inputs essential for learning the basics of accounting, preparation of financial statements and analysing the information contained in financial statements for firm's decision making. Financial accounting provides the financial data that is useful for financial management. Thus, managers also need the basics of financial management that aid the manager in firm's decision making in financial aspects, which this course fulfils.

The course module covers topics like: Introduction to financial statements, conceptual framework of financial accounting, preparation and presentation of financial statements of companies, analysis of financial statements, cost analysis for decision making, introduction to financial management, sources of finance, financial system in India and abroad and international trade.

Course Objectives:

At the end of the course the students will be able to:

- Demonstrate the preparation of books of accounts for business transactions
- Explain the preparation and presentation of financial statements of corporate entities
- Interpret the knowledge of computing accounting ratios to analyze the financial performance and financial position of a business
- Identify the areas of decision making for a finance manager

Learning Outcomes:

- Prepare the books of accounts for a set of business transactions.
- Identify the contents in the financial statements of a business entity as per the presentation requirements of the Companies Act, 2013
- Conduct financial statement analysis of a business entity, using analytical tools, for financial decision making
- Apply financial management concepts for financial decision making

Course Details:

Module 1: Introduction to Financial Statements - Definition of Accounting, Objectives of Accounting, Accounting Information, Sources of Accounting Information, Double Entry System of Book Keeping, GAAP, Financial Statements, Form and Contents of Financial Statements, Understanding Financial Statements, Qualitative Characteristics of Financial Statements, Users of Financial Statements.

Module 2: Conceptual Framework of Financial Accounting I - Conceptual Framework of Financial Accounting, Fundamental Accounting Equation, Symbols for Sources and Uses, Types of Accounts, Rules of Debit and Credit, Recording of transactions in Journal.

Module 3: Conceptual Framework of Financial Accounting II - Ledger, Sub-Journal or Subsidiary books or Special Journals, Preparation of Trial Balance, Passing Adjustment Entries

Module 4: Elements of Financial Statements - Distinction between Capital and Revenue Items, Elements of Financial Statements, Manufacturing and Trading Account, Profit and Loss Account, Balance Sheet, Cash Flow Statement

Module 5: Financial Statements of Companies - Statutory Requirements Governing Financial Statements, Presentation of the Statement of Profit and Loss /Income Statement, Treatment of Specific Items, Balance Sheet

Module 6: Introduction to Financial Statement Analysis and Financial Ratio Analysis - Nature of Financial Statement Analysis, Need for Financial Statement Analysis, Importance of Financial Statement Analysis, Purpose of Financial Statement Analysis, Considerations in Financial Statement Analysis, Information Needs of Different Users of Financial Statements, Sources of Financial Statement Analysis, Tools and Techniques of Financial Statement Analysis, Limitations of Financial Statement Analysis, Importance of Ratio Analysis, Classification of Ratios, Limitations of Financial Ratio Analysis

Module 7: Cost Analysis and Decision Making - Types of Costs, Cost Units and Cost Centers, Characteristics of Cost Information, Costs for Financial Reporting Purposes, Cost Behavior and Cost Estimation, Statement of Cost or Cost Sheet, Concept of Relevant Cost and Irrelevant Cost, Costs for Decision making, Marginal Costing and Differential Cost Analysis, Make or Buy Decisions, Accept or Reject an order/Foreign orders or exploring new markets, Purchasing or Leasing, Sell or Further Process Decision, Product mix decision under capacity constraint, Closing down of factory or segment, Marketing Decisions, Fixation of Selling Price, Pricing Methods, Selling Agents vs. Sales Force, Target Costing

Module 8: Introduction to Financial Management - Difference between Accounting and Finance, Nature and Objectives of Financial Management, Scope of Financial Management

Module 9: Financial Management Process - Flow of Financial Management process in Government, Funding in Government Agencies and Undertakings, Funding Needs of various types of Entities, Corporate Financial Management, Financial Management for Individuals, Environment of Finance, Regulatory Framework

Module 10: Financial System - Indian and International Scenario I - Functions performed by a Financial System, Financial Markets, Introduction to Capital Markets, Government Securities Market, Financial Institutions, Functions of Reserve Bank of India.

Module 11: Financial System - Indian and International Scenario II - Functions of commercial banks, Financial Sector Reforms, Structure of Financial System- International Scenario, Evolution of International Monetary System, Role of International Financial Institutions, International Financial Instruments

Module 12: Time Value of Money - Meaning of Time Value of Money, Process of Compounding and Discounting, Future Value of Cash Flows, Present Value of Single Cash Flows

Module 13: Sources of Long term and Short Term Finance - Need for Long term Finance, Important Sources of Long Term Finance, Other Sources of Long Term Finance, Issue of Securities, Concept of short-term finance for corporates & Government, Short term Financial Instruments, Working Capital Management

Module 14: Basics of International Trade and Finance I - Need for International Finance, Meaning and Implications of Globalization, Integration of Financial Markets – Benefits and Costs, International Trade

Module 15: Basics of International Trade and Finance II - Role of EXIM Bank, Exchange Control Regulations - FEMA, Highlights of Foreign Trade Policy

Suggested Books:

1. Jain, S.P., and Narang, K.L. Financial Accounting. New Delhi: Kalyani Publishers, 2020.
2. Mukherjee Amitabha, and Mohammed Hanif. Modern Accountancy. Vol. 1&2. 3rd ed. New Delhi: Tata McGraw Hill Publishing, 2018.
3. T.S. Grewal et.al, Double Entry System of Book Keeping, Sultan Chand, 2021.
4. R. Narayanaswamy. Financial Accounting: A Managerial Perspective. 6th edition. PHI Publishing, 2017.
5. S.N. Maheshwari, Suneel K Maheshwari et.al. Financial Accounting. 6th edition. Vikas Publishing House. 2018.
6. David Spiceland et.al. Financial Accounting. 5th edition. McGraw Hill. 2019.
7. N. Ramachandran and Ram Kumar Kakani. How to Analyze Financial Statements. 2nd edition. McGraw Hill Education India. 2019.
8. Robert N. Anthony et.al. Accounting: Text and Cases. 13th edition. McGraw Hill. 2019.
9. Thomas R. Ittelson. Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports. Pan Macmillan India. 2017.
10. Aswath Damodaran. Narrative and Numbers: The Value of stories in Business. 2017.

Business Environment

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: I

Course Description:

Organizations around the world are operating in a dynamic environment. The changing business environment not only poses innumerable challenges but also offers countless opportunities. Organizations need to be prepared to deal effectively with the risks posed and at the same time consolidate on the opportunities offered. This requires managers of organizations to possess required skills that will enable them to comprehend and analyse the business environment. This course introduces to the learners the various components of the business environment such as social, demographic, cultural, financial, trade, technological, legal, regulatory, tax and ethical environments and how these play a vital role in business decision making. The course also provides the foundational components of the legal and regulatory environment for businesses in India.

The course module covers topics like: Introduction to business environment, external and internal environment, demographic environment, socio-cultural environment, political environment, economic and financial environment, legal, regulatory and technological environment, tax environment, direct and indirect taxes, ethical environment, insolvency and bankruptcy code and Companies Act 2013.

Course Objectives:

At the end of the course the students will be able to:

- Identify the internal and external environment factors impacting business
- Evaluate the opportunities and threats posed by external environment factors impacting business decisions
- Examine the strengths and weaknesses present in the internal environment of a business
- Build awareness of the laws applicable to a business to ensure better compliance

Learning Outcomes:

- Identify the factors in external environment impacting a business
- Analyze the impact of external factors on internal environment of a business
- Devise strategic business decisions to cope with the changes occurring in the business environment
- Apply the provisions of relevant laws for business decisions

Course Details:

Module 1: Business Environment: An Introduction - Dimensions of the business environment, Importance of business environment, Components of the business environment, External and internal environment

Module 2: Demographic and Social Environment - Understanding Demographics, Demographic Classification, Society, Social Class, Group, Family

Module 3: Cultural Environment - Understanding culture, Essence of culture, Elements of culture, Manifestation of culture, Culture change, Culture analysis, Cultural adaptation, Cultural sensitivity of markets

Module 4: Political Environment - Types of Government, Multiplicity of Political Environments, Factors contributing to Political Instability, Political Risk, Interface of Politics with Business, Impact of international political environment on domestic business

Module 5: Economic Environment and Financial Environment - The world economy - An overview, Classification of economies, Consumption patterns, Balance of payments, National Control of International Transfers, Indian Economy - An Overview, Economic indicators, Monetization of Economy, Financial Systems, Financial Markets, Development of financial markets, The nature and role of financial institutions in the economy

Module 6: Trade Environment - Liberalization and Globalization, Globalization in the Indian Industry, Import Policy, Export Policy, EXIM Policy (2002- 07, 2004 - 09, 2009-14, 2015-20), International Licensing, International Franchising, Home Trade, Issues in Global Economic Environment

Module 7: Technological, Legal and Regulatory Environment - Defining Technology and Technology Transfer, Technology Selection, Environmental liability and the costs of technological advances, International Legal Perspective, Host Country Laws, Conflict Resolution, Dispute Settlement and Litigation, Regulatory Environment: Role of the Government

Module 8: Ethics in Business - Definition of Ethics, Importance of Ethics in Business - Macro and Micro Perspective, Ethical Code

Module 9: Law of Contracts - Meaning of a contract, Essential elements of a valid contract, Certainty and possibility of performance, Classification of contracts/agreements, Void agreements, Remedies for breach of contract

Module 10: Special Contracts - Contract of Indemnity, Guarantee, Letter of credit contracts, Bailment, Pledge, Agency, Employment contracts, Special rights in contracts, Drafting of contracts

Module 11: Insolvency and Bankruptcy Code, 2016 - New institutional framework proposed under the Code, The relationship between insolvency, Bankruptcy and liquidation, Legal dimensions of the Insolvency and bankruptcy code, Overview of erstwhile insolvency laws, Corporate insolvency resolution process, Drafting resolution plan, The liquidation process, Insolvency and bankruptcy for individuals and firms, Bankruptcy

Module 12: Companies Act 2013 - Salient features of a company, Types of a company, Incorporation, Prospectus and allotment of securities, Issue of shares and debentures, Company management and administration, Declaration and payment of dividend, Accounts of companies, Meetings and resolutions, Appointment and remuneration of managerial personnel, Inspection, Inquiry and investigation, Compromises, arrangements and amalgamations, Companies incorporated outside India, Other areas of Companies Act, 2013

Module 13: Tax Environment - General Purposes of Taxation, Types of Taxation Policy, Features of an Ideal tax system

Module 14: Direct Taxes - Classification of taxes, Income tax, Residence in India and tax incidence, Exempted incomes, Income from salaries, Income from house property, Income from profits and gains from business or profession, capital gains, income from other sources, deductions from GTI, computation of tax liability of an assessee

Module 15: Goods and Services Tax (GST) - Introduction, Benefits of GST, Salient features of GST, GST administration, Operational issues, Returns under GST

Suggested Books:

1. Francis Cherunilam, "Global Economy and Business Environment," Himalaya Publishing House, 2017
2. V K Puri, S K Misra and & "Economic Environment of Business," Himalaya Publishing House, 11th Edition, 2020
3. Gary Ferraro, "Cultural Dimension of International Business," Dorling Kindersley (India) Pvt Ltd, 7th Edition, 2017
4. Foreign Trade Policy 2015-20, Government of India, Ministry of Commerce & Industry; Department of Commerce

5. Dr. Avtar Singh. Law of CONTRACT & Specific Relief Paperback, January 2017
6. Company Law, G.K. Kapoor, Sanjay Dhamija, Vipin Kumar Taxmann's Company 2018 edition
7. Company Law by Avtar Singh, Edition: Eastern Book Company Web store, 17th, 2018, reprinted with Supplement 2021
8. Dr. Vinod K Singhania & Dr. Kapil Singhania Direct Taxes Law & Practice Professional Edition, Publication dated April 2021 - Taxmann Publications.

IT for Managers

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: I

Course Description:

Information Technology and Systems (IT & Systems) is the contemporary knowledge base providing applications and systems that make it easy for individuals, businesses and other organizations to use, create, manage and exchange information, leading to optimal decision making. IT is used extensively in optimizing business processes, business process reengineering and business process design. The internet has removed geographical barriers, making it possible for companies to operate like a global village. Electronic commerce became an important component of the world economy. Cloud, mobile, big data analytics, ERP and social technologies are used in current day products and services.

IT for Managers explains key issues in information technology and systems to use them as a strong source to remain competitive in this era of globalization. It covers topics like: Hardware, software, operating systems, MIS, application software for productivity, telephone communication networks and internet, OLAP, expert systems, databases and object oriented databases, e-business, disaster recovery and business continuity, SCM, ERP, CRM, cloud and business intelligence for decision making, software architectures and business process management and tools.

Course Objectives:

At the end of the course the students will be able to:

- Define computer systems, tools, information systems and applications
- Explain database management and computer networks
- Describe information resource management, information technology management and governance
- Demonstrate IT in business areas like Supply Chain Management (SCM), Enterprise Resource Planning (ERP), Customer Relationship Management, and e-business
- Illustrate advanced topics like cloud computing, business intelligence, mobile social technologies and Business Process Management (BPM)

Learning Outcomes:

- Relate to computer systems, various applications and tools for productivity at work
- Apply database management, networks and information systems management for business applications
- Practice modern trends like SCM, ERP, CRM, e-business for enhancing business operations
- Correlate cloud computing, business intelligence, BPM, mobile and social technologies for competing effectively

Course Details:

Module 1: Computer Systems - Evolution of Computer Systems, Generations of Systems, Organization of Computer Systems, Categories of Computers, Peripheral Devices, Overview of Hardware and Software, Managing System Resources, Operating System as a User Interface, Types of Operating Systems

Module 2: Personal Productivity Tools - Defining Information, MIS, Information and Knowledge, Classification of Information, Real-Time Systems, Case Tools, Presentation of Information, Benefits of Information, Quality of Information, Basics of Information Systems, Use of Information Systems in Business, Limitations of Information Systems, Impact of IT on Work-Life Balance, Information System Design, Human Factors in Information Systems, Word Processing Software, Spreadsheet Software, Presentation Graphics Software

Module 3: Enterprise Collaboration System - Internet, Intranet, Extranet, Enterprise Collaboration Systems and Groupware, Types of Groupware

Module 4: Program Design - Organization as a System, Information Systems for Business Operations, Management as a Control System, Transaction Processing Systems, Financial Information Systems, Management Information Systems, MIS for Digital Organization, Decision Making Process, Decision Support Systems, Behavioral Issues in Decision-Making, Executive Information Systems, Online Analytical Processing, Information Systems for Strategic Advantage, Knowledge Based Expert Systems, Program Development Lifecycle, Program Design Tools, Generations of Programming Languages, Language Translators and Programming Languages, Object-Oriented Programming - An Overview

Module 5: Database Management - Database System, Data Models, Database Management Approach, The Entity-Relationship Model, The Relational Database Model, MIS and RDBMS, Data Dictionary, Data Warehousing, Data Mining, Distributed Databases, Object-Oriented Databases, Object Relational Database System

Module 6: Computer Networking - Basic of Computer Networks, Components of Unified Communication, Classification of Networks, Peer-to-peer and Client/Server Networks, Networks Topologies, Network Infrastructure, Network Architectures and Protocols, The Telecommunication System, Telecommunications in Business, Scope of Telecommunication Networks, Telecommunication Network Components, Telecommunications Equipment for WAN, Network Convergence

Module 7: Management Information System (MIS) - MIS Planning, Dash Board, MIS Design, Use Cases, Systems Approach to Problem Solving, Make or buy Decisions, Organizational Change and MIS Implementation, Planning the MIS Implementation, The MIS Implementation Process, Evaluation of MIS Implementation, Challenges in MIS Implementation, MIS Control and Maintenance

Module 8: IT Governance - Managing Information Resources and Technology, Information Technology and Organizational Needs, Information Security and Controls, Information Security in E-Business, Ethical and Social Dimensions of Information Technology, Disaster Recovery and Business Continuity Planning, IT Governance, Information Technology in Global Business, Global Management Information Systems, Challenges in Global Information Technology Management, Managing Information Technology in the Global Business Environment

Module 9: MIS and E-Business - MIS in Government Organizations, MIS in Non-Profit Organizations, MIS in Managing Corporate Performance, MIS Application Areas, Applications in Manufacturing Sector, MIS in Managing Projects, MIS in Online Marketplaces, MIS Applications in Services Sector, Evolution of E-Business, Real-Time Enterprise, Organizational Culture for E-Business, E-Business Models, Organization of Business in a Digital Firm, Enterprise Application Integration

Module 10: Supply Chain Management and E-Business - Supply Chain Management - An Overview, E- Supply Chain, Managing Relationship in the E- Supply Chain, Issues in E- Supply Chain Management, Future of the E- Supply Chain

Module 11: E-Business and ERP - Enterprise Management System (EMS), ERP: An Overview, Rationale for ERP, Enterprise Architecture Planning, Implementing ERP, Effect of ERP on the Company, Overview of ERP modules, ERP Investments in the US, ERP Market – The Indian Scenario, ERP Implementation Problems, Emerging Trends in the ERP Industry, Future of ERP Applications, Defining CRM, Functions of CRM, The E- CRM Architecture, E- CRM Infrastructure Requirements, CRM for E-Customers, Challenges in Implementing E- CRM Projects

Module 12: Cloud Computing - Distributed Systems, Cloud Features and Functionality, Cloud Architectures, Cloud Service Models, Cloud Business Models, Commercial Clouds in the Industry, Grid Computing

Module 13: Business Intelligence and Big Data - Need for Business Intelligence, Data, Information and Knowledge, Data Warehouse, Business Intelligence Architecture, Business Intelligence Components, Business Intelligence Methodologies, Data Mining Techniques, Market Intelligence and Decision Making, Business Intelligence Tools, Big Data

Module 14: Software Architecture and Social Technologies - Software Design Approaches, Object-Oriented Analysis and Design (OOAD), Component Based Design, Application Architectural Approaches, N-Tier Architecture, Web Oriented Architecture, Service Oriented Architecture (SOA), Agent Based Architecture, Product Line Architectures, Mobile Technologies, Handheld and Wearable Devices, Social Technologies

Module 15: Business Process Management - Business Process Management, Process Definition, Process Design, Process Models, IT and Business Process Management, MIS and Business Process Reengineering, Communications Enabled Business Processes, Business Process Management Tools

Suggested Books:

1. Englander, I., & Wong, W. (2021). The Architecture of Computer Hardware, Systems Software, and Networking: An Information Technology Approach. John Wiley & Sons.
2. Kumar, D. (2021). Data Communication and Computer Networks: Networking. BookRix.
3. Rocha, Á., Adeli, H., Dzemyda, G., Moreira, F., & Correia, A. M. R. (2021). Trends and Applications in Information Systems and Technologies: Volume 2. Springer.
4. Board, R. E. (2020). Library Science. Ramesh Publishing House.
5. Gupta, C. P., & Goyal, K. K. (2020). Computer Concepts and Management Information Systems. Mercury Learning and Information.
6. Ledin, J. (2020). Modern Computer Architecture and Organization: Learn X86, ARM, and RISC-V Architectures and the Design of Smartphones, PCs, and Cloud Servers.
7. Mohapatra, H., & Rath, A. K. (2020). Fundamentals of Software Engineering: Designed to provide an insight into the software engineering concepts. BPB Publications.
8. Kizza, J. M. (2020). Guide to Computer Network Security. Springer Nature.
9. Bhatt, P. C. P. (2019). An introduction to operating systems: concepts and practice (gnu/linux and windows), fifth edition. PHI Learning Pvt. Ltd.

Economics for Business

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: 2

Course Description:

Economics for Business introduces the basic concepts, theory and applications of economics for enabling business decisions. It deals with the two branches of economics – microeconomics and macroeconomics. Microeconomics involves the analysis of how consumers make decisions about what to consume, how firms decide what and how to produce and how the interactions of consumers and firms determine the demand, supply and price of goods and services. Macroeconomics analyses the important economic aggregates such as the inflation rate, unemployment rate, interest rates, GDP, etc. The dynamic nature of the economic variables influence decision making and hence a comprehensive understanding of these variables is necessitated in all areas of business decision making.

The course module covers topics like: Nature and Scope of Economics. Choice and Utility Theory, Production function, Analysis of costs, Perfect and Imperfect competition, Theories of Factor Pricing, fiscal policy and budget, Indian financial system, Inflation, economic growth and development.

Course Objectives:

At the end of the course the students will be able to:

- Discuss the microeconomic concepts and principles applicable to various business decisions
- Outline the features of various types of market structures
- Explain the issues impacting pricing of factors of production
- Discuss the influence of macroeconomic concepts on business decisions

Learning Outcomes:

- Demonstrate the application of microeconomic principles for demand, supply and pricing decisions
- Identify the types of market structures suitable for a product/service

- Determining the price of factors of production
- Study the impact of macroeconomic aggregates on business decisions
- Analyze the macroeconomic changes in the Indian economy to assess their impact on business decisions

Course Details:

Module 1: Introduction to Microeconomics - Nature and Scope of Economics, Relevance of Microeconomics, Scarcity and Choice & Types of Economy, Production Possibility Curve (with a Given Technology), Partial Equilibrium and General Equilibrium Analysis

Module 2: Theory of Demand and Supply and Consumer Behavior - Choice and Utility Theory, Law of Diminishing Marginal Utility, Equi-marginal Utility, Substitution and Income Effect, Indifference Curve Analysis, Consumer surplus, Demand Theory, Elasticity of Demand, Supply Theory, Equilibrium of Demand and Supply, Demand Forecasting

Module 3: Production Function - Production Function, Concepts of Product: Total Product, Average Product, Marginal Product, The Three Stage of Production, Short Run and Long Run, Technological Change, Returns to Scale, Production with One Variable Input, Production with Two Variable Inputs

Module 4: Analysis of Costs - Types of Costs, Cost Function and Production Function, Break-Even Analysis, Shutdown Point, Economies of Scale

Module 5: Perfect Competition and Imperfect Competition - Characteristics of a Perfectly Competitive Market, Supply and Demand in Perfect Competition, Short Run Equilibrium of the Competitive Firm, Long Run Equilibrium of the Competitive Firm, Efficiency of Competitive Market, Effect of Taxes on Price and Output, Imperfect Competition, Monopoly: Price discrimination, Monopolistic Competition, Oligopoly, Game Theory

Module 6: Rent and Wages - Theories of Factor Pricing, Meaning of Rent, Theories of Rent, Relationship between Rent and Price, Concept of Wages, Distinction between Real wages and Nominal wages, Factors Determining Real Wages, Theories of Wages, Wages and Trade Unions

Module 7: Interest and Profit - The Concept of Interest, Theories of Interest, The Concept of Profit, Theories of Profit, Profit Policies

Module 8: Forecasting and Decision Making - Economic Forecasting, Demand Forecasting, Risk and Decision Making, Capital Budgeting

Module 9: Introduction to Macroeconomics - Development of Macroeconomics, Objectives and Instruments of Macroeconomics, Instruments of Macroeconomic Policy, Basic Concepts in Macroeconomics, Circular Flow of Income, Factors Affecting the Size of a Nation's Income, Approaches to National Income, Measures of Aggregate Income, Difficulties in Measuring National Income, The Uses of National Income Statistics

Module 10: Consumption and Investment Function and Classical and Keynesian Economics - Aggregate Supply and Aggregate Demand, Simple Equilibrium without Government Intervention, Economy with Government Intervention – Three Sector Model, Equilibrium in an Economy with Government Intervention, Four Sector Model, The Classical Tradition, The Keynesian Revolution, The Monetarist Approach, New Classical Macro Economics, Supply-side Economics

Module 11: Fiscal Policy and Budget Deficit - Objectives of Fiscal Policy, Constituents of Fiscal Policy, Fiscal Policy and Efficiency Issues, Fiscal Policy and Stabilization, Fiscal Policy and Economic Growth, Budget Deficit and Debt, Government Budgetary Policy, Limitations of Fiscal Policy

Module 12: Banking, Money Supply and Monetary Policy - Indian Financial System, The Banking system, Money Supply and Components of Money Supply, Creation of Money and Banking System, Equilibrium in Money Markets, Objectives of Monetary Policy, Instruments of Monetary Policy, Problems in Monetary Policy, Monetary Targeting, Monetary Policy in a Developing Economy, Monetary Policy in an Open Economy, Link between Monetary Policy and Fiscal Policy

Module 13: Inflation and Business Cycles - Types of Inflation, Sources of Inflation, Measuring Inflation, The Economic Impact of Inflation, Phillips Curve, Measures to Control Inflation, Characteristics of Business Cycles, Theories of Business Cycles, Forecasting Business Cycles, Employment Fluctuations

Module 14: International Trade and Balance of Payments - Basis of International Trade, Barriers to International Trade, Trends in International Trade, Balance of Payment and its Components, Causes and Types of Disequilibrium in BoP, Methods of Correcting Disequilibrium, Exchange Rate Policy

Module 15: Economic indicators, Growth, Development and Economic Planning - The Concept of Economic Indicators, Features of Economic Indicators, Classification of Economic Indicators, the Process of Economic Growth, Economic Development, Economic Reforms in India

Suggested Readings:

1. H.L.Ahuja. Principles of Microeconomics. 22nd edition, S.Chand Publishing, 2019
2. H.R. Appannaiah. Essentials of Managerial Economics. 3rd edition. Himalaya Publishing House, 2021

3. D.M.Mithani. Macroeconomics. 1st edition, Himalaya Publishing House, 2021
4. D.M.Mithani. Managerial Economics-Theory and Applications. 8th edition. Himalaya Publishing House, 2021
5. H.L.Ahuja, "Advanced Economic Theory", revised edition, Sultan Chand Limited, New Delhi, 2017
6. Sanjiv Verma. The Indian Economy (Economic Survey 2020-21 & Budget 2021-22). Unique Academy Publishers. 2021
7. V.K.Puri and S.k.Mishra. Indian Economy. 38th edition. Himalaya Publishing House, 2021

Operations Management

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: 2

Course Description:

The course Operations Management examines key issues involved in project and operations management. The course starts with the basics of project and operations management, provides models, methods, and frameworks, followed by real-time application in the global industrial environment.

The first part of the course introduces students to the project management functions that are carried out at the different stages of a project's life cycle. The course discusses the complexities involved in handling projects and managing the various phases of the project life cycle. Project management plays an important role in an organization's corporate strategy. Projects enable organizations to convert their strategies into actions, and their objectives into reality. Timely and proper implementation of project and operations management techniques enables effective management of resources that are used by the organizations to produce goods and services. This enables efficient supply chain management. The second part of the course presents a step-by-step analysis of the activities of operations managers and provides an understanding of the planning, organizing, controlling, directing, motivating, and coordinating activities of an operations system in manufacturing and service organizations.

Course Objectives:

At the end of the course, the students will be able to:

- Discuss the conceptual framework of project management
- Explain the essentials of project planning and control
- Discuss the methodology of project implementation and closing
- Outline a framework for operations strategy and management
- Identify the elements of facility design and operations planning
- Discuss the supply chain processes for ensuring operational efficiency
- Visualize the emerging trends in operations management

Learning Outcomes:

- Develop a systematic methodology for project implementation to ensure effective project management
- Apply project planning methods, tools and techniques to facilitate successful execution without time and cost overruns
- Articulate an efficient supply chain management to realise the set objectives for quality, cost, delivery and customer satisfaction
- Compare frameworks, models and methods for development of viable strategies in project and operations management
- Examine emerging trends in sustainable operations management to identify applicable technologies and techniques for smooth and eco-friendly supply chain operations

Course Details:

Module 1: Introduction to Project Management - Definition of Project, Project Characteristics, Project Parameters, Relationship between Project Parameters, Classification of Projects, Definition of a Program, Project Management, Project Management – Relationship with Other Management Disciplines, Relationship between Project Management and Line Management, Project Stakeholders, Organizational Influences, Socio-economic Influences, Environmental and Legal Influences, Project Phases and the Project Life Cycle, Generating Project Ideas, Creativity and Idea Generation, Scanning the Environment, Searching for New Project Ideas, Initial Screening, Project Rating Index, Sources of Positive Net Present Value

Module 2: Analysis of Projects - Market and demand analysis, Technical Analysis Project Cost, Means of Financing the Project, Working Capital Requirements and Financing, Time Value of Money, Costs of Different Sources of Finance, Evaluation of Project Investments, Risk Analysis of Project Investments, Social Cost Benefit Analysis (SCBA)

Module 3: Project Selection and Scope Management - Criteria for Project Selection Models, Project Selection Models, Analyzing the Uncertainty of a Project, Project Proposal, Project Initiation, Defining Project Deliverables, Scope Planning, Approval of POS, Project Definition Statement, Scope Verification, Scope Change Control

Module 4: Management of Project Activities - Activity Definition, Work Breakdown Structure, Developing a WBS, Test for Completeness of Decomposition of Activities, Fundamentals of Project Network Diagrams, Activity Sequencing, Activity Duration, Schedule Development, Techniques for Schedule Development, Schedule Control, Approaches to Defining Deliverables in the WBS, Representing the WBS

Module 5: Project Review and Control - Importance of Project Review, Types of Project Reviews, Project Review Stages, Project Status Review Meetings, Advantages of a Project Status Review Meeting, Types of Project Status Meetings, The Fundamentals of Project Control, The Objectives of Control, Reasons for Measuring Duration and Cost Deviations, Control as a Function of Management, Control vs. Risk, Balancing the Control System, Control of Change and Scope Creep, Progress Reporting System, Types of Project Status Reports, Graphical Reporting Tools, Project Status Review Meetings, Managing Risk, Managing Quality

Module 6: Project Cost, Risk and Quality Management - Process of Cost Management, Resource Planning, Cost Estimating, Cost Budgeting, Cost Control, Cost Overruns and their Implications, Definition of Risk, Tolerance for Risk, Definition of Risk Management, Certainty, Risk, and Uncertainty, Risk Management Methodology, Insurance for Projects, Definition of Quality, International Quality Standards, The Cost of Quality, Project Quality Management Concepts, Project Quality Control Tools, Process Capability, Acceptance, Sampling, Quality Circles, Just-In-Time Management, Total Quality Management, Project Evaluation and its Purpose

Module 7: Project Auditing and Closing - Project Auditing, Construction and Use of the Audit Report, Responsibilities of the Auditor, The Project Audit Life Cycle, The Essentials of an Audit, Performance Measurement, Closing a Project, Ways of Closing a Project, Reasons for Terminating an Unsuccessful Project, The Process of Closing a Project

Module 8: Operations Management and Globalization - Operations Management Decisions, The Historical Evolution of Operations Management, Computers and Advanced Operations Technology, Operations Strategy as a Competitive Weapon, Elements of Operations Strategy, Developing an Operations Strategy, Financial and Economic Analysis in Operations, Meaning and Significance of Globalization, Emerging trends in Operations Management, Globalization of Manufacturing Operations, Globalization of Servicing Operations, Location choices in operations strategy, Globalization of operational competencies, resources and processes, Key imperatives for business leaders, Globalization and Sustainability, Challenges in Managing Globalization, New National Manufacturing Policy, Corporate Social Responsibility (CSR), Approaches to Globalization

Module 9: Demand Forecasting and Process Design - Forecasting in Operations, Forecasting Components, Demand Forecasting Process, Forecasting Methods, Selecting a Forecasting Method, Measures of Forecasting Accuracy, Monitoring and Controlling Forecasts Methods, Allocation Decisions in Operations Strategy, Linear Programming in Operations Management, Formulation of Linear Programming Problems, Solution of Linear Programming Problems, The Transportation Problem in Linear Programming, Process Planning and Design, Major Factors affecting Process Design Decisions, Types of

Process Designs, Process Planning Aids, Selecting the Type of Process Design, Measurement of Operations Performance

Module 10: Facilities Planning and Maintenance Management - Importance of Location, Factors Affecting the Location Decisions, General Steps in Location

Selection and Location Decision Process, Location Evaluation Methods, Facility Layout, Basic Layout Formats, Developing a Process Layout, Developing a Product Layout, Developing a Cellular Manufacturing Layout, Japanese Approaches and Trends in Manufacturing Layouts, Service Facility Layout, Facilities Management, Necessity of Maintenance Management, Types of Maintenance, Economics of Maintenance, Evaluation of Preventive Maintenance Policies, Modern Approaches to Preventive Maintenance, Recent Trends in Maintenance

Module 11: Aggregate Planning, Capacity Planning and Inventory Control - Overview of Planning Activities, The Aggregate Planning Process, Strategies for Developing Aggregate Plans, Aggregate Planning Techniques, Master Production Schedule, Implementing Aggregate Plans and Master Schedules, Capacity Planning, Purpose of Inventories, Inventory Costs, Inventory Systems, Economic Order Quantity Model, Inventory Classification Models

Module 12: Purchase and Materials Management - Importance of Purchasing, Organizing Purchasing, Responsibilities of a Purchase Manager, Purchasing Process, Duties of Buyers, Make-or-Buy Analysis, Ethics in Buying, Integrity Pact and its implementation, Necessity of Materials Management, Functions of Materials Management, Materials Management Technology, Materials Management Techniques, ERP in Materials Management

Module 13: Operations Scheduling and Resources Planning - Purpose of Scheduling, Scheduling Methods, Scheduling Activities, Scheduling by Type of Operations, Scheduling Personnel in Service Operations, Scheduling Techniques, Evolution of ERP, Business Process Reengineering, Business Modeling for ERP, ERP Implementation, ERP and Competitive Advantage, The Concept of the JIT System, Advantages of JIT Systems, Characteristics of JIT Systems

Module 14: Supply Chain Management - Business Drivers in Supply Chain Management, Principles of Supply Chain Management, Forces Shaping Supply Chain Management, Supply Chain Management Framework, Customer Focus in Supply Chain Management, Electronic Supply Chain Management, Productivity, Evolution of Quality Management, Strategic Role of Quality, Role of Inspection in Quality Control, The Cost of Quality, Statistical Concepts in Quality Control, Acceptance Plans, Computers in Quality Control, Concept of TQM

Module 15: Emerging Trends in Operations Management - The Changing Landscape of Operations Technology, Manufacturing Intelligence, Flexible Manufacturing Systems, Intelligent Value Chains and Supply Chains, Sustainability and Operations Technology, Operations Technology and Competitive advantage, Innovation in Operations, Customization and Operations Technology, Disruptive Technologies, Technology Trends for Indian Companies in Infrastructure and Operations, Role of Information Technology, ERP and Operations, Meaning and Significance of Globalization. Meaning and Concept of Sustainability, Globalization and Sustainability, Sustainability objectives, Sustainability and Operations Planning, Sustainability and Supply Chain Management, Sustainability and resource management, Sustainability and operations stakeholders, Sustainability and Innovation, Framework for sustainability strategy

Suggested Books:

1. Prasanna Chandra, "Projects," McGraw Hill, Seventh Edition, 2017
2. James Wood, Kory Kogon, and Suzette Blakemore, Project Management for the Unofficial Project Manager: A Franklin Covey Title, Goodreads, 2018
3. Heagney, Fundamentals of Project Management Paperback, Amacom, September 2018
4. NA, Nagarajan, Project Management 8/ED, New Age International Publications, 2019
5. IES Master Team,,ESE 2020 - Basics of Project Management Paperback – I IES Master Publication, January 2019

Human Resource Management

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: 2

Course Description:

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic, and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day employee have further increased the complexity of the human resource function.

Human Resource Management outlines the importance of managing human resources effectively in an organization. It examines the various human resource processes that are concerned with attracting, managing, motivating, and training employees for the benefit of the organization.

The course introduces students to the issues involved in the field of human resource management in a dynamic business environment. It enables students to learn how to leverage and manage human resources. The course will enable the students to understand the significance of smooth and successful employee relations in organizations. It also provides the students an understanding of the changing trends and meeting challenges in human resource management.

Course Objectives:

At the end of the course, the students will be able to:

- Outline the fundamental concepts of human resource management for managing human resources effectively
- Explain the importance of human resource planning in the context of employment of human resources
- Identify different areas of managing and developing human resources as valuable assets to organizations

- Explain the need for providing a safe and healthy work environment for employees for smooth functioning of organizations
- Examine the measures required for meeting the challenges of human resources for healthy employee relations

Learning Outcomes:

- Apply the fundamental concepts of human resource management for managing human resources effectively
- Evolve human resource planning strategies for various human resource employment processes that are concerned with attracting, managing, motivating, and training employees
- Demonstrate how to leverage and maintain healthy employee relations to promote cordial work culture
- Develop solutions for overcoming the challenges related to human resources for smooth running of organizations

Course Details:

Module 1: Introduction to HRM - Definition and Concept of Human Resource Management, History of Human Resource Management, Functions of Human Resource Management, HR Policies and Procedures, Emerging Role of Human Resource Management, Human Capital Management, Role of HR executives, Challenges to HR Professionals, Latest Fields of HRM

Module 2: Organizational Structure and HRM - Organizational Structure and Human Resource Management, Formal and Informal Organizations, Tall and Flat Organizational Structures, Responsibility, Authority, and Accountability, Line and Staff Functions, Operational and Strategic Role of HRM

Module 3: International Human Resource Management - Concept of IHRM, Approaches to IHRM, Features of IHRM, Importance of IHRM, Factors Affecting IHRM, Different IHRM Activities, Strategic IHRM

Module 4: HR Planning and Job Analysis - Definition of Human Resource Planning, Objectives of Human Resource Planning, Process of The Human Resource Planning, Managing the Forecasted Demand/Surplus, Growing Importance of Human Resource Planning, Concept of Job Analysis, Process of Job Analysis, Job Analysis Methods, Job Analysis Information, Job Description, Job Specification, Uses of Job Analysis, Issues in Job Analysis, Concept of Job Design, Modern Management Techniques

Module 5: Recruitment - Concept of Recruitment, Factors Affecting Recruitment, Recruitment Policy, Sources of Recruitment, Need for Flexible and Proactive Recruitment Policy, Evaluation of a Recruitment Program

Module 6: Selection - Concept of Selection, The Selection Process, Selection Method Standards, Application Forms, Selection Tests, Interviews, The Interview Process, Placement

Module 7: Socialization - Concept of Orientation, Objectives of Induction/Orientation, Role of Organizational Culture in Orientation, The Process of Socialization, Socialization Strategies, Socialization of Existing Employees

Module 8: Managing Careers - Concept of Career, Career Anchors, Elements of a Career Planning Program, The Benefits of Career Planning to an Organization, The Benefits of Career Planning to an Individual, Issues in Career Planning, Career Development Cycle, Career Objectives and the Career Path, Model for Planned Self-Development, Succession Planning

Module 9: Performance Appraisal - Concept of Performance Appraisal, Objectives of Performance Appraisal, The Appraisal Process, The Appraisers, Performance Appraisal Methods, The Appraisal Interview, Pitfalls in Performance Appraisal, Uses of Performance Appraisal, Ethics of Performance Appraisal

Module 10: Employee Training and Management Development - Definition and Purpose of Training, Assessing Training Needs, Areas of Training, Employee Training Methods, Evaluation of the Training Program, Training and Development, Concept of Management Development, Management Development Methods, Evaluating a Management Development Program

Module 11: Compensation Management - Definition and Objectives of Job Evaluation, Process of Job Evaluation, Techniques of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation, Concept of Compensation Administration, Different Concepts of Wages, Basic Wage Plans, Variable Compensation, Executive Compensation, Wage Differentials, Theories and Surveys for Wage and Salary Administration, Wage Fixing Institutions and Authorities, Concept of Rewards, Types of Incentive Plans, Non-monetary Incentives, Guidelines for Effective Incentive Plans, Employee Benefits

Module 12: Safety and Health Programs and Quality of Work Life - Causes of Safety and Health Problems at the Workplace, Provisions to Prevent Accidents in the Workplace, Safety and Health Programs in Organizations, Stress and its Consequences on Employee Performance, Challenges in the Service Sector, Definition and Concept of Quality of Work Life (QWL), Methods to Improve QWL, Benefits of QWL Programs, Effective Implementation of QWL Programs

Module 13: Grievance Handling and Disciplinary Action - Concept of Grievance, Causes of Grievance, Need for a Grievance Redressal Procedure, Effective Grievance Redressal, Steps in a Grievance Redressal Procedure, Grievance Redressal Procedure in Unionized Organizations, Conflict Resolution, Definition and Concept of Discipline,

Aims and Objectives of Discipline, Forms and Types of Discipline, Acts of Indiscipline or Misconduct, Principles of Maintaining Discipline, Disciplinary Procedure, Approaches to Discipline, Types of Disciplinary Action

Module 14: Trade Unions, Industry Relations and Participation Management

- Definition and Concept of Trade Unions, Characteristics of Trade Unions, Functions of Trade Unions, Types of Trade Unions, Methods Adopted by Trade Unions, Problems Faced By Trade Unions, Trade Unions and Globalization, Definition and Concept of Industrial Relations, Approaches to Industrial Relations, Different Roles in Industrial Relations, Objectives of Industrial Relations, Industrial Disputes Prevention Machinery, Concept of Collective Bargaining, Features of Collective Bargaining, Objectives of Collective Bargaining, Collective Bargaining Process, Concept of Workers' Participation in Management, Purpose of Workers' Participation, Definition and Concept of Quality Circles, Objectives of Quality Circles, Development and Working of a Quality Circle, Problem-solving Techniques in Quality Circles, Solving Issues in Implementing Quality Circles

Module 15: Emerging Challenges of HRM - HR Policies and Emerging Challenges, Employee Engagement, Leadership Development, Succession Planning, Emotional Agility, Retention, Exit Management, Outsourcing, Role of IT and IT Software

Suggested Books:

1. Gary Dessler & Biju Varrkey Human Resource Management. Pearson Education; Sixteenth edition, 2020
2. David A. Decenzo; Stephen P. Robbins and Susan L. Verhulst, "Human Resource Management," Wiley; Eleventh edition, 2015.
3. Pravin Durai. Human Resource Management. Pearson Education, 2020
4. Case Studies in Human Resource Management. Dreamtech Press, 2020
5. L M Prasad. Human Resource Management. Sultan Chand & Sons, 2018
6. "History of Management Theories"
7. <http://www.managementhelp.org/mgmt/history.htm>, (Accessed on October 4th 2021)
8. "Challenges for HR Managers"
9. <http://www.zeromillion.com/business/hrm.html>, (Accessed on October 4th 2021)
10. "7 Trends That Will Shape the Future of HR" February 10th 2020 (Accessed on: October 4th 2021), <https://www.hrtechnologist.com/articles/culture/7-trends-that-will-shapethe-future-of-hr-2/>

Marketing Management

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: 2

Course Description:

Marketing management is the art and science of choosing target markets and attracting, retaining, and growing customers through creating, delivering, and communicating superior customer value.

The course on marketing management introduces the students to the various concepts, theories, and applications related to marketing. This course provides inputs on the essentials of marketing: how firms and consumers behave and what strategies and methods marketers can use to successfully operate in today's dynamic environment and gain a competitive advantage. The course also discusses issues such as the marketing process, buyers and their behaviors, markets and competition, collection and use of marketing information, target marketing and positioning, and marketing mix.

Course Objectives:

At the end of the course, the students will be able to:

- Define fundamental concepts of marketing and consumer buying behavior
- Describe various analyses required in the marketing environment and marketing strategies required on the basis of analyses
- Illustrate marketing mix concepts relevant to products to make the products attract and reach the customers
- Explain channels of marketing and communication mix in marketing
- Recall emerging marketing trends and related issues for responding to ever changing consumer and environment

Learning Outcomes:

- List the basic marketing and consumer behavior concepts
- Identify the analyses required for understanding the marketing environment and the appropriate marketing strategies

- Apply the marketing mix concepts appropriately to reach the customers
- Demonstrate different marketing channels and communication mix
- Analyse emerging marketing trends and relevant issues to devise applicable strategies

Course Details

Module 1: Introduction to Marketing Concept - Definition of Marketing, Evolution of Marketing, Marketing Dynamics, Significance of Marketing, Business Components, Customer Satisfaction, Concept of Value, Attracting and Retaining Customers, Customer Profitability, Customer equity, Relationship Marketing, Internal marketing

Module 2: Marketing Environment and Marketing Costs - Competitive Forces, Macroeconomic Factors, Indian Business Environment and MNCs in India, Marketing Cost Analysis, Customer Profitability Analysis, Budgeting for the Sales Force Department, Production and Efficiency

Module 3: Organizational and Consumer Buying Behavior - Factors Influencing Consumer Buying Behavior, Buying Decisions, Buying Decision Process, Concept of Organizational Buying, Dimensions of Organizational Buying, Classification of Organizational Markets, Factors Influencing Organizational Buying, Participants in Organizational Buying, Procurement Process, Stages of Buying

Module 4: Marketing Research Markets & Demand Forecasting - Meaning and Scope of Marketing Research, The Marketing Research Process, Meaning and Scope of Marketing Information System (MkIS), Demand Forecast and Measurement

Module 5: Market Segmentation and Strategic Planning - Need for Segmenting Markets, Market Segmentation Levels, The Selection of Segmentation Variables, Effective Segmentation, Target Market Selection Process, Defining Strategic Market Planning, Corporate and Divisional Strategic, Strategic Business Planning, Marketing Process, Marketing Plan

Module 6: Competitive Strategies and Product Portfolio - The Concept of Competitive Advantage, Porter's Five Forces Model, Analysis of Competitors, Porter's Generic Competitive Strategies, Designing Competitive Strategies, Competitive Intelligence, Total Quality Management (TQM), Product Personality, Product Classification, Product Policy, Product Life Cycle

Module 7: Product Strategies - Product Differentiation, Service Differentiation, Personnel Differentiation, Channel Differentiation, Image Differentiation, Positioning, Challenges in New Product Development, Organizing the Product Development Process, Stages of New Product Development

Module 8: Branding, Packaging and Pricing - Brand as a Concept and its Significance, Types of Brands and their Challenges, Brand Equity, Brand Sponsorship, Brand Strategy Decision, New Developments in Brand Management, Packaging and its Importance in Marketing, Labeling, Significance and Importance of Price to a Marketer, Price and Non Price Competition, The Process of Product/Service Pricing, Approaches to Price Adjustment, Effects of Price Changes

Module 9: Marketing Channels, Logistics and Wholesaling - Nature of Marketing Channels, Role of Marketing Channels, Functions of Marketing Channels, Designing Distribution Channels, Channel Management, Channel Dynamics, Multi-Channel Marketing System, Channels and Conflicts, Objectives of Marketing Logistics, Market Logistic, Functions of Warehousing, Strategic Issues in Managing Logistics, Growth of Wholesaling, Classification of Wholesalers, Market Decision, Changing Patterns in Wholesaling

Module 10: Retailing and Communication Mix - Types of Retailer, Franchising, Strategic issues in Retailing, Market Decisions, Trends in Retailing in India, Communication and Promotion Process, Types of Communication Channels, Promotional Tools, Developing a Communication Program, Marketing Communication Mix

Module 11: Advertising, Promotions and Sales force Management - Benefits of Advertising, Developing an Advertising Program, Advertising Agencies, Sales Promotion, Public Relations, Nature and Importance of Personal Selling, Types of Salespersons, Personal Selling Process, Improving Personal Selling Efforts, Sales Force Management

Module 12: Marketing and Business Environment & Global Marketing Strategies - Trends in Business Environment, Marketing Organization, Linkages with other Departments, Strategies for Organization Wide Marketing Orientation, Outsourcing of Marketing functions & its Challenges, Marketing Implementation, Evaluation and Control, Significance of Global Marketing, Selecting a Potential Market, The Impact of Environmental Forces on Global Marketing, Methods of Entering a New Market, Types of Marketing Organization, Developing Global Strategies

Module 13: Direct & Digital Marketing and Marketing Analytics - Nature and Scope of Direct Marketing, The Growth and Benefits of Direct Marketing, Database Marketing, Forms of Direct Marketing, Direct Marketing in India, The Growth of Online Marketing, Advantages and Disadvantages of Online Marketing, Developing Online Marketing Strategies, Online Advertising, Opportunities and Challenges in Online Marketing, Social Media Marketing, Customer Experience Management on Social Media, Market Intelligence, Competitive Intelligence, Difference between Competitive Intelligence, Marketing Intelligence and Business Intelligence, Big Data, Analytics Model, Advertising Analytics

Module 14: Marketing: Services, Organizations, Individuals, Places and Ideas

- Bases for Service Classification, Characteristics of Services, Developing Marketing Strategies for Services, Service Differentiation, Managing Service Quality, Managing Productivity, Product Support Service Management: After-Sales Service Strategy, Organization Marketing, Idea Marketing, Person Marketing, Place Marketing, Importance of Marketing Ethics, Social Impact of Marketing, Social Regulations in Marketing, Business Regulations in Marketing

Module 15: Ethics and New trends in Marketing - Green Marketing, Greenwashing and Green Marketing Myopia, Green Consumer, Green Products, Eco Labels and Green Brands, Reasons for the Growth of Green Marketing, Evolution of Green Marketing, Sustainability: People, Planet and Profit (TBL), Towards Sustainable Marketing, Sustainable Marketing

Suggested Books:

1. Callie Daum. Marketing Management Essentials You Always Wanted To Know. Vibrant Publishers; Second edition (1 January 2020)
2. Gupta Prachi, et al., Marketing Management: Indian Cases. Pearson Education; First edition, 2017
3. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Marketing Management, 16th edition Pearson 2021
4. R Srinivasan. Case Studies in Marketing: The Indian Context. PHI Learning; 7th edition, 2018
5. Roger Kevin, Steven Hartley, Marketing: The Core, 9th edition McGraw- Hill 2021
6. Saxena, Rajan. Marketing management. McGraw-Hill Publishing Co Ltd, 2020.
7. V S Ramaswamy and S. Namakumari. Marketing Management: Indian Context Global Perspective. Sage Publications India Pvt Ltd; Sixth edition, 2018
8. Warren J. Keegan. Global Marketing Management. Pearson Education; Eighth edition, 2017.

Business Communication

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 5

Semester: 2

Course Description:

Communication is the process of exchanging messages or information, involving sender, receiver and message, is a two way process. Effective communication plays a significant role in fulfilling organizational needs and contributes to organizational development.

The course Business Communication & Soft Skills provides an introduction to the need for effective and clear communication in business, and how managers can best manage themselves and their organizations, by managing their time efficiently and handling stress in the right manner.

The course throws light on non-verbal and group communications as also on written communications, which are useful for learners in writing resumes, business letters and tackling interviews and making effective presentations. It provides insights on managing the self and people. On completion of this course, the student will be able to generate effective business communication skills, identify the characteristics of a successful manager, and will develop an understanding on how to handle various management situations.

Course Objectives:

At the end of the course, the students will be able to:

- Develop effective business communication skills, to handle various management situations
- Interpret the importance of non-verbal communication for developing communication and leadership skills
- Compose effective resumes, build confidence to face interviews, and make effective presentations / speeches
- Examine various ways to become effective and efficient managers
- Explain how to manage people with respect to emotional intelligence, interpersonal skills, change management skills and multi-cultural communication skills

Learning Outcomes:

- Apply the principles of effective communication to overcome the barriers of communication and communicate effectively
- Develop verbal, non-verbal and written communication skills that will enable better communication at workplace
- Apply resume writing skills to build effective resumes
- Demonstrate effective non-verbal communication skills to face interviews confidently and make effective presentations / speeches
- Develop interpersonal skills, leadership and change management skills and multicultural communication skills to communicate and manage effectively in organizations

Course Details:

Module 1: Communication - The Importance of Communication, The Basic Forms of Communication, The Process of Communication, Barriers to Communication, Dealing with Communication Barriers, Characteristics of Non-verbal Communication, Components of Non-verbal Communication to Management

Module 2: Listening - Importance of Listening, Barriers to Effective Listening, Approaches to Listening, How to be a Better Listener, What Speakers Can Do to Ensure Better Listening, Active Listening Skills

Module 3: Negotiation, Interviewing and Group Communication - Approaches to Negotiation, The Major Elements of Negotiation Preparation, The Situation, Negotiation Skills, Interview and types of Business Interviews, Planning an Interview, Conducting an Interview, The Ethics of Interviewing, Factors in Group Communication, Group Decision Making, Effective Meetings

Module 4: Making and Organizing Presentations - Speech Purposes – General, Speech Purposes – Specific, Methods of Speaking, Analyzing the Audience, Nonverbal Dimensions of Presentation, Why Organize, The core Statement, Organizational Structures, Supporting your Ideas, Visual Aids, After the Presentation

Module 5: Letter Writing - Understanding the Audience, Organizing your Message, Business Letters, Principles of Business Writing, Writing for the Reader, Saying “No” to an Adjustment Request, Saying “No” to a Credit Request, Saying “No” to an Order for Merchandise, Saying “No” to a Request for a Favour, Special Problems in Writing about the Unpleasant

Module 6: Writing to Persuade - The Basis of Persuasive Sales Messages - Identifying Objectives, The Basis of Persuasive Sales Messages – Organizing the Message, How to Handle Complaints and Convey Bad News, Writing a Complete Sales Letter, Claim Letters and Requests for Favors, The Collection Series, Writing for the Web

Module 7: Resumes and Application Letters - Formulating Career Plans, Planning your Resume, Structuring the Resume, Content of the Resume, Electronic Résumé, Qualities of Well-written Application Letters, Cover Letter, Letter Plan

Module 8: Effective Memos and Layout of Letters - Fundamentals of Effective Memos, Types of Memos, Memos about the Unpleasant, Persuasive Memos, Punctuation Styles and Letter Formats, Formats, Standard Letter Parts, Special Letter Parts, Memorandum Formats

Module 9: Reports, Business Proposals and Business Plans - The Elements of a Report, The Text of a Report, Business Proposals, Types of proposals, Contents of a Business Proposal, Business Plans

Module 10: Different Types of Reports - Different Types of Reports, Four Steps in Writing a Report, Structuring the Report, Concluding the Report, When to Use Visual Aids, Selecting a Suitable Visual Aid, Introducing Visual Aids in the Text

Module 11: Writing the Routine and Pleasant and Tools for Professional Development - Sentence Structure, Punctuation, Paragraphs, Compositions, Importance of Self-Awareness, How to do self- SWOT analysis, Setting Goals, Career Profiling, Importance of Time Management, Analysis of Time, Planning Time and Resources, Setting Goals and Objectives, Planning to Achieve Goals

Module 12: Business Etiquette - Business Etiquette, Professionalism, Image Building, Grooming, and Dressing, Business Protocols and Work Place Ethics, Self-introduction, Team - Introduction and Handshake, Business Card Etiquette, Workstation/Cabin etiquette, Telephone and Mobile etiquette, Netiquette, Etiquette for Podcasts and Vodcasts, Customer Etiquette, Hiring Etiquette, Business Dining Etiquette, Etiquette for Social Gatherings, International/Cross Cultural Etiquette

Module 13: Managerial Effectiveness - Managerial Effectiveness, Characteristics of an Effective Manager, Prioritize, Effective Decision-making, Effective Communication, Participation, Ethical Manager, Stress Management, Time Management, Creativity in Management, Emotional Intelligence in Management, Interpersonal Skills, Leadership Skills, Multi-cultural Communication Skills

Module 14: Stress Management, Creativity and Emotional Intelligence - Definition of Stress, Sources of Stress, Effects of Stress, Strategies for Coping with Stress, Maintaining Work-life Balance, Spirituality and Stress Management, Defining Creativity, Importance of Being Creative, Developing Creativity, Enhancing Creativity, The Nature of Emotional Intelligence, Evolution of Emotional Intelligence, Components of Emotional Intelligence, Analyzing the Impact of Emotions at the Workplace, Applications of Emotional Intelligence at the Workplace, Emotional Intelligence in Indian Organizations, Improving Emotional Intelligence

Module 15: Interpersonal, Leadership and Multi-Cultural Communication

Skills - Essential Interpersonal Competencies for Managers, Introduction to Interpersonal Skills, Developing Interpersonal Skills, Transactional Analysis, Transactional Analysis and Managerial Effectiveness, Building Positive Relationships, Giving Praise, Dealing with Criticism, Managing Conflict, Leadership Skills, Change Management Skills, Crisis Management Skills, Understanding Different Cultures, Need for Multi-cultural Communication Skills, Being Sensitive to Different Cultures while Communicating, Common Mistakes Committed in Cross-cultural Communication, Enhancing Multi-cultural Communication Skills, Cultural Fluency

Suggested Books:

1. Bovee Courtland & Thill John. Business Communication Today. 14 Edition. Pearson, 2017.
2. Munter, Mary. Guide to Managerial Communication. 10th Edition, Pearson, 2016
3. Gargi Mishra. Business Communication and Soft Skills, Horizon Press, 1st Edition, 2019
4. Jeff Butterfield. Soft Skills for Everyone, Cengage Learning, 2nd Edition, 2020\

Business Policy and Strategy

Course Handout

Program: MBA
Core/Elective: Core
Credits: 4
Semester: 3

Course Description:

Strategic management consists of a set of decisions and actions resulting in the formulation and implementation of strategies designed to achieve the objectives of an organization. It involves taking decisions about the products, location, and the organization's structure – decisions that determine the survival of the organization in the short and long term. It starts with strategic diagnosis, and culminates in new products, markets, technologies, and capabilities. The strategist's work is to challenge the prevailing setup with a single question "Why?", and to ask the same question as many times as necessary to make the future as clear as the present for managers at all levels. Thus a need arises to study the dynamically changing eco-system of business strategy formulation based on the policies of the organization.

The course, *Business Policy & Strategy*, discusses the concepts and practices in strategic management. The course focuses on the organization and its interaction with its environment. It provides a panoramic view of the changing corporate environment and seeks to explain how organizations can be more effective and efficient not only in today's but also in tomorrow's business environment. The learner is bound to benefit from the wide spectrum of concepts discussed along with their real-time application in the global business environment.

Course Objectives:

At the end of the course, the students will be able to:

- Recall the origin, evolution and the principles of business strategy
- Explain the components and process of strategic management
- Define the internal and external environment, influencing business strategy
- Examine different generic competitive strategies and the criteria for evaluating strategic alternatives

- Discuss value chain and competitive scope
- Describe control systems in business strategy
- Evaluate various forms of corporate restructuring

Learner Outcomes:

- Explain the evolution of the concept of business strategy to identify core principles for developing business strategies
- Examine the factors influencing business strategy to develop effective competitive business strategies
- Evaluate various forms of corporate restructuring to enable selection of suitable organizational strategies

Course Details:

Module 1: Business Strategy: An Introduction and Strategic Management -

The Evolution of the Concept of Strategy, the Three Levels of Strategy, Developing a Strategic Perspective, Introduction to Strategic Management, the Process of Strategic Management, Components of Strategy Formulation, Strategic Decision-making, Vision and Mission, Formulating a Mission Statement, Social Responsibility

Module 2: Strategy and Environmental Analysis -

The Remote Environment, The Operating Environment, Porter's Five Forces Model, Structural Analysis and Competitive Strategy, Strategy and Internal Analysis, Analyzing Departments and Functions, Analyzing Management, Culture, Value Chain Analysis

Module 3: Objectives and Strategies and Generic Competitive Strategies -

Definition of Objectives, Grand Strategies, Functional Strategies, Overall Cost Leadership, Differentiation, Focus, Choice of a Generic Strategy, Pitfalls of Generic Strategies, Strategic Lock-In, Competitive Strategies in Different Types of Industries

Module 4: Strategy Analysis and Choice -

Criteria for Evaluating Strategic Alternatives, Strategic Analysis at the Corporate Level, Strategic Analysis at the Business Unit Level, Behavioral Considerations Affecting Strategic Choice, Contingency Approach to Strategic Choice

Module 5: Value Chain and Competitive Scope and Value Chain and Generic Strategies -

Primary and Support Activities, Configuring the Value Chain, Sustainable Competitive Advantage, Competitive Scope and the Value Chain, The Value Chain, Industry Structure, and Departmental Structure, The Value Chain and Cost Analysis, Cost Behavior, Linkages, Cost Advantage, Pitfalls in Cost Leadership Strategies, Differentiation Strategies, Buyer Value and Differentiation

Module 6: Strategy, Structure and Culture - Organization Structure, Responsibility Structure, Aligning Structure to Strategy, The Significance of Organizational Culture, Institutionalization of Organizational Culture, Culture and Organization Structure, Culture and Style of Management, Culture and Power, Culture and Change

Module 7: Control Systems - Control Systems – An Overview, Strategic Control, The Balanced Scorecard, Operational Control, Benchmarking, Re-engineering

Module 8: Organizational Roles in Strategic Management - The Role of the Strategy Team, General Managers and Strategic Management, Board of Directors and Strategic Management

Module 9: Corporate Restructuring and Joint Ventures - Forms of Corporate Restructuring, Numerator and Denominator Management, Turnaround Management, Introduction to Joint Ventures, The Rationale for Joint Ventures, Reasons for the Failure of Joint Ventures, Introduction to Strategic Alliances, Making Alliances Work, The Advantages and Disadvantages of a Strategic Alliance

Module 10: Mergers and Acquisitions (M&A) - Types of Mergers, The Economic Rationale for Mergers and Acquisitions, Industry Life Cycle Stages and M&A Activity, Cross-border Mergers and Acquisitions, M&A – Success and Failure

Module 11: Divestitures and Takeover Defence- Motives for Divestitures, Assembling the Divestiture Team, Preparing for the Divestiture, The Selling Process, Takeover, Anti-Takeover Defense Mechanisms

Module 12: Challenges for the 21st Century - Forces for Change, Types of Change, The Change Process, Resistance to Change, Implementing Strategic Change, Power, Politics, Effects of Power and Politics on Strategic Change, Global Competitiveness in the New Millennium, Considerations for Strategists in the 21st Century, Emergence of the Knowledge Worker, E-Business: The Central Challenge, The CEO in the New Millennium

Suggested Books:

1. Thomas L. Wheelen, et al., Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Fifteenth Edition, Pearson Paperback – 30 July 2018
2. P.N. Srivastava, Business Policy and Strategy Hardcover, Horizon Press, January 2019
3. Joan Magretta, Emile Holmewood and Heinrich Zimmermann, What is Strategy?: An Illustrated Guide to Michael Porter Hardcover – Illustrated, 15 September 2020, Harvard Business Review Press

4. Shabbar Suterwala, Top 20 Business Strategies for your Business Growth, Notion Press; 1st edition Paperback – 27 May 2021
5. Brian Tracy, Business Strategy: The Brian Tracy Success Library Hardcover – 26 February 2018, Manjul Publishing House
6. Callie Daum, Business Strategy Essentials You Always Wanted to Know (Second Edition), January 2020, Vibrant Publishers

International Business

Course Handout

Program: MBA

Core/Elective: Core

Credits: 4

Semester: 3

Course Description:

Companies operating in international markets function in a highly competitive environment and require strategies that differentiate their products and enhance their perceived value, while reducing production costs. International businesses face several challenges when setting up facilities internationally. The barriers to international trade pose a major threat while entering foreign markets. In addition, the cultural differences and the role of governments in home and host countries also play a major role while conducting international business. This course prepares the learner to address these challenges and undertake international business decisions.

The course modules cover various topics like Concept of Globalization, International Trade Theories, types of trade barriers, International Monetary System, International Economic Integration, Strategy and the Firm, Organizational Architecture, Basic Entry Decisions, Globalizing R&D, Strategic IHRM, The International Marketing Challenge, Accounting Standards, Global Money Management, Implementation of International Operations, Internet and E-Commerce and Ethical Issues in International Business.

Course Objectives:

At the end of the course, the students will be able to:

- Compare the benefits and challenges of international operations vis-à-vis domestic operations of a business
- Interpret the theories of international trade
- Discuss the operations of international trade
- Recall the functioning of international monetary systems and foreign exchange markets
- Identify the factors influencing HR, Marketing, Supply chain and R&D practices of international business organizations

- Apply the accounting and financial management principles to international business decisions
- Explain the entry strategies for entering into international business

Learning Outcomes:

- Apply the theories of international trade to international business decisions
- Analyze the factors influencing international operations for their impact on international business decisions in various functional areas
- Evaluate the pros and cons of the different entry strategies to choose an appropriate entry strategy for a specified business

Course Details:

Module 1: International Business, Globalization and Country Differences -

Concept of Globalization, The Face of Globalization, Globalization and International Business, International Expansion, Culture and International Business, Correlates of Culture, National Culture Classifications, Corporate Culture, Key Cultural Issues, The Political Environment, The MNE-government Relationship, The Legal Environment

Module 2: International Trade Theories and Monetary Systems -

International Trade Theories, Types of Trade Barriers, History of the International Monetary System, Exchange Rate Systems, Determining Foreign Exchange Rates, The Balance of Payments, International Foreign Exchange Markets, International Capital Markets, Asian Financial Crisis

Module 3: International Economic Integration and Institutions -

International Economic Integration, Cooperation among Nations at the Global-level, Cooperation among Nations at the Regional-level, Cooperation among Nations at the Commodity-level, Strategic Responses of Multinational Enterprises

Module 4: The Strategy and Organization of International Business -

Strategy and the Firm, Global Expansion and Profitability, Pressures for Cost and Local Responsiveness, Choosing a Strategy, Organizational Architecture, Organizational Structure, Control Systems and Incentives, Processes, Organizational Culture, Synthesis: Architecture and Strategy, Organizational Change

Module 5: Entry Strategies and Strategic Alliances -

Basic Entry Decisions, Entry Modes, Selecting an Entry Mode, Greenfield Venture Versus Acquisition, Strategic Alliances

Module 6: Global Research and Development -

Globalizing R&D, Design and Structure of Global R&D, Management and Operations of Global R&D, Technology Transfer across Borders

Module 7: Global Human Resource Management, Marketing and Supply Chain - Strategic IHRM, Staffing a Multinational Enterprise, The Expatriate Workforce, HRM in Foreign Affiliates, The International Marketing Challenge, Globalization and Localization in International Markets, The Global Supply Chain

Module 8: Accounting in the International Business - Accounting Standards: Country Differences, National and International Standards, Multinational Consolidation, Currency Translation, and Transaction Exposure, Accounting Practice and Economic Reality, Accounting Aspects of Control Systems

Module 9: Financial Management in the International Business - Investment Decisions, Financing Decisions, Global Money Management: The Efficiency Objective, Global Money Management: The Tax Objective, Moving Money across Borders, Techniques for Global Money Management

Module 10: Implementation and Control in International Business - Implementation of International Operations, Controlling International Operations

Module 11: Global Internet and E-Commerce - Internet and E-Commerce, E-Readiness, The Impact of E-Commerce in International Business, Challenges for Global E-Commerce

Module 12: Ethics in International Business - Ethical Issues in International Business, Ethical Dilemmas, The Roots of Unethical Behavior, Philosophical Approaches to Ethics, Ethical Decision Making

Suggested Books:

1. Charles W L Hill and G Thomas M Hult (2021). International Business – Competing in the Global Marketplace. 12th edition, McGraw Hill India.
2. Oded Shenkar, Yadong Luo, Tailan Chi (2021). International Business, 4th edition, Routledge
3. Alan C Shapiro (2019). Multinational Financial Management, 11th Edition, Wiley
4. Prakash G Apte (2017). International Financial Management, 8th edition, McGraw-Hill India
5. H.G.Mannu (2018). International Economics. Vikas Publishing House
6. Francis Cheunilam (2020). International Business – Text and Cases. 6th edition. Prentice Hall India Learning Private Limited
7. John Wild and Kenneth Wild (2019). International Business – The Challenges of Globalization. Pearson Education

Leadership and Change Management

Course Handout

Program: Online MBA

Core/Elective: Core

Credits: 4

Semester: 3

Course Description:

Nothing in this world is constant. Everything keeps changing and so are the organizations, people and technology. Change management is a planned approach to evolutionize people, and organizations from a current state to a desired future state, to fulfill or implement a vision and strategy. It calls for exemplary leadership to empower employees to changes in their existing work environment. Leaders have a critical role to play in ensuring that the change effort is successful. This course is important as leaders play a pivotal role in change management which is true for all the organizations.

Leadership and Change Management deals with the theories of leadership and highlights its significance in the cut-throat competitive business world. It captures the essence of the growing need for nurturing learning organizations and the path traversed by the leader to develop organizations. Leadership and Change Management deals with understanding the concept of leadership, leadership styles, leadership skills, and how leaders are developed. It also discusses the role of a leader as a coach, developing performing teams, and the importance of leadership succession. The course also covers the concept of narcissistic leaders, the challenges faced by leaders and the factors that lead to diversity and how leaders foster creativity through diversity. Finally, the course deals with understanding change, implementing change, change agents, and disruptive innovation.

Course Objectives:

At the end of the course, the students will be able to:

- Explain the concept of leadership styles, theories, skills and leadership development
- State the importance of continuous learning for developing performing teams
- Illustrate the operating styles of level 5 leaders and narcissistic leaders in meeting the challenges of leadership

- Discuss the importance of implementing change, and change agents in change management
- Describe the importance of disruptive innovation in transformation of organizations

Learning Outcomes:

- Apply leadership skills and theories for grooming leaders and institutionalizing leadership
- Demonstrate continuous learning for nurturing and developing learning organizations
- Assess the operating styles of Level 5 leaders and narcissistic leaders for encouraging diversity and innovation in organizations
- Analyze change management practices for effective change management
- Evaluate disruptive innovations and strategic management decisions for sustainable transformation in organizations

Course Details:

Module 1: Understanding Leadership - The Difference between Leadership and Management, Evolution of Leadership Theories, Attributes of Effective Leaders

Module 2: Leadership Styles and Leadership Skills and Tactics - Leadership Styles and Skills, Likert's Four Styles, Tannenbaum & Schmidt Continuum of Leader Behavior, The Impact of Leadership Styles on Drivers of Work Climate, Persuasion Skills, Motivational Skills, Conflict Resolution Skills, Leadership Tactics

Module 3: The Making of a Leader - The Making of a Leader, Developing Next Generation Leaders, Tying Leadership Development to Organizational Goals

Module 4: Leading a Learning Organization and Coaching Leaders - Learning, The Learning Organization, Innovative Learning, Leading a Learning Organization, Demystifying Coaching, Leader as a Coach, Improving as a Coach

Module 5: Developing Performing Teams - Moving from Command and Control to Teamwork, Understanding Teams and Teamwork, Principles of Great Teams, Team Size and Skills, Leadership Approaches that Foster Team Performance, Team Learning

Module 6: Leadership Succession - Leadership Succession-An Overview, Importance of the Right CEO, Insider Vs Outsider for the Position of CEO, Choosing the Right CEO, Women CEOs

Module 7: Level 5 Leadership and Narcissistic Leaders - Classification of Leaders, Characteristics of Level 5 Leaders, Operating Style of Level 5 Leaders, Understanding Narcissism, Characteristics of a Narcissistic Leader, Operating Style of a Narcissistic Leader, Balancing a Narcissistic Leader

Module 8: Leadership Challenges - Challenges of Knowledge Work, Realities of the E-commerce Environment, Managing Diversity

Module 9: Understanding Change - Evolution of an Organization, Factors that Inhibit Change, Classification of Change, Mode of Change

Module 10: Implementing Change - Transforming an Organization, Understanding Organizational Culture, The Need to Change Culture, Changing the Culture

Module 11: Change Agents - CEOs as Change Agents, Middle-level Managers as Change Agents, HR Personnel as Change Agents, Consultants as Change Agents

Module 12: Disruptive Innovation - The Rise and Fall of Great Companies, Disruptive Innovation, Factors that affects Disruptive Innovation, Creating the Capabilities to Cope with Disruptive Innovation, Target Markets for Disruptive Innovation

Suggested Books:

1. Afsaneh Nahavandi, *The Art and Science of Leadership*, Pearson, 7e, 2018
2. Arora H.N and Rajan Sinha, *Alchemy of Change - Managing Transition through Value-based Leadership*, SAGE Publications, 2020
3. Daphne Halkias, Joseph C. Santora, Nicholas Harkiolakis, Paul W. Thurman (Editors), *Leadership and Change Management: A Cross-Cultural Perspective Hardcover*, Routledge, 2017
4. Gary A Yukl, William L Gardner, *Leadership in Organizations*. 9th ed. Boston Pearson Education, Inc 2020
5. Gillian Watson, Stefanie C. Reissner, *Developing Skills for Business Leadership* 3rd Edition. London: Kogan Page, 2020
6. Nishant Uppal, *Narcissus or Machiavelli? Learning Leading from Indian Prime Ministers*, Routledge, 2021
7. Panduranga Bhatta C. and Pragyana Rath, *The Art of Leading in a Borderless World*, Bloomsbury Publishing, 2020
8. Peter G. Northouse *Leadership: International Student Edition, Theory and Practice*, 9th Edition Sage Publications Inc, 2021
9. Ratan Raina, *Change Management and Organizational Development*, Sage Publications, 2019
10. Ruchira Chaudhary, *Coaching - The Secret Code to Uncommon Leadership*, Penguin Random House India, 2021
11. Sajjad Nawaz Khan, *Leadership and Followership in an Organizational Change Context*, IGI Global, 2021

Financial Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

In this dynamic and highly competitive business world, managers can stay a step ahead of the competition by developing robust financial management strategies. Financial management, as a subject of study, is the basic building block of knowledge for finance as well as non-finance professionals. Financial management helps the managers to take decisions on various financial aspects such as capital structure, dividend policy, sources of funding, efficient allocation of funds for long-term and short-term purposes etc. It enables managers to decide and act accordingly, to increase the value of the firm to the shareholders. Today's financial managers need to be global managers. With this perspective, the subject also discusses the basic concepts related to trade and finance, international financial management and financial risk management.

The course covers the basics of financial management, financial management for corporates, concepts of time value of money, risk and return, leverage, capital structure, cost of capital, bond and equity valuation and risk management. The course also covers in detail the short term and long term investment and financing decisions of firms and the financial appraisal of international projects.

Course Objectives:

At the end of the course, the students will be able to

- Outline the components of a financial system
- Explain the financial management concepts applicable to investment, financial and dividend decisions
- List the sources of long term and short term financing decisions
- Identify the components of international financial systems
- Outline the various short term and long term sources of finance for international business entities
- Analyze the financial risk management techniques applicable for different business decisions

Learning Outcomes:

- Identify the components of Indian financial system relevant for financial management decisions for business entities in India
- Apply the financial management principles to analyze the financial, investing and dividend decisions of business entities
- Determine the sources of short-term and long-term capital available in India for business entities
- Evaluate the various aspects related to international financial system to enable international financial decisions
- Determine the sources of short-term and long-term capital available in international financial environment for businesses
- Identify the applications of financial risk management techniques for various business decisions

Course Details:

Module 1: Introduction to Financial Management and Indian Financial System - Meaning of Financial Management, Objectives of Financial Management, Functions of the Finance Manager, Environment of Corporate Finance, Functions Performed by a Financial System, Financial Markets, Introduction to Capital Markets, International Capital Markets, Financial Institutions, Reserve Bank of India, Nature of Commercial Banks, Classification of Non-Banking Financial Companies

Module 2: Time Value of Money, Risk and Return and Leverage - Meaning of Time Value of Money, Process of Compounding, Process of Discounting, Future Value of a Single Flow (Lump Sum), Future Value of Multiple Cash Flows, Future Value of Annuity, Present Value of a Single Cash Flow, Present Value of Uneven Multiple Cash Flows, Present Value of an Annuity, The Concept of Return, The Concept of Risk, Portfolios and Risk, the Concept of Leverage, Operating Leverage, Financial Leverage, Total Leverage

Module 3: Valuation of Securities - Valuation Concept, Valuation of Bond, Bond Value Theorems, Valuation of Warrants and Convertibles, Equity Valuation: Dividend Capitalization Approach, Equity Valuation: Ratio Approach

Module 4: Sources of Long term Finance - Types of Capital, Issue of Securities, Other Sources of Long Term Finance, Concept of Finance for Government

Module 5: Cost of Capital and Capital Structure Theories - Meaning of Cost of Capital, Costs of Different Sources of Finance, Weighted Average Cost of Capital, Weighted Marginal Cost of Capital, Capital Structure, Capital Structure Theories

Module 6: Capital Expenditure Decisions - Nature of Investment Decisions, Identification of Potential Investment Opportunities, Preliminary Screening, Feasibility Study, Implementation, Performance Review, Financial Appraisal of a Project, Defining Costs and Benefits, Appraisal Criteria, Infrastructure Decisions and Financing

Module 7: Dividend Policy - Dividend Decisions – Introduction, Traditional Approach, Walter Model, Gordon's Dividend Capitalization model, Miller and Modigliani Model, Rational Expectations Model

Module 8: Working Capital Management and Financing Current Assets - Purpose of Working Capital Management, Meaning and Assessment of Working Capital, Static and Dynamic view of Working Capital, Factors affecting the Composition of Working Capital, Inter-Dependence among Components of Working Capital, Operating Cycle Approach to Working Capital Management, Criteria for Evaluation of Working Capital Management, Spontaneous Sources of Financing Current Assets, Trade Credit, Short-term Bank Finance, Public Deposits for Financing Current Assets, Commercial Paper, Factoring, Regulation of Bank Credit,

Module 9: Inventory Management and Receivables Management - Role of Inventory in Working Capital, Purpose of Inventories, Types of Inventory, Costs Associated with Inventories, Inventory Management Techniques, The Total System of Inventory Management, Other Inventory Management Techniques, Inventory and the Finance Manager, Purpose of Receivables, Credit Policy, Credit Evaluation, Credit Granting Decision – Decision Tree Approach, Monitoring Receivables

Module 10: Cash Management - Difference between Profits and Cash, Need for and Objectives of Cash Management, Investment of Surplus Cash, Internal Treasury Controls, Internal Audit, Failure of Controls

Module 11: International Trade: Theories and Practices - Meaning of Project Appraisal, Sources of Finance for International Projects, Reasons for FDI, Appraisal for FDI, Theories of International Trade, Growth of International Trade, Trade Barriers, Regulation of International Trade, Balance of Payments, International Finance, International Monetary System, Foreign Exchange Market, Market Mechanism and Conventions, The Regulations – Indian Scenario, Exchange Rate Determination, Foreign Exchange Risk and Foreign Exchange Exposure Management of Exchange Risk

Module 12: Financial Forecasting and Financial Risk Management - Sources of Risk, Risk Management, Futures, Standardization of Futures Contracts, Mechanism of Futures Markets, Futures Prices, Types of Futures, Options, Factors Influencing Option Prices, Options Pricing Models, Exotic Options, Financial Swaps, Options on Swaps, Currency Swaps, Need for Forecasting, Steps and Techniques in Financial Forecasting, Pro-Forma Financial Statements, The Concept of Earnings Guidance, Limitations of Financial Forecasting

Suggested Books:

1. Brealey Myers (2020). Principles of Corporate Finance, 13th edition, USA: McGraw-Hill Companies Inc.
2. Prasanna Chandra (2019). Financial Management – Theory and Practice, 10th edition, New Delhi: Tata McGraw-Hill.
3. I.M. Pandey (2021). Financial Management, 12th edition, New Delhi: Pearson Education.
4. Francis Cherunilam (2020). International Business — Text and Cases, 6th Edition, PHI Learning.
5. P.G. Apte (2020). International Financial Management, 8th Edition, McGraw Hill Education (India) Private Limited.
6. John Tennent (2018). The Economist Guide to Financial Management. Economist Books.

Global Financial Markets

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Global Financial Markets are witness to several financial crises such as global financial crisis during 2007-2010, the subprime mortgages in US (2007), collapse of Lehman Brothers (2008) and the euro zone crisis (2010). The collapse of financial institutions as such raised many questions on their operations and strengths. To prevent and curtail such crises, global financial institutions and markets need to bring in changes with respect to macroeconomic policy, financial stability, financial regulation and supervision, corporate governance, risk management, etc. The course on Global Financial Markets intends to educate the students about the global financial sector in very clear and easy to understand terms by providing them a broad and balanced introduction to financial markets across the world. This course also gives an in depth analysis of valuation of global bond and equity markets. The global financial markets are very dynamic; and this course provides a comprehensive and up to date coverage about issues that impact the global markets. This course also gives an overall idea about various global market components like global money markets, bond markets, stock markets international banking, etc.

The course modules cover topics such as globalization, valuation of bonds, mortgages, global stock market operations, types of derivative instruments, banking systems around the world, thrift institutions, pension and mutual funds, credit rating, dealing room operations and global corporate governance practices.

Course Objectives:

At the end of the course, the students will be able to

- Outline the various components of the global financial markets
- Analyze the impact of macro issues in global financial markets on business decisions
- Explain the operations of global bond and stock markets
- Build awareness of the functioning of international financial institutions such as banks, thrift institutions, investment banks, pension funds and mutual funds

- Assess the risks in conducting global operations for a business
- Identify the appropriate risk management techniques for a business
- Analyze the importance of adhering to corporate governance best practices in global operations

Learning Outcomes:

- Analyze how macro-economic changes in global financial markets impact business entities operating globally
- Evaluate the operations of bond and stock markets to enable international financing and investing decisions
- Identify the international financial institutions operating globally and study their functions to enable international financing and investing decisions
- Study the risks associated with international business decisions to identify appropriate risk management techniques
- Recognize the corporate governance strategies adopted by global entities to evolve corporate governance best practices

Course Details:

Module 1: Introduction to Global Markets - Globalization, Global Financial Markets, Foreign Direct Investment in India, Global Bond market, Corporate Bond Market, Private Equity and Venture Capital, Strategies of Investments by Private Equity Firms, Hedge Funds, External Commercial Borrowings and Trade Credit, Trade Finance

Module 2: Macro Issues Impacting Global Markets and Role of Multilateral Institutions - Political Scenario, Price Setting, Carry Trade: Its Impact on Global Trade, Yield, Quantitative Easing, Risk Management, Bretton Woods System, World Trade Organization, Bank for International Settlements, Asian Development Bank: An Overview

Module 3: Valuation of Securities and Global Bond Markets - Valuation Concept, Valuation of Bond, Bond Value Theorems, Valuation of Warrants and Convertibles, Equity Valuation: Dividend Capitalization Approach, Equity Valuation: Ratio Approach, Basics of Bonds, Bond Investment Strategies, Structure of Bonds, Risks associated with Bonds, Global Bond Markets: An Overview, Central government debt securities

Module 4: Mortgage and Mortgage Instruments - Meaning and Concept, Types of Mortgages, Essentials of Mortgage, General Mortgage Lending Process followed by Banks, Mortgage vs. Pledge vs. Hypothecation, Mortgage Financing in India, American Housing Market, Securitization, 2007 Crisis: What went wrong?, Brexit 2016 and its impact on Markets, Lessons from the Crisis

Module 5: Global Stock Markets, Money Markets and Commodity Markets -

Global Stock Markets: An Overview, Advantages of Global Stock Markets, Growing Importance of Global Stock Markets, International Investment Performance, Ways to Invest in Foreign Securities: ADR, GDR, Risks of Investing in International Stock Market, Money Market Instruments, Indian Money Market, Commodity Market, Certain major perspectives in Global commodities market, The Fall in Price of Gold: Causes and consequences, Commodity Market-Global Outlook, The Nature and Origin of Subprime Crisis: Role of Financial Derivatives

Module 6: Global Derivatives Markets & Instruments -

Types of Derivative Instruments, Important features of Derivatives market, Purpose of Derivatives, Futures contract, Structure of Global Futures markets, The Mechanics of Future Trading, Types of Futures, Interest Rate Futures, Option Trading, Elementary Strategies, Interest Rate Derivatives, Interest Rate Swap with Intermediary, International Derivative Market, Elementary Pricing Principle

Module 7: Banking: An International Perspective and Thrift Institutions:

Operational and Regulatory Issues - Banking System in Hong Kong, Japan, Brazil, European Union, China, US, Islamic Banking: A Perspective, Banking System in India, Global Banking Outlook, Nature and significance of Thrift Institutions, Thrift Institutions vs. Banks, U.S. and European thrift deposit institutions, Thrift Institutions in France and Germany, UK, United States, Role of Thrift Institutions in developing countries, Thrift Regulations in United States, U.K, and India

Module 8: Investment Banks -

Concept and Definitions, Origin of Investment Banks, Organizational Structure of an Investment Bank, General Functions of Investment Banking Industry, International Scenario of Investment Banks, Criticisms, Threats and Challenges, Rebuilding Investment Bank Industry: The Required Transformation

Module 9: Pension Funds and Mutual Funds, Hedge Funds and Sovereign

Wealth Funds - Types of pension funds, Pension funds functional model, Pension fund administrator, Pension fund administrative functions, Responsibilities of pension fund administrator, Delegation of pension fund administrator responsibilities, Pension fund accounting, Pension fund reporting requirements, Pension fund surplus and deficits, International experience, Leading International Pension Funds, Pension Fund Regulation, Pension Fund Regulation in India, National Pension Scheme, Mutual Funds in India, Mutual Funds in US and EU, Hedge Funds, Sovereign Wealth Funds

Module 10: Credit Rating & Sovereign Risk -

Concept and Meaning of Credit Rating, Utility of Credit Rating, Types of Credit Rating, Credit Rating in India and its Regulatory Framework, Credit Rating Agencies in India, Dimensions of Credit Rating Process and Methodology, Advantages and Disadvantages of Credit Rating, A Debut to the Concept of Sovereign risk, Types of Sovereign Risks, Sovereign Risk and Country Risk – A Glance, Parameters to measure Sovereign Risk, Calculating Sovereign Risk Index, Sovereign Risk in Emerging Markets, The Prudential Path

Module 11: Dealing Room Operations - Basics of Dealing Room, Integrated Treasury in Corporate and Banks, Foreign Exchange Dealing Room Terminology, Operational Issues in Positional Trading in Treasury, Risk Management in Dealing Room Operations, Risk Management through Plain Vanilla Derivatives, Clearing Houses, Margins, Non Traditional Derivatives, Exotic Options and Structured Products, Regulatory Frame Work, Internal and External Audit, Revaluation, Dealing Room Analytics

Module 12: Regulatory Aspects and Corporate Governance in Global Financial Markets - Core Principles for Effective Banking Supervision, Basel 1,2,3 and Impact on Banking Sector, Why global supervision and supervisors?, Global Financial Markets–Global Regulators/Global Supervisors, Regulatory Authorities in Major Markets, Basic Concept on Ethics & Corporate Governance, Corporate Governance-Principal Player, Corporate Governance – Best Practices, Sarbanes Oxley Act US, Finance Markets and Corporate Governance, Dealing Ethical Issues for Sustainability of Financial Markets, Some Bitter Experiences

Suggested Books:

1. Anthony Saunders, Marcia Cornett, Anshul Jain (2021). Financial Markets and Institutions. McGraw-Hill. 7th edition
2. I.M. Pandey, Financial Management (2021). 12th edition, Vikas Publishing House.
3. Jeff Madura (2020). Financial Markets and Institutions – Asia Edition, 13th edition; Cengage Learning.
4. P. G. Apte (2020). International Financial Management; Tata McGraw-Hill Education Private Limited; 8th edition
5. Prasanna Chandra (2019). Financial Management – Theory and Practice, 10th edition, New Delhi: Tata McGraw-Hill
6. Frank J. Fabozzi, Frank J. Jones (2019). Foundations of Global Financial Markets and Institutions. Mit Press. 5th edition
7. Brealey Myers (2018). Principles of Corporate Finance, 12th edition, USA: McGraw-Hill Companies Inc.

Strategic Finance and Corporate Restructuring

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

The international business environment in today's globalized world offers innumerable options for businesses to expand, merge, create collaborative alliances etc. To do so, global managers should be equipped to formulate strategic financial and restructuring decisions that aim at value and wealth maximization. Strategic financial management and corporate restructuring course helps in framing the possible strategies capable of maximizing an organization's net present value, the allocation of scarce capital resources among the competing opportunities, and the implementation and monitoring of the chosen strategy so as to achieve the organizational objectives. This course will help students gain an insight into strategic capital structure theories, managerial decision models, real options and restructuring strategies like mergers and acquisitions, takeover etc.

The modules of the course cover topics such as overview of strategic financial management, capital structure, dividend policy, allocating capital and corporate strategy, decision support models, financial distress and restructuring, real options, working capital management, strategic cost management, an overview of mergers and acquisitions, different forms of M&As, theories of mergers, methods of valuation of firms, various techniques of corporate restructuring such as sell offs and divestitures, joint ventures, going private and leveraged buyouts, ESOPs and MLPs, buy back of shares and exchange offers etc.

Course Objectives:

At the end of the course, the students will be able to

- Discuss the significance of strategic financial decisions in maximizing firm value
- Elaborate capital structure and dividend theories for optimal capital structure and dividend decisions in an organization

- Identify implementation and monitoring strategies to achieve organizational objectives
- Identify the various forms of corporate restructuring
- Analyze the pros and cons of going private and leveraged buyout decisions

Learning Outcomes:

- Identify the various types of strategic financial decisions of a firm to study their impact on business operations
- Apply the appropriate theories of capital structure and dividends to develop optimal capital structure and dividend decisions for a firm
- Evaluate implementation and monitoring strategies to choose an appropriate strategy for achieving organizational objectives
- Analyse the corporate restructuring practices of business entities to select appropriate restructuring practices for selected firms

Course Details:

Module 1: Strategic Financial Management: An Overview - Financial and Non-financial Objectives of a Firm – Agency Theory – Conflicts of Interest in a Firm – Financial Planning and Strategic Planning - The Relationship between Short-term and Long-term Financial Planning

Module 2: Capital Structure - The Effect of Leverage on EPS, Theories of Capital Structure, Modigliani and Miller (M&M) Approach, Merton Miller Hypothesis, The Effect of Leverage on the Standard Deviation of Returns, Capital Structure in the Imperfect Market, Corporate Taxes, The Interest Tax Shield, Bankruptcy Costs and the Capital Structure, Agency Costs and the Capital Structure, Trade-off Theory of Financing, Signaling through Capital Structure

Module 3: Dividend Policy - Dividend Decisions, Strategic Determinants of Dividend Policy, The Irrelevance of Dividends and Stock Repurchases in an Ideal Capital Market, Modigliani-Miller Position, Financial Signaling through Dividends, Bonus Issues and Stock Splits, Share Repurchases as a Mode of Earnings Distribution through Share Repurchases, Dividend Payments and Agency Conflicts

Module 4: Corporate Strategy and Decision Support Models - Valuing Strategic Options with Derivatives, Ratio Comparison Approach, Competitive Analysis Approach, Weighted Average Cost of Capital, Adjusted Present Value Approach, Combining APV with the WACC Approach, The Importance of Unlevered Cost of Capital for a Levered Firm, Financial Objectives of a Company, Financial Modelling, Models for Maximizing Shareholder Value

Module 5: Financial Distress, Restructuring and Real Options - Meaning of Bankruptcy, Symptoms and Prediction of Bankruptcy, Financial Distress, Causes of Financial Distress, Effects of Financial Distress, Definition of Real Options and Difference with Financial Options, Various Types of Real Options, Valuing Real Options The Black-Scholes Model- Decision Tree Analysis, Applications of Real Options, Drawbacks of Using Real Options Analysis

Module 6: Working Capital Management and Strategic Cost Management - Working Capital Leverage, Weighted Operating Cycle, Cash Budget Simulation, Discriminant Analysis, Cash Management Models, Strategic Perspective of Cost Management, Value Chain Analysis, Activity Based Costing, Target Costing, Quality Costing, Life Cycle Costing - Product and Project

Module 7: An Overview of Mergers and Acquisitions and Theories of Mergers and Acquisitions: Different Forms - Forms of Corporate Restructuring, Restructuring – Underlying Issues, Merger Waves, Efficiency Theories, Costs and Benefits of Merger, Strategic Realignment to Changing Environments, Information and Signaling, Market Power, Tax Considerations, Agency Problem and Managerialism, Various Types of Mergers, The Merger and Acquisition Process, Participants in the merger and acquisition process, Post-Merger Integration, Management/Post- closing integration, Reasons for failure of Mergers and Acquisitions

Module 8: Methods of Valuation of Firms and Sell offs and Divestitures - Approaches to Valuation, Role of Valuation, Valuation: Some Misconceptions, Discounted Cash Flow Model, Comparable Company Approach, Option Pricing Method, Choosing the Right Valuation Method, Factors Involved in Divestment Decisions, Explanation and Rationale for Gains from Sell-offs, Divestitures, Spin offs, Equity carve-outs, Split-off, Split-up, Divestiture and the Spin-off Process

Module 9: Joint Ventures and Going Private and Leveraged Buy-outs - Strategic Alliances, Joint Ventures, Managing International Joint Ventures, Reasons for Failure of Joint ventures, 'Going Private' Transactions, Leveraged Buyout, Management Buyouts, Management Buy-ins, Leveraged Cash Out, LBO and Corporate Governance, Leveraged Buyouts in India

Module 10: ESOPs and MLPs - Types of Pension Plans, ESOPs: The Underlying Philosophy, History of ESOPs in the US, Types of ESOPs, Employee Risk and ESOP, ESOPs and Corporate Performance, Role of ESOPs in Mergers and Acquisitions, ESOPs Practices in India – An Overview, Master Limited Partnerships (MLPs)

Module 11: Buyback of Shares and Exchange Offers - The Nature of Cash Share Repurchases, Dividend like Effects of Share Repurchases, Basic Stock Repurchase Model, The Theories behind Share Repurchase, Share Repurchases as a Potentially Unique Signaling Mechanism, Criticism of the Potential Unique Signaling Benefit of Repurchases,

The Rationale behind the Popularity of Buy-Backs, Implications of Buy-Backs for Investors, The Indian Scenario, Concept of Exchange Offers

Module 12: Takeover Defenses - Friendly takeover, Hostile Takeover, Takeover Defenses, Preventive Anti-takeover Measures, Corporate Charter Amendments, Active Anti-takeover Defenses, Regulation of Takeovers in India

Suggested Books:

1. Stephen A. Ross, Randolph Westerfield (Author), & Jordon (2018). Fundamentals of Corporate Finance. 12th edition, McGraw Hill College
2. Prasanna Chandra (2020). Strategic Financial Management: Managing for value creation. 2nd edition, McGraw Hill
3. Kalyani Karna (2019). Strategic Financial Management. 1st edition. Corporate Plus Publications Private Limited
4. Edward I Altman (2019). Corporate Financial Distress, Restructuring and Bankruptcy. 4th edition, Wiley
5. Rick Mann & David Tarrant (2020). Strategic Finance for Strategic Leaders: The First Five Tools. Clarion strategy publishing
6. Sheeba Kapil (2021). Financial Valuation and Modelling. Wiley

Services Marketing

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Since the past few decades, there is significant contribution by services sector to wealth of the nations rather than the contribution of agriculture and manufacturing sectors. This has transformed the composition of global production and global trading patterns as well. Services marketing concepts, strategies and framework have evolved to help services market players and also management students to understand the various issues and challenges surrounding marketing of services. Moreover, services marketing is a people-dependent activity owing to the fact that services being delivered to customers often is not a tangible product. This course on *Services Marketing* would facilitate the students understand the concept of services, various operational issues related to delivery, management and marketing of the services.

This course on services marketing provides a good understanding of the nature of services, the challenges faced in services marketing and the marketing strategies and tools that can be deployed to attract and retain customers. This course provides the key characteristics of services and the expanded marketing mix to overcome the challenges posed by the unique characteristics. Customer purchase behavior, customer expectations and consumer perceptions and the various marketing strategies that help create value for customers are also discussed in the course. The course discusses how to apply the 7 Ps of the services marketing mix to motivate customers to buy the services., the concept of service settings, managing customer relationship and services with a view to maximize service potential and minimize challenges faced by the management.

Course Objectives:

At the end of the course, the students will be able to

- Define basic concepts of services marketing
- Explain various marketing strategies for creating value to the customers
- Draw implications for marketing strategy development for different services

- Apply the 7 Ps of the services marketing mix to motivate customers to buy the services
- Describe the problems faced by services marketing professionals to increase customers' perceptions of satisfaction, service quality and value

Learning Outcomes:

- Apply services marketing concepts for creating value to customers
- Develop marketing strategies on the basis of services marketing mix elements to motivate customers to purchase services
- Analyze the problems faced by services marketing professionals to increase customer satisfaction, service quality and customer value

Course Details:

Module 1: Understanding Services, Service Trends and Nature of Services Marketing - Service Economy Trends: Global Scenario, Service Economy Trends: Indian Scenario, Key Services: A Sectoral View, Service Sector: Challenges Faced, Regulatory Framework for Services, Factors Influencing the Growth of Service Sector, Services Defined, Tangibility Spectrum, Characteristics of Services, Generic Differences between Goods and Services, Classification of Services, Developing Frameworks for Analyzing Services, Myths about Services, Evolution of Service Firms, A Different Approach for Marketing Services, The Services Marketing Triangle, The Services Marketing Mix, Key Marketing Issues before a Service Organization, New Avenues in Services Marketing

Module 2: Customer Behaviour, Expectations and Perceptions - Differentiating between the Consumer Evaluation Process for Goods and Services, Consumer Decision-making Process, External Factors Influencing Consumer Behavior, Implications for Service Providers, Understanding Customer Requirements, Customer Expectations, Types of Service Expectations, Factors that Influence Customer Expectations of Service, Managing Customer Service Expectations, Exceeding Customer Service Expectations, Customer Perception, Factors that Influence Customer Perceptions, Strategies for Influencing Customer Perceptions

Module 3: Listening to Customers - Using Marketing Research in Services, Approaches to Service Research, Stages in Marketing Research, The Concept of Service-Quality Information System (in Curriculum it is given as Service Quality Information System), Uses of Marketing Research Information, Upward Communication, Definitions of Quality and its Significance, Measuring Service Quality, Service Quality Gap Model, Dimensions of Service quality – SERVQUAL Model based on RATER Scale, Service Quality Standards, Benchmarking, Total Quality Management, Strategies for Improving Service Quality, Monitoring Service Quality

Module 4: Segmentation, Targeting and Positioning of Services - Market Segmentation in Services, Bases for Market Segmentation, Requirements for Effective Segmentation, Process of Market Segmentation, Market Targeting in Services, Mass Customization/Individualized Service, Definition and Concept of Positioning, Positioning Strategies, Value Chain in Services, Differentiation of Services, The Role of Positioning in Marketing Strategy, Steps in Developing a Positioning Strategy

Module 5: Managing Demand & Capacity and Role of Technology in Services - Concept of Demand, Demand Patterns, Capacity Constraints, strategies to Match Demand and Capacity, Creating a Demand Inventory, Yield Management, Technology in Services to Gain Competitive Advantage, Business Technology Strategy, Technographic Segmentation, Technology as a Strategy to Improve Customer Service, Use of Technology to Better Service Customers, Impact of Technology on Different Types of Service Sectors, Impact of New Technology on Distributing Services, Customer Analytics and Role of IT in Customer Acquisition and Retention, Technology: A Double-Edged Sword

Module 6: Marketing Mix Elements and Place in Services and Promotion of services - Marketing Mix in Traditional Marketing, Inadequacy of Four Ps for Marketing Services, Expanded Marketing Mix, Significance of Location, Channel Decisions, Direct Distribution, Key Intermediaries in Service Delivery, Strategies for Effective Service Delivery Through Intermediaries, Importance of Communication and its Types, Communication Issues for Service Marketers, Objectives of Promotions, Elements of the Promotion Mix, Promotional Strategies for Services, How to Design a Service Promotion?, Strategies for Effective Promotion

Module 7: Product: Packaging the services and Pricing of services - Service Product Level, Service Product Decisions, Branding in Services, Categories for New Service Development, New Service Development Process, Product Life Cycle, Service Innovation and Design, Customer Defined Service Standards, Key Characteristics of Pricing in Services, Pricing Objectives, Approaches to Pricing Services, Incorporating Perceived Value into Service Pricing, Value Strategies in Pricing of Services, Issues in Pricing of Services, Revenue Management Techniques

Module 8: People, Process and Physical evidence in Services - Classification of Service Personnel, Problems Faced by Service Personnel, Types of Conflict in Service Organizations, Role of Employees and People Strategy, People Management in Multi-Cultural Context, Organizational Culture and Climate, Characteristics of Service Process Design and Implementation, Types of Processes, Planning a Service Process, Service Blueprinting, Factors Influencing Process Efficiency, Service Positioning through Structural Change, Elements of Physical Evidence, Types of Physical Evidence, Significance of Physical Evidence

Module 9: Service Setting and Internal Marketing - The Service Setting Framework, Types of Service Setting – Servicescape, The Role of Service Setting - Servicescape, The Impact of Physical Surroundings on Customers and Employees, The Service Setting and Consumer Behavior, Environmental Dimensions of Service Setting, Definition of Internal Marketing, The Role of Internal Marketing, Components of an Internal Marketing Program, Developing and Implementing an Internal Marketing Program

Module 10: Service Failures and Service Recovery - Relationship Marketing Defined, Benefits of Relationship Marketing, Relationship Marketing and Transactional Marketing, Six Markets Model, Strategy in Relationship Marketing Management, Recovery of Customers, Impact of Service Failures, Communication and Relationship Marketing

Module 11: Customer Relationship Management (CRM) and Developing and Managing the Customer Service Function - CRM: Definition & History of CRM, CRM – Benefits to Service Organizations and Customers, Technological drivers of CRM, CRM Life Cycle Management, Critical Success Factors in CRM, Loyalty Programs, Analytical CRM, Customer Classification Based on Acquisition and Retention Costs, Customer Service Definition, Improving Customer Service, Technology to Improve Customer Service, The Customer Service Management Cycle, Offering Supplementary Services in Addition to Core Service, Enhancing Customer Service through Improved Service Delivery Process, Steps to Implement an Effective Customer Service Program

Module 12: Globalization of Services - The Growth in Global Service Markets, Factors Influencing Globalization, Overseas Market Entry Decisions, Assessing Globalization, Challenges in the Global Market, Factors Influencing Success of a Global Service Firm, Digital Economy and changed global business environment, E-Governance, Prospects for the Global Marketing of Services

Suggested Books:

1. Jochen Wirtz, Christopher H. Lovelock (2021). 'Services Marketing: People, Technology, Strategy' (Ninth Edition), World Scientific Publishing Co Inc. (USA).
2. Valarie A. Zeithaml and Mary Jo Bitner (2018). Services Marketing: Integrating Customer focus across the Firm. Seventh edition. New Delhi: McGraw-Hill Education.
3. Dr Ravikumar K (2020). 'Marketing and Services Management', Notion Press.
4. Dr. Subramaniam Seshan Iyer (2021). 'Marketing of Healthcare Services: A reference book', Notion Press.

Strategic Marketing Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Strategic marketing management is all about helping the organization develop a unique identity in the market, grow its businesses geographically, and serve the customers better than the competitors. Strategic marketing is a continuous process of developing marketing strategies taking into consideration the constantly evolving trends in the business environment and by giving utmost importance to customer satisfaction. It helps the organization to achieve competitive advantage and sustain it over a longer period of time. It requires strong marketing knowledge and precision in decision making to outperform the competition.

Strategic Marketing Management gives an overview of the formulation and implementation of the strategic marketing plans in an organization. It deals with the study of the market and marketing environment, the competitive advantage, marketing mix, marketing choices, marketing costs and their analysis, implementation and control of a marketing strategy and the need for any business entity to be an effective marketing organization. It also explains the importance of competitor analysis, customer analysis, SWOT analysis, which help the organization in framing strategies for segmenting, targeting, positioning, and other generic strategies. It further discusses the various strategies like new product planning, positioning and branding, customer service, pricing, promotion, advertising, public relations, direct marketing, and sales force strategies. It explains the importance of research and learning that a marketing organization should have and explains about the care and control that has to be kept during the implementation of several strategies. Finally it discusses new age strategic marketing management covering relationship marketing strategies, online marketing strategies, social media marketing strategies, and emerging trends in strategic marketing.

Course Objectives:

At the end of the course, the students will be able to

- Define fundamental concepts of strategic marketing
- Analyse various strategic choices that are to be made in various organizational contexts to make an organization successful

- Illustrate competitor analysis, customer analysis, segmenting, targeting and positioning strategies, inter-organizational relationships, and other generic strategies
- Demonstrate various marketing mix strategies for responding to the continuously changing marketing environment
- Explain the evaluation and control of implementing various strategies
- Examine new age strategic marketing management and emerging trends in strategic marketing

Learning Outcomes:

- Devise appropriate generic strategies relevant to marketing based on various market analyses
- Apply various marketing mix strategies for the marketing environment
- Evaluate competitor analysis, customer analysis, segmenting, targeting and positioning strategies, inter-organizational relationships, and other generic strategies
- Analyse emerging trends and new age strategic marketing to compete effectively

Course Details:

Module 1: Strategic Marketing Management – An Introduction and Marketing Strategy and Planning - Marketing, Definition of Strategy, Evolution of Strategic Management, Strategic Marketing, Deciding How to Compete, Marketing-Orientation, Business Strategy and Marketing, Marketing Situation Analysis, Designing Marketing Strategy, Marketing Planning and Marketing Plans

Module 2: Business Strategy, Competitive Advantage and Marketing Audit - Organizational Change, Competitive Advantage, Business Strategy, Strategic Analysis in a SBU, Marketing Audit, Evolution of Marketing Audit, Components of Marketing Audit, SWOT Analysis

Module 3: Marketing cost Analysis and Environment Analysis - Analyzing Marketing Costs, Customer Profitability Analysis, Financial Situation Analysis, Productivity, The Nature and Structure of Marketing Environment, Environmental Scanning and Analysis, Evolution of Environmental Scanning, PEST Framework, Benefits of Environmental Scanning

Module 4: Competitor and Customer Analysis - Competitive Forces, Competitor Analysis, Information Gathering, Analyzing the Competition, Competitive Information System (CIS), Buyer Behavior Model, The Buying Decision Process, Organizational Buying Behavior, Dimensions of Organizational Buying Behavior, Influence of the Product on Marketing Strategy, Relationship Marketing

Module 5: Segmenting, Targeting and Positioning - Markets and Marketing Approaches, Market Segmentation, Niche Marketing, Bases for Segmentation, Multi-attribute Segmentation, Strategic Analysis of Market Segments, Market Targeting Strategy, Positioning, Choosing the Positioning Strategy

Module 6: Relationship and Generic Strategies - Inter-organizational Relationships, Types of Inter-Organizational Relationships, Strategic Alliances, Joint Ventures, Global Relationships among Organizations, Porter's Five Competitive Forces, Porter's Generic Competitive Strategies, Identifying Potential Competitive Advantages, Influence of Market Position on Strategy, Strategic Wear-out

Module 7: Strategic Marketing - New Product Development, Need for New Product Development, Risks in New Product Development, Reasons for Success of New Products, Reasons for Failure of New Products, Product Planning as a Customer Satisfaction Process, New Product Strategies, The New Product Development Process, Other Issues in New Product Development, Nature of Product, Developing Product Strategies, Managing Existing Products, Branding Strategy, Responsibility for Making Product Decisions, Product Quality Management, Total Quality Management, Customer Service Strategy

Module 8: Pricing, Promotion, Public Relations and Direct Marketing Strategies - Role and Significance of Price, Approaches to Price Setting, Pricing Strategy, Methods of Pricing, Other Considerations in Pricing, Using Price as a Tactical Weapon, Promotion Strategy, Advertising Strategy, Sales Promotion Strategies, Public Relations, Direct Marketing

Module 9: Sales and Distribution Strategies - Developing and Implementing Sales Force Strategy, Sales Channels, Designing the Sales Organization, Managing the Sales Force, Personal Selling, Strategic Issues in Distribution, Types of Distribution Channels, Considerations in Distribution Channels, Distribution Intensity, Conflict and Control in Distribution Channels, Managing the Channel, International Channels

Module 10: Organizational Effectiveness in Strategic Marketing and Relationship Marketing Strategies - Organizational Pressures, Corporate Sustainability, Problems in the Marketing Department, Problems in Obtaining Marketing Feedback, Problems in Information Handling, Issues Related to Marketing Cost, Marketing-Oriented, Planning Orientation, Organizational Issues, Considerations in Organization Design, Organizational Design Options, Selecting an Organization Design, Global Dimensions of Organizations, Why Transactional Marketing is Not Enough?, Need for Relationship Marketing, Defining Relationship Marketing, Customer vs. Business Relationships, Customer Bonding, Mutual Value Creation, Personalization vs. Mass Customization, Strategies for Retaining Customers, Enhancing Customers Relationships for Competitive Advantage

Module 11: Organizational Control in Strategic Marketing and New Age Marketing Strategies - Marketing Plan, Marketing Strategy Implementation, Strategic Evaluation and Control, Marketing Control, Learning Process about Markets, The Learning Organization, Sources of Information and its Analysis, Marketing Information System, Marketing Research Information, Computerized Information Systems, Understanding the Business and Need for Online Marketing, Understanding Online Customers, Building an Effective Website, Search Engine Marketing (SEM), E-Mail Marketing, Affiliate Marketing, Online Advertising, Developing Mobile Applications for Business, Managing Online Reputation, Understanding Social Media, Why People Use Social Media, Business and Social Media, Rules of Engagement for Social Media, Blogging and Micro Blogging, Social Media Marketing Platforms, Going Viral over Social Media, Social Media Monitoring

Module 12: Emerging Trends in Strategic Marketing - Coopetition – Simultaneous Pursuit for Collaboration and Competition, Blue Ocean Strategy, Strategies to Market Luxury Products, Innovation and Reverse Innovation, Branding in the Digital Age, Guerilla Marketing Strategies, Rethinking Marketing Strategies, Meaning of IMC, Reasons for the Growth of IMC, Marketing Communications: Traditional Vs. Contemporary, Integrating IMC in the Marketing mix, Strategic Use of Alternative Media, Developing an IMC Program, IMC: From Strategy to Execution, Measuring Integrated Marketing Communications

Suggested Books:

1. Cravens, David W, “Strategic Marketing”, 10th ed., ebook, McGraw Hill/Irwin, 2021.
2. O. C. Ferrell, Michael Hartline, Bryan W. Hochstein, “Marketing Strategy”, 2021, Cengage South-Western.
3. Alexander Chernev, Philip Kotler, Musadiq A. Sahaf, “Strategic Marketing Management”, “Strategic Marketing: Making Decisions for Strategic Advantages”, PHI Learning, 2019.
4. Alexander Chernev, Philip Kotler, “Strategic Marketing Management”, Cerebellum Press, 2018.
5. Srinivasan R, Lohith C P, 2017, Strategic Marketing and Innovation for Indian MSMEs, Springer.
6. O. C. Ferrell, Thomas W. Spoh, 2017, “Marketing Strategy, Loose-Leaf Version”, Cengage Learning.

Sales and Distribution Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Sales function helps an organization achieve its business goals. Thus, managing sales in an organization is a critical activity. In addition to having a strong sales function, companies should also have efficient distribution channels to make the products available to the end consumer. Over the years, substantial changes have taken place in the selling and distribution environment, leading to changes in the sales and distribution function.

The course, Sales & Distribution Management, examines the various aspects of the sales function ranging from various sales organization structures to the role of the sales manager in improving sales by hiring, training, motivating, and leading the sales force. It also deals with the distribution function, and discusses logistics and channel management.

The course introduces students to the issues involved in the sales and distribution function. It enables students to learn how to plan, organize, and direct the sales function. The course will also equip the students to learn how to manage the distribution function. It also provides to the students an understanding of the various channel institutions.

Course Objectives:

At the end of the course, the students will be able to:

- Introduce basic concepts of sales and sales management various sales perspectives
- Illustrate concepts of planning the sales efforts for effective sales management
- Demonstrate framework for organizing and directing the sales force
- Examine various aspects of logistics and channel management for implementing effective distribution
- Explain measuring performances of marketing channels and various channel institutions for managing the distribution effectively

Learning Outcomes:

- Apply sales planning concepts and frameworks for effective sales management
- Analyze various logistics and channel management aspects for effective distribution management

Course Details:

Module 1: Introduction to Sales Management and Sales Organization -

Evolution of the Sales Concept, Nature and Role of Selling, Image of Selling, Objectives of Sales Management, Integrating Sales and Marketing Management, Environmental Changes Affecting Sales Management, Entry of Women in Sales Management, Role of a Sales Organization, Basis for Designing a Sales Organization, Types of Organizations, Types of Sales Force Structure, Sales Culture

Module 2: Sales Functions, Policies and Personal Selling -

Role of a Sales Manager, Responsibilities of a Sales Manager, Role of a Sales Executive, Responsibilities of a Sales Executive, Policies that Impact Sales Management, Buyer Seller Dyads, Types of Selling Jobs, Sales Force Objectives, Sales Force Strategies, Theories of Personal Selling, Approaches to Personal Selling, Personal Selling Process, Customer-related Issues in Personal Selling, Automation in Personal Selling, Sales Accounting

Module 3: Sales Planning and Sales Territories -

The Importance of Sales Planning, Sales Manager as Planner and Administrator, The Sales Planning Process, Nature and Benefits of Sales Territories, Designing Territories, Using Computers in Territory Design, Territorial Coverage- Managing Sales Reps.' Time and Efforts

Module 4: Sales Budgets and Estimating Market Potential -

Purpose of Sales Budgets, Benefits of Budgeting, Principles of Budgeting, Types of Budgets, Methods of Budgeting for Sales Force, Requirements for Successful Budgeting, Developing a Sales Budget, Importance of Assessing Market Potential, Need to Determine Market Potential, Analyzing Market Potential, Sources of Data, Importance and Uses of Sales Forecasts, Sales Forecasting Methods, Selecting a Forecasting Method

Module 5: Sales Quotas & Sales and Cost Analysis -

Purpose of Sales Quotas, Importance of Sales Quotas, Types of Sales Quotas, Characteristics of a Good Sales Quota, Methods of Setting Sales Quotas, Administering Sales Quotas, Limitations of Sales Quotas, Sales Manager's Responsibility to Ensure Profits, Nature of Sales Control, Sales Analysis, Sales Audit, Marketing Cost Analysis, Marketing Audit, Profitability Analysis, Principles of Analysis

Module 6: Recruiting Sales Personnel and Sales Training Program and

Motivating the Sales Force and Sales Force Expenses - Sales Force Selection and Strategic Planning, Importance of a good selection programme, Scope of Sales Force Staffing Process, New Sources of Recruitment, Integrating Sales Training and Strategic Planning, The Value of Sales Training, Role of Seniors in Sales Training, Determining Training need of Individual Sales Representatives, Content of Training Programme, Use of factual and practical situations in sales training, Computer Based Training Programs: e-Training and M-Training, Accompaniment Calls, Concept of Motivation, Motivation and Productivity of the Sales Force, Effect of Demographic, Psychographic, Experience,

Career Stage, Job Plateau and Personal Characteristics on Sales Force Motivation, Motivating the Sales Personnel at Different Stages of their Career, Sales Force Expenses and Strategic Planning, Legitimate Travel and Business Expense, Characteristics of a Sound Expense Plan, Methods of Controlling Expenses, Control of Sales Force Transportation, Other Methods of Expense Control

Module 7: Time and Territory Management and Compensating Sales Personnel - Time Management and Its Importance, Territory Management and its Importance, Operating the Territory Management System, Objectives of Compensation Plans, Characteristics of Compensation Plans, Types of Compensation Plans, Designing Compensation Plans, Implementing Compensation Plans, Sales Contests, Sales Force Expenses, Fringe Benefits

Module 8: Sales Management: Leadership, Ethical and Legal Responsibilities - Leadership and Strategic Planning, Tools and Techniques of Leadership, Problems and Challenges faced in Sales Leadership, Sales Force Performance, Determinants of Sales Force Performance, Performance Evaluation, Information Sources for Evaluation, Criteria for the Evaluation of Sales Force Performance, Establishing Performance Standards, Methods of Sales Force Evaluation, Monitoring and Reviewing of Sales Force Performance, Business Ethics, The Legal Ethical Confusion, The Pressure to Compromise Personal Ethics, Ethical Situations Facing Sales Personnel, Setting Ethical Guidelines

Module 9: Marketing Logistics and C&F Agents - Logistics and its Importance. Functions in Logistics Management, Importance of Communication in Logistics, Technology in Logistics, Streamlining the Logistics Process, Strategic Issues in Logistics Management, Local and Global Challenges in Logistical Management

Module 10: Marketing Channels, Channel Integration and Channel Management - Evolution of Marketing Channels, Channel Members and their Roles, Channel Functions, Designing Marketing Channels, Channel Flows and Costs, Importance of Channel Integration, Vertical Marketing Systems, Types of Vertical Marketing System, Benefits and Costs of Vertical Marketing Systems, Horizontal Marketing Systems, Hybrid Channel Systems, Recruiting Channel Members, Criteria for Selecting Channel Partners, Motivating Channel Members, Evaluating Channel Members, Modifying Channel Arrangements, Managing Channel Relationships

Module 11: Evaluating Channel Performance and Managing Channel Conflicts and Channel Information Systems - Performance Measures in Marketing Channels, Models to Diagnose Channel Profitability, Appraisal of Channel Members' Contribution, Result of Channel Performance, Sources of Conflict, Types of Conflicts, Conflict Management Techniques, Channel Leadership, Elements of Channel Information Systems, Impact of Information Systems on Channel Flow, Impact of Information Systems on Channel Relationships

Module 12: Wholesaling and Retailing and e-Retailing - Wholesaling and its Importance, Types of Wholesalers, Strategic Issues in Wholesaling, Trends Shaping Wholesale Distribution, Impact of Information Technology on Wholesaling, Challenges in Wholesaling, Retailing and its Importance, Evolution of Retailing, Classification of Retailers, Strategic Issues in Retailing, Retail Trends

Suggested Books:

1. Nag A, "Sales and Distribution Management," McGraw Hill Education. 2017
2. Tapan K. Panda and Sunil Sahadev, "Sales and Distribution Management," 3rd edition, Oxford University Press. 2019.
3. Krishna Havaldar and Vasant Cavale, "Sales and Distribution Management: Text and Cases," Third edition, McGraw Hill Education. 2017.
4. Richard R. Still, Sales and Distribution Management, Sixth Edition, Pearson Education, 2017
5. Bholanath Dutta, Fundamentals of Sales & Distribution Management: Text & Cases, Dreamtech Press, 2020
6. Gupta S L, "Sales and Distribution Management – Text and Cases AN Indian Perspective," Laxmi Publications Pvt Ltd. 2018
7. Venugopal Pingali, "Sales and Distribution Management: An Integrative Approach", SAGE Publications Pvt. Ltd., 2020

Recruitment, Training and Development

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Recruitment is looking for prospective employees and inspiring them to apply for jobs in an organization. The objective of selection is to identify the most suitable candidate who can successfully perform the job, from the pool of qualified candidates. Recruitment and selection of right candidates at right places is very important function because the organizations' efficiency and productivity depend on those people who are hired. Training and development assume significance because updating the skills and knowledge of employees from time to time is vital for organizational success.

The course on Recruitment, Training and Development gives an overview of the functions, process, sources, techniques and trends of recruitment. It also discusses the functions of selection, placement and induction. The next in importance is the overview of the function of training and the training process. Career planning, development, and management; employee development; and management development discussed in this course help employees select career goals. Training evaluation and the future of training and development is necessary for assessing the effectiveness of training programs. The course covers all these aspects.

Course Objectives:

At the end of the course, the students will be able to:

- Illustrate the functions, process, sources, techniques and changing trends of recruitment
- Analyze the changes taking place in talent acquisition and talent management
- Explain the functions of selection, placement and induction.
- Distinguish between Bloom's Taxonomy, David Kolb's Experiential Learning and Donald Kirkpatrick's four level evaluation models
- Elaborate the current trends in training and the future of training and development

Learning Outcomes:

- Apply the sources and techniques of recruitment for searching and stimulating prospective employees to apply for jobs
- Assess the functions of selection, placement and induction for selecting and placing the candidates on the job
- Apply Bloom's Taxonomy, David Kolb's Experiential Learning and Donald Kirkpatrick's four level evaluation models for assessment of learning and training programs
- Evaluate the current trends in training and the future of training and development to develop effective training programs

Course Details:

Module 1: Recruitment: An Overview - Concept of Recruitment, Objectives of Recruitment, Sub-systems of Recruitment, Factors affecting Recruitment, Recruitment and its Link with the Corporation, Need for Evaluation of a Recruitment Program, Complexity of the Function of Recruitment

Module 2: Recruitment Process and Recruitment: Sources and Hiring Trends - Steps and Sources in Recruitment Process, Internal/External Recruitment, Advertisements, Importance of Application Bank, Recruitment Challenges, Employer Branding, Issues relating to Cost of Recruitment, Sources of Recruitment, Techniques of Recruitment, Equal Employment Opportunity, Human Capital, Techniques of Hiring Trends, Trends in Human issues in Indian industry, E-Recruitment, Poaching, Head-hunting process and Outsourcing, HR Challenges in Recruitment, The Role of Social Media

Module 3: Selection Process: An Overview and Modern Employee Selection Procedures - Concept of Selection, Procedure of Selection, Effectiveness of the Selection program, Recent trends in Selection, Factors for selection process, Methods of selection, Global selection trends, Selection in Top Organizations in India, Attrition and Retention of Employees

Module 4: New Employee Induction Trends - Induction Program, Onboarding, Executive Onboarding, Millennial, Organizational Culture

Module 5: Introduction to Employee Training - Concept of Employee Training, Importance of Training, Need for Training, Training and Education, Objectives of Training, Principles of Training, Areas of Training, Advantages of Training

Module 6: Training Needs Assessment - Assessment of Training Needs, Participants in Needs Assessment, Assessment Methods, The Process of Needs Assessment, Competency Models, Assessment and Need Analysis

Module 7: Learning and Program Design - Concept of Learning, Theories of Learning, The Learning Process, Designing an Effective Training Program, Transfer of Training

Module 8: Training Methods and Training Aids - Training Procedure, Traditional Training Methods, Online Learning, Training Content for Different Employee Categories, Principles of Adult Learning, Bloom's Taxonomy as Trainer Aid, Learning Styles and Experiential Learning Theory (ELT), Training & Learning Evaluation

Module 9: Career Planning, Development and Management - Concepts of Career and Career Planning, Need for Career Planning, Succession Planning, Career Development, Limitations of Career Planning and Development, Career Management and its Importance, Career Management Systems, Roles of the Various Stakeholders in Career Management, Evaluating Career Management Systems, Career Management Strategies

Module 10: Employee Development and Management Development - Concept of Development, Approaches to Employee Development, Strategies to Provide Development, Definition of Management Development, Objectives of Management Development, Management Development Program, Management Development Techniques, Evaluation of Management Development Programs

Module 11: Training Evaluation and Role of a Trainer - Reasons for Evaluating Training, Overview of the Process of Evaluation, Outcomes Used in the Training Evaluation Program, Determining Whether Training Outcomes are Good, Evaluation Practices, Evaluation Designs, Determining Return on Investment, Competencies of a Trainer, Different types of Trainers, Qualities of a good Trainer –Internal and External, Factors impacting Trainer, Identifying the Right Trainer, Trainer Performance Evaluation, Train the Trainer, Relationship between Trainer and Trainees, Training Executives in Different Sectors

Module 12: The Future of Training and Development - Training goals, Training and Development: Purpose, Needs Assessment, Use of New technologies for Training Delivery, Capturing and sharing of Intellectual Capital, Training and Learning for Business Enhancement, Size of Training Industry and its Growth, Training Partnerships and Outsourcing, Change Management Intervention Models, Current Trends in Training, Special Issues in Training & Development, Management Development Programs – A new Model, Challenges for 21st century trainers

Suggested Books:

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021
2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition I, SAGE Publications, 2020

3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020
4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020
5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

Performance Management and Reward Systems

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Performance management essentially aims to measure and improve the performance of employees. As rightly said by Peter Drucker, “What gets measured gets managed”. Measurement helps to assess who could accomplish the targets and how much. All these tasks are essential for organization development. It helps in conducting training programs for those who are not able to reach the targets and also it is the basis for determining rewards, promotions and perks. Reward systems are motivators for better performance. Further, they ensure retention of best talent. Thus performance reviews play a vital role in employee development and organizational growth.

The course on Performance Management and Reward Systems (PMRS) gives a basic understanding of the concepts of performance management, performance appraisal as well as the tools for measuring performance. It also analyses the performance management of individuals, teams and organizations and examines the concept of rewards, their management, as well as their use in recognizing the contributions made by employees. Another important aspect covered in this course is employee development and performance improvement by identifying the causes for their low performance. This course also deals with the best practices, trends and challenges in performance management.

Course Objectives:

At the end of the course, the students will be able to

- Outline the concepts of performance management, performance appraisal and the tools for measuring performance of employees and organizations
- Illustrate performance management framework to develop, implement, and evaluate the performance of employees and organizations
- Explain the linkage between performance efficiency, effectiveness and productivity for measuring the performance of employees, teams and organizations

- Elaborate the need for designing a fair, cost-effective and competitive rewards and compensation to retain the talent in organizations
- Outline best practices and challenges to motivate employees for performance improvement and development

Learning Outcomes:

- Apply the methods and tools of performance management and performance appraisal for measuring performance of employees and organizations
- Design a performance management framework to develop, implement, and evaluate the performance of employees and organizations
- Analyze the performance of employees, teams and organizations to assess the efficiency and productivity of employees
- Construct a fair and cost effective compensation structure for recognizing, rewarding and retaining talent
- Examine the best practices, trends and challenges in performance management for performance improvement and development

Course Details:

Module 1: Introduction to Performance Management - Concept and Definition of Performance Management, Setting Performance Objectives, Factors that influence Performance Management, Objectives of Performance Management, The Performance Management Process, Principles of Performance Management, Benefits of Performance Management, Criticisms of Performance Management, Performance Management and Strategy

Module 2: Performance Appraisals - Concept of performance appraisal, Objectives of performance appraisal, Performance appraisal v/s performance management, Components of the appraisal, Limitations of performance appraisal, Concept of potential appraisals, The Traditional methods of performance appraisal, The Modern methods of performance appraisal, History of 360 Degree Feedback, Understanding 360 Degree Feedback, 360 Degree Performance Appraisal: Appraisers, A Typical 360 Degree Feedback Process, Limitations of 360 Degree Feedback Surveys, Impact of 360 Degree (Organizational & Individual)

Module 3: Developing the Performance Management Framework - Environmental factors, Devising a performance management framework, Gathering Information, Performance measurement techniques, Characteristics of good performance measures, Desirable features of a performance management system

Module 4: Designing, Launching and Evaluation of Performance Management

- Steps in designing the performance management system, Barriers in the implementation of the performance management system, overcoming the barriers, Areas for evaluation, evaluating the performance Management Systems, Performance monitoring,

Module 5: Measuring Individual Performance and Measuring Team Performance

- Aims of Individual Performance Appraisal, Performance Appraisal Process, New Trends in Performance Appraisal, Performance Review Meetings, Areas of Appraisal, Feedback and Evaluation, Impact of Appraisal on Individuals- Meaning and Definition of Teams, Types and Purposes of Teams, Types of Team Measures, Team Performance Measurement Processes, Creating the Culture of Teamwork, Rewarding Team performance

Module 6: Measuring Organizational Performance

- Setting Organizational Goals and Objectives, Components of Organizational Performance, Organizational Performance Measures, Organizational Performance Measurement Models, Factors Affecting Organizational Performance, Impact of Organizational Performance on Stakeholders, High Performing Organizations (HIPO)

Module 7: Rewards and Recognition and Reward Management

- Meaning and Definition of Rewards, Purpose of Rewards, Incentives versus Rewards, Types of Incentives, Bases for Determining Incentives, Factors that Affect Levels of Pay, The Reward System, Reward Management and Human Resource Management, Reward Strategy, Reward Policy, Reward Management Process, Evaluating the Reward System, Innovations in Reward Management, Reward Systems and Legal Issues

Module 8: Performance Management and Compensation

- Components and Objective of Compensation Management, Role of Work analysis- Work Evaluation in Deciding Compensation, Components of CTC, Diagnosing the Current Situation, Market Comparisons, Preparing Compensation Revision Plans, Communicating and Implementing Compensation Revision Plans, Tax Considerations, Pension Plans, Executive Compensation, Additional Components in Compensation

Module 9: Job Evaluation and Pay Structure and Performance Competence and Skill Based Pay

- Concept and Definition of Job Evaluation, The Need for Job Evaluation, Methods of Job Evaluation, Importance and Objectives of Pay, Pay Structure, Broad Banding Performance-based Pay, Competence-related Pay, Skill-based Pay, Incentive-based Schemes, Team-based Pay

Module 10: Performance Management and Employee Development

- Performance Development Framework, Aims of Performance Development Plans, Performance Development Process, Performance Development Review, Performance Appraisal and Corrective Decisions, Managing Underperformers, Employee Training and Development programs, Measuring Training Effectiveness

Module 11: Motivation and Performance Improvement - The concept of Motivation, Importance of Motivation for an Organization, Motivation and Performance Management, Maslow's Need Hierarchy Theory, Vroom's Expectancy Theory, McGregor's Theory X and Theory Y, McClelland's Theory of Needs, Porter and Lawler's Model of Motivation

Module 12: Emerging Trends in Performance Management - Best practices in Performance Management, Human Capital Management and Measuring HR Performance, Human Capital Trends, Length of Employment, Employee Retention, Succession Planning and Talent Management, Bench Strength, Telecommuter Management and Performance Evaluation, Performance Management of Virtual teams, Low Administrative Performance Management, The Challenges to Effective Performance Management

Suggested Books:

1. John Shields, Jim Rooney, Michelle Brown, Sarah Kaine; Managing Employee Performance and Reward: Systems, Practices and Prospects, 3rd Edition, Cambridge University Press, 2020
2. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav; Human Resource Management, 13th Edition, Wiley, 2021
3. Durai Pillai, Total Reward Strategy: Retain Your Best Talent, 1st Edition, Notion Press, 2020
4. Stephen J Perkins, Sarah Jones, Reward Management: Alternatives, Consequences and Contexts, 4th Edition, Kogan Page, 2020
5. Kevin R. Murphy, Jeanette N. Cleveland, Madision E. Hanscom, Performance Appraisal and Management, Sage Publications, 2020

SMACS Technologies for Business

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

SMACS (Social, Mobile, Analytics, Cloud, and Security) Technologies for Business highlights how digital technologies are shaping and transforming business for increased market share and leadership. Social, Mobile, Analytics, Cloud and Security are most useful and productive technologies being put to use by every individual organization in their business functions. Social helps in connecting to people, mobile helps in pervasive access, analytics helps in mining, pattern recognition, better decision making, cloud helps in reduced costs for applications and access to multiple existing applications at rental cost, and security is vital with digitization and existing malware, hackers etc.

The self-learning material brings out the concepts in the technology areas: Social, Mobile, Analytics, Cloud and Security individually. It also explains the related business applications in detail. It discusses various inherent technology areas in each of the above with examples and illustrations. The course has social media as the backbone, mobile as the application platform, security provisions for maintaining the privacy and integrity of the data, business analytics integrating the data collected and finally the various applications of SMACS.

Course Objectives:

At the end of the course, the students will be able to

- Define current trends like social, mobile, analytics, cloud and security (SMACS) technologies for business
- Explain social networking and customer relationship
- Illustrate mobile business, big data and analytics
- Prepare for cloud, social marketing and security
- Combine SMACS for marketing, management and operations

Learning Outcomes:

- Relate to social media for marketing and better customer relationship
- Correlate mobile technologies for business growth
- Apply big data and analytics for predictive analysis
- Practice cloud in operations management, social marketing and security concepts for business management

Course Details:

Module 1: SMACS Overview - Benefits and Components of Social Technologies; Application Areas of Social Technologies; Different Generations and future of Mobile Technologies; Cloud Computing; Analytics for Business Intelligence; Information Security in Business Organizations

Module 2: Social Networking - Social Media: Overview and Benefits; Open Social Platform; Functionality, Privacy and Security in Social Networking Platforms; Choosing of Appropriate Social Media Platform

Module 3: Customer Relationship for Products - Crowd Sourcing; Impact of Social Media on Innovation; Product/Solution Development; Social Media Value Chain; Social Media Driving Business Performance, Social Side of Customer Relationship Management; Social Media to Brick and Mortar Sales; A Social CRM Solution

Module 4: Mobile Operating Systems and Mobile Business - Characteristics of Mobile Platforms; Future of Mobile Platforms, A Comparative Study of Mobile Operating Systems; Optimizing User Experience; Mobile Security; Power Management: Processor, Cloud Integration, Benefits and Approaches of Mobile Application Development; Mobile Application Testing; Business Process Management Through SMACS; Innovative Solutions and Integrating with Enterprise BPM; Mobile SOA (Service Oriented Architecture) For Business Process Design; Oracle Business Process Management Suite for Integration of Mobile BPM with Enterprise BPM

Module 5: Big Data and Decision Making - What is Big Data?; The Challenges of Big Data; Analyzing and Managing Big Data; Big Data Storage Considerations; Role of Cloud Computing in Big Data Management; Case Study, Different Formats of Unstructured Data; Different Ways of Analyzing and Managing Unstructured Data; Opportunities and Problems With Unstructured Data

Module 6: Using Analytics - Business Intelligence: Business Analytics; Exploratory Factor Analysis (EFA); Principal Factor Analysis (PFA); Confirmatory Factor Analysis (CFA); Classification; RFM (Recency Frequency Monetary) Analysis; Market Basket

Analysis (MBA); Business Intelligence Components, Architecture, Methodologies; Data Mining Techniques; Market Intelligence and Decision Making; Customer Experience Management Using Analytics; Business Intelligence Tools; Introduction to Google Big Query, Google Dataflow and Apache Spark

Module 7: Cloud Environment and Cloud Technologies - Cloud Features and Functionality; Cloud Architectures; Cloud Service Models; Cloud Business Models; Commercial Clouds in the industry; Grid Computing, Cloud Applications Design; Elastic Computing Platforms (ECP); Architecting with Hadoop; ERP on Cloud; DevOps; Cloud Entrepreneurship and Business Models

Module 8: Cloud for Social Marketing and Security in Organizations - Opportunities and Risks in Social Marketing Using Clouds; Social Software and Web 2.0; Definition of Social Media Marketing; Social Data for Social Marketing; Segmentation for Social Marketing; Measuring Social Marketing Results, Data Privacy and Security Procedures; Encryption Methodology; Anti-Virus Procedures; Server and Router Security Procedures; History of Network Security; Different Categories of Network Security Technology for Internet Security; Security Risks and Attacks on the Web; Web Security Guidelines; Wireless Network Security; Future of Computer Network Security

Module 9: Information Security and Cloud - Cloud Information Security Management and Governance Framework; Architecting Information Security Plan; Implementing and Operating Information Security Program; Monitoring and Measuring Information Security Program; Improving Information Security; Steps Involved in Building Information Security in Clouds

Module 10: SMACS for Top Management - Meeting Business Cost, Time and Complexity using SMACS; Productive Business Use of Social Media; Talent Management Using Big Data Analytics; Framework for Data Driven Decision Making; Creating a Center of Excellence for Analytics; Analytics Capability Building for New Entrants; Information Security Aspects for Top Management; Impact of SMACS on Business Models

Module 11: SMACS for Marketing - Integration of Marketing, Sales and Service Using SMACS; Improving Customer Experience at Each Touch Point; Tips on Marketing Mobile Applications; Using Technology for Sales Enablement; Agile Selling Using SMACS; Case Study: Adobe Marketing Cloud; Case Study: HP Autonomy Marketing Cloud

Module 12: SMACS for Operations - Impact of Cloud Computing on Product Design, Manufacturing, Sales and Servicing; Operational Decisions Using Big Data; Impact of Social Media on Organizational Operations; Operational Excellence Using Digital Strategies; Benefits of Social Media for Business Operations

Suggested Books:

1. Jonathan S Walker (2021). Social Media Marketing For Beginners - How To Make Money Online: Guaranteed Strategies To Monetizing, Mastering, & Dominating Any Platform For Your Brand, JW Choices.
2. Barry Connolly (2020). Digital Trust: Social Media Strategies to Increase Trust and Engage Customers, Bloomsbury Business.
3. Seema Gupta (6 August 2020). Digital Marketing McGraw Hill; Second edition.
4. Tracy L. Tuten, Michael R (15 June 2020). Solomon et al, Social Media Marketing, SAGE Publications Pvt. Ltd; Third edition.
5. Paul Martin Thomas Erickson (2019). Social Media: Usage and Impact, Global Vision Publishing House, 2 edition.
6. Steve Randazzo (2019). Brand Experiences: Building Connections in a Digitally Cluttered World, Paipen publishing.

Services Operations Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 3

Course Description:

Globalization has brought about a paradigm shift in Operations Management. Manufacturing became global and services became local. Service Operations constitute a lion's share of the production operations mix. Contribution of services sector in the growth of global and national economies is significant. In Indian scenario, services sector contributes nearly 70% of GDP of Indian economy. Services became a major force in influencing the value chain of organizations. It is against this background that Service Operations Management attained importance in the business strategy of organizations. Advent of information technology revolutionized service operations, enabling them to spread across all major sectors such as manufacturing, finance and insurance, healthcare, education, travel and tourism, media and entertainment, legal services, citizen services etc. The students seeking careers in this potential area of service operations must familiarize themselves with these trends in the domain of service operations.

The curriculum of the course, 'Services Operations Management' has been designed to address the emerging dimensions of service operations. The course is spread over 20 units, logically grouped among 15 modules. The subjects covered include Understanding Service Operations, Strategy Formulation, Designing Service Operations and Monitoring Service Operations Performance. The course provides a detailed coverage of all these topics focusing on important concepts and their industry applications. The learner will certainly acquire adequate knowledge to apply tools and techniques to the chosen domain in service operations.

Course Objectives:

At the end of the course, the students will be able to

- Discuss the principles of supply chain management
- Distinguish manufacturing and service operations
- Describe the framework for strategy formulation for service operations

- Discuss the design methodology for service operations
- Examine monitoring and control of service operations performance
- Explore application domain in the emerging service operations landscape

Learning Outcomes:

- Distinguish the role of supply chain management in manufacturing and service operations to facilitate development of service-oriented strategies
- Discuss the importance of monitoring and control in service operations to design effective customer-focused performance management systems
- Evaluate the emerging trends in the application domains of service operations for developing sector-specific strategies

Course Details:

Module 1: Introduction to Service Operations - What is a service product?; Various types of service products; Characteristics of a service product; Physical product Vs. service product; Manufacturing continuum; Contribution of services sector in the growth of Global and Indian Economy over the past 25 years

Module 2: Interdependence of Service Industries and Virtual Value Chain and Profit Chain - Retail industries dependence on Logistics and SCM; Total dependence of e-commerce on technology, New processes; New knowledge; New products; New relationships; Putting profit chain to work; Case Study: Apollo Hospitals

Module 3: Business Strategy - Overall vision for a service system; Strategy Hierarchy- Positioning, Service Strategy and tactical execution; Industry and Computer Analysis approach Vs Core competence approach; Pitfalls of multi-site rationalization approaches; Qualifiers versus Order winners; Industry roll-ups & Franchising; Case Study: Arvind Eye Hospital

Module 4: Customer retention and global strategies - Concept of service encounter; Service encounter triad; Conflicting factors in service encounter; Concept of service recovery; Service recovery approaches; CRM tools for customer retention and loyalty, Generic international strategies; Transnational operations strategy; Managing multi-country operations; Off-shoring and on-site operations

Module 5: Design, Innovation and Service Development and Service Process Design - Define the service product; Facilities location decision; Layout of facilities; Product development process, Innovation and Creativity; Culture of Innovation; Linking improvements to customers' needs; Drivers of Innovation; Commercial convergence, Process flow diagrams; Process education and Communication; Customer orientation in process design; Service blue printing; Use of simulation to improve process design

Module 6: Designing a Service Delivery System - Concept of customer-value; Application of Quantitative techniques in designing service delivery; Queuing theory applications - Examples from Banking, Port management & petrol supply bunks, Examples from Railway booking office; Strategies for handling waiting lines; Monte-Carlo Simulation; Process improvement techniques for service industry

Module 7: Front Office-Back Office Interface - Services decoupling; Decoupling & cost; Decoupling & Quality; Decoupling & delivery speed; Decoupling & flexibility; Decoupling & strategy; Cost implications in decoupling; Service implications in decoupling

Module 8: Performance Management in Service Operations - Productivity concepts; Yield management Pricing strategies in services; Implementation issues; Case: Yield Management at Motherland Air, Competitive role of information technology in services; Economics of scalability; Limits in the use of information; Internet as a service enabler; Challenges in adopting new technologies in services. Case: I T C e-choupal

Module 9: Quality Management in Services - Definition of Quality; Difficulties in measuring service quality; Cost of Quality; Building Quality into the product; DEMING AND JURAN; POKA-YOKE and Kaizen applications for quality improvement; Philip Crosby's concept of "Quality is free"—DO IT RIGHT FIRST TIME AND EVERY TIME, Benchmarking in service quality and productivity; Six Sigma for process improvement; ISO 9000 (Quality Management) and ISO 14000 (Environmental Management) Standards; Quality Awards; Case Study: Ritz Carlton company

Module 10: Managing Capacity and Demand - Demand Forecasting in Services; Forecasting methods; Regression models; Time series approach; Factors to choose an appropriate model for each service segment, Lean Management in service industries; Inventory management in service industry; Lean logistics; Lean start-up concepts for new ventures

Module 11: Tools for Managing Services and Managing Service Projects - Site selection tools for – Demand sensitive service, Delivered services, Quasi—manufacturing services; Factor rating; Mathematical solution methods for delivered services; Scoring systems; Balanced score cards; Implementation problems, Characteristics of service projects; Building a winning project team; Project management concepts: PERT/CPM - Crashing And Crash- Costs; Problems In Implementation

Module 12: Application Domain in Services - Service management in the following industries; I T/ITES Sector; Financial services; Health care; Hospitality; Travel and Tourism; Education; Media and Entertainment; Legal services

Suggested Books:

1. Chase R. B., Ravi Shankar, Jacobs F. R. (2018), Operations and supply chain management, McGraw Hill, 15th edition.
2. Nitin Joshi, S. Rajagopalan (2019), Service Operations Management: Towards Excellence, Himalaya Publishing House, 1st edition
3. Mathur S. S., S Mathur and Kenyon A. (2017), Creating Value: Successful Business Strategies, Routledge, 2nd edition.
4. Robert Johnston, Michael Shulver, Nigel Slack and Graham Clark (2020), Service Operations Management: Improving Service Delivery, Pearson, 5th edition.

Management Control Systems

Course Handout

Program: MBA

Core/Elective: Core

Credits: 4

Semester: 4

Course Description:

In today's global business world, it is important as well as challenging for organizations to comply with diverse regulatory requirements and their own ethical code besides meeting the growing expectations of multiple stakeholders on economic, social, and environmental concerns. Also, disclosure requirements appear to be outpacing the ability of organizations to manage the data. In this context, Management Control Systems is an integrated approach to performance and compliance. We look at organizations as open systems where people in different functional areas use resources to perform a variety of activities that result in outputs and outcomes that satisfy stakeholders and realize the organization's objectives, while complying with the law and adhering to ethical principles. Therefore, to ensure that the organization achieves its objectives, management control has to address all its sub-systems.

The course modules cover various aspects such as Overview of Management Control, Managerial Styles and the Types, Organizational Culture, Strategy and Control, Budgets, Targets and Performance Tracking, Financial controls, Marketing Controls, Control of Production And Operations, Control of Services, Human Resource Planning and Overview of Control of Information Systems.

Course Objectives:

At the end of the course, the students will be able to:

- List the objectives of management control systems
- Discuss the ethical considerations in designing of management control systems for an organization
- Analyze the techniques of management control systems applicable for a business
- Identify the management control systems for various functional areas of a business and select an appropriate control system suitable for a business

Learning Outcomes:

- Develop the management control systems for various functional areas appropriate for a business
- Evaluate the pros and cons of the management control techniques adopted by various firms for managerial decisions
- Examine the ethical considerations in designing management control systems to evolve ethical management control systems for a business

Course Details:

Module 1: Fundamentals of Management Control- Management Control – An Overview, Management by Objectives, Objectives of Management Control, Schemes for Classifying Management Controls, Contextual Factors Influencing Management Control

Module 2: Design of Organization Structure and Control Systems in Corporates - Managerial Styles and the Types of Managerial Styles, Corporate Culture and the Design of Control Systems, Organization Structure, Responsibility Structure, Designing Control Systems, Management Control of International Businesses, Management Control of Non-Profit Organizations, Control Systems for Empowerment, Innovation and Creativity

Module 3: Organizational Culture, Business Ethics & Management Control - Definition of Organizational Culture, Characteristics of Organizational Culture, Uniformity of Culture, Strong vs. Weak Cultures, Types of Culture, Culture and Formalization, Functions of Culture, Beginning of Culture in an Organizations, Learning Culture, Changing Organizational Culture, Ethical Behavior in Organizations, Management Control and Ethical Issues in Different Functions, Regulating Ethical Conduct

Module 4: Strategic Performance Control and Budget as an Instrument of Control - Strategy and Control, Information Technology and Systems for Strategic Control, The Balanced Scorecard, Formulation and Administration of Budgets, Budgeting - The Human Dimension, Types of Budgets, Zero-based Budgeting

Module 5: Business Performance and Transfer Pricing - Introduction to Targets and Performance Tracking, Factors Affecting Business Performance, Performance Reports, Performance Analysis, Concept of Transfer Pricing, Factors Influencing Transfer Pricing, Methods of Calculating Transfer Prices, Administration of Transfer Prices, The Indian Perspective

Module 6: Auditing and Financial Control of the Enterprise - Categories of Audits, Financial Statement Audit, Internal Audit, Fraud Auditing, and Forensic Accounting, Management Audit, Social Audit and Environmental Audit, The Auditing Process, Benefits and Limitations of Auditing, Introduction to Financial Controls, Tools of Financial Control, Controlling Assets Employed in the Business, Financial Information Systems and Control, Roles in Financial Control and Accountability

Module 7: Marketing Control and Management Control of Products and Operations - Types of Marketing Control, Marketing Audit, Sales Control, Distribution Control, Marketing Communications Control, Marketing Control in Branding, Information Systems for Marketing Control, Control of Production and Operations - An Overview, Production Controls, Operations Controls, Supply Chain Management, Information Systems in Production and Operations Management Controlling Cost of Operations, Enhancing Organizational Performance, Operational Audit, Safety Audit

Module 8: Controls of Service Organizations and Projects - Characteristics of Services, Generic Techniques for Control of Services, Classification of Service Organizations, Control of Different Categories of Service Organizations, Introduction to Project Control, Project Overview Statement as the Basis for Control, Project Plan as the Primary Control Mechanism, Organizing for Project Control, Control of Project Execution, Overall Change Control, Project Auditing, Conservation and Utilization of Resources

Module 9: Management Control of Research and Development- Dilemmas in Controlling Research and Development, Impact of Culture on R&D and Innovation, Measurement and Control of R&D, Management Control of New Product Development

Module 10: Control of Human Resource Management - Human Resource Planning, Control of the HR Department's Functions, Selected Techniques for Assessing Effectiveness of HRM, The Workforce Scorecard, Human Resource Information Systems for Control

Module 11: Controls and Governance of Information Systems - Overview of Control of Information Systems, Information Technology Governance, Management Control of Information Systems, Application Control of Information Systems, Information Systems Audit, Business Continuity and Disaster Recovery

Module 12: Implementation of Management Control Systems - Operationalizing a Management Control System, Organizational Roles Involved in Implementation, Challenges in Implementation, Impact of Organizational Life Cycle on Control Systems, Enterprise Risk Management, Types of Risks and Risk Management Process, COSO ERM Frameworks – Relationship of Objectives and Components

Suggested Books:

1. Subhash Chandra Das, Management Control Systems – Principles and Practices, PHI Learning Pvt. Limited, Paperback – 15 July 2019.
2. Pravin Durai, Principles of Management: Text and Cases, First edition, Pearson India Education Services Pvt. Ltd.; Second edition (31 August 2019)
3. Xianzhi Zhang, Enterprise Management Control Systems in China, First edition, Springer-Verlag Berlin Heidelberg, 23 Sep 2016.
4. Prof. Kenneth Merchant and Prof. Wim Van der Stede, Management Control Systems: Performance Measurement, Evaluation and Incentives, Third edition, Prentice Hall, 2011.

Business Ethics and Corporate Governance

Course Handout

Program: MBA

Core/Elective: Core

Credits: 4

Semester: 4

Course Description:

Creating an ethically strong organization is a pre-requisite for long term sustainability of business entities. Organizations that exhibit ethical values and are socially responsible are preferred by stakeholders. On the other hand, organizations that show unethical practices have been looked down upon and face public ire. As such, all business entities need to imbibe ethical and socially responsible practices. Many companies have recognized the importance of integrity, transparency, and open communications. They believe that the goodwill resulting from adopting and successfully implementing a code of business ethics will, in the long run, translate into economic gains. This course equips the learner with the foundations of business ethics that will enable the learner to relate to and develop ethical business practices.

The course modules cover topics like Introduction to Ethics, Ethical Organization, The Rule of Law, Ethical Issues in Strategic Management, Ethical Issues in Marketing Management, Ethical Issues in Operations Management, Ethical Issues in Purchasing, Ethical Issues in Finance, Ethical Decision Making, Ethical Dilemmas, Corporation, Corporate Governance, Role of Directors and CEOs and the Corporate Governance Code.

Course Objectives:

At the end of the course, the students will be able to:

- Discuss the relationship between ethics & business and the importance of ethics in business
- Identify the ethical issues in the various functional areas of an organization such as marketing, finance, operations etc.
- Assess the corporate social responsibility practices of an entity
- Discuss the role of management and board in the design and implementation of corporate social responsibility practices in an organization
- Outline the parameters for designing an ethical code of conduct that suits a particular organization

Learning Outcomes:

- Analyze the ethical issues in various functional areas to develop ethical decision making skills
- Evaluate the corporate social responsibility initiatives of various businesses to assess CSR activities for a business entity
- Applying ethical codes of conduct, design corporate social responsibility best practices for an organization

Course Details:

Module 1: Business Ethics and its importance in Business - Ethics - An Overview, Nature of Ethics, Objectives of Ethics, Business Ethics, Nature of Business Ethics, Relationship between Business and Ethics, Stages of Ethical Consciousness in Business, Need for Business Ethics, Ethical Theories, Market System, Importance of Trust in Business Relations, Integrative Social Contract Theory

Module 2: Ethical Organization and its Corporate Code and Ethics, Rule of Law and Environment - The Ethical Organization - An Overview, Judging the Ethical Nature of an Organization, The Corporate Code, The Development of the Corporate Code, Implementation of the Corporate Code, The Rule of Law - An Overview, Relationship between Law and Moral Standards, Problems of Transforming Moral Standards into Legal Requirements, Environmental Ethics, Environmental Issues, Greening, Green Initiatives, India in 21st Century

Module 3: Ethical Issues in Strategic Management - Strategic Management - An Overview, Ethical Issues in Strategic Management, Ethical Decision-Making Model, Principles Underlying an Ethical Approach to Strategic Management

Module 4: Ethical Issues in Marketing Management - Ethical Issues in Marketing Management, Ethical Issues in Marketing Strategy, Ethical Issues in Marketing Mix, Marketing Research, Role of Operations Manager, Ethical Issues at Workplace, Quality Control Ethical Dilemmas, An Analytical Framework for Ethical Problems in Operations Management

Module 5: Ethical Issues in Purchase and Human Resource Management - Role of Purchase Manager, Ethical Issues in Purchasing, Code of Ethics – Purchasing, Nature of Employment Contract, Hiring - The Principle of Ethical Hiring, Ethics and Remuneration, Ethics in Retrenchment

Module 6: Ethical Issues in Finance, Accounting and other Functions - Importance of Financial Statements, Ethical Issues in Mergers and Acquisitions, Insider Trading, Money Laundering, Importance of Financial Statements, Types of Financial Accounts, Importance of Transparency in Disclosure, Role of Accountants, Rules

Regulating the Professional Conduct of Accountants, Ethical Issues in Information Technology, Importance of Software Audits

Module 7: Ethical Dilemmas at Workplace and Ethical Issues in Global Business -Dilemmas at Work, Ethical Dilemmas, Resolving Dilemmas, Multinational Company An Overview, Ethical Issues in Multinational Companies (MNCs), Ethical Issues in Various Countries, Regulatory Actions in Acquisitions of Global Business, Social Obligations in Global Business

Module 8: Corporate Social Responsibility: A Historical Perspective and Stakeholders - Historical Perspective, The Non-Conformist Challenge in Britain, Progressives in North America, CSR during the 1930s, Post-War Statism, Stakeholders, Internal Stakeholders, External Stakeholders

Module 9: The Role of Business in Society and Corporate Governance - The Tasks of Business in Society, The Social Challenge, Standards and Values, Issues in Corporate Governance, Definition of Corporate Governance, Difference between Corporate Governance and Corporate Management, Theories of Corporate Governance, Models of Corporate Governance, Evolution of Corporate Governance

Module 10: Corporation - An Overview - Definition of the word 'Corporation', Evolution of the Corporate Structure, Purpose of a Corporation, Corporation as a 'Person', Corporation as a 'Moral Person', Corporation Expectations of Society, Corporation Expectations of the Market

Module 11: Corporate Governance - Board Structures and Styles, Roles and Responsibilities of Directors - Types of Directors, Types of Board Structures, Issues in Designing a Board, Styles of Functioning of Boards, Role of Directors, Responsibilities of Directors, Duties of Directors, Role of Chairman, The Functions of Chairman, Role of CEO, The Functions of CEO, Functions of the Board, Committees of the Board

Module 12: Corporate Governance - Codes and Laws - Self-Regulatory Codes, Reports of Committees on Corporate Governance, Corporate Governance Company Law

Suggested Books:

1. Manuel G. Velasquez (2021). Business Ethics – Concepts and Cases. Pearson Education, 8th edition
2. K Viyyanna Rao & G Naga Raju (2020). Business Ethics and Corporate Governance. 1st edition. Wiley
3. Jyotsna GB & RC Joshi (2020). Business Ethics and Corporate Governance. McGraw Hill India. 1st edition
4. Sandeep Goel (2020). Corporate Governance. McGraw Hill India. 1st edition

Financial Services

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

Finance is considered as the lifeline of any business. Similarly, the providers of financial services form the lifeline for any economy. Globalization and disruptive technological innovations are reshaping the business of financial services. Fully virtual channels, customer centric and customer driven products, seamless service provision, higher levels of customization and more and more decentralized, outsourced operations are few such changes that are contributing to this metamorphosis. Learners in the management discipline, as future managers of organizations, need to be aware of these developments and prepare themselves accordingly. This course Financial Services equips the learners with the foundational elements of financial services that will help him/her to relate to and adapt to the changes occurring in this field.

The modules of this course cover the topics related to Introduction to Financial Services, Financial Engineering, NBFCs, Credit Rating, Leasing, Hire Purchase and Consumer Credit, Bill Discounting, Factoring and Forfaiting, Housing and Mortgage Financing, Real Estate Financing and Securitization, Insurance, Plastic Money and Venture Capital.

Course Objectives:

At the end of the course, the student will be able to

- Identify the various financial services available in the market
- Identify the legal, tax and regulatory aspects in a leasing decision
- Evaluate various aspects of lease from the lessor and lessee perspectives
- Compare various fund based financial services
- Analyze the various non-fund based financial services

Learning Outcomes:

- Classify a given set of financial services into fund based and non-fund based (fee based) financial services to identify appropriate financial services for businesses

- Evaluate the legal, tax and regulatory implications of leasing decisions from lessor and lessee perspectives to enable leasing decisions
- Analyze the pros and cons of various fund based and non-fund based financial services offered by financial services companies in India to choose appropriate financial services

Course Details:

Module 1: Introduction to Financial Services - Financial Services – Concepts and Meaning, Structure of Financial System, Role of Financial Services in Economic Development, Classification of Financial Services, Fund /Asset Based Services, Fee Based Services, An Overview of Indian Financial Services Sector, Emerging Challenges For Financial Services, Financial Sector Reforms, Preventive vigilance and Fraud Management in Financial Services, Professional Ethics in Financial Services, Financial Engineering: Need for Innovation, Innovative Financial Instruments, Financial Products and Services, Concerns and Issues, Current Developments.

Module 2: NBFCs - Sources of Finance and Regulatory Environment - Importance of Fixed Deposits, Various Rules and Regulations Concerning Mobilization of Deposits, Income Recognition Norms for NBFCs, Provisioning for Loans and Advances, Provisioning for Lease and Hire Purchase Assets, Capital Adequacy of NBFCs, Regulatory framework for NBFCs

Module 3: Credit Rating - Concept and Meaning, Utility of Credit Rating, Types of Credit Rating, Credit Rating in India and its Regulatory Framework, Credit Rating Agencies in India, Dimensions of Credit Rating Methodology and Process, Symbols of Rating and Grades, Advantages and Disadvantages of Credit Rating

Module 4: Introduction to Leasing - Concept and Classification of leases, Finance Lease and Operating Lease, Sale and Leaseback and Direct Lease, Single Investor Lease and Leveraged Lease, Domestic lease Vs. International Lease, Advantages of Leasing, Non-Banking Finance Companies Funding, History of leasing in India, Product Profile of the Equipment Leasing Industry in India, Legal Aspects, Tax Aspects, Accounting Aspects, Funding Aspects, Regulatory Framework, Innovative Sources of Financing, Securitization of Lease Receivables

Module 5: Legal and Tax Aspects of Leasing - Present Legislative Framework, Structure of a Lease Agreement, Legal Issues, Income Tax Aspects, Depreciation Allowance, Treatment for Rental Income, Leasing and Tax Planning, GST Impact on Leasing Transactions, Financial Evaluation Models, Suggested Framework for Lease Evaluation, Concept and Application of Breakeven Lease Rentals, Evaluation of Lessor, Breakeven Rental for the Lessor, Negotiating Lease Rentals, Concepts of Gross Yield and Add-on Yield, Gross Yield Based Pricing, Internal Rate of Return of a Lease, Assessment of Lease Related Risks, Assessment of Default Risk

Module 6: Lease Accounting and Reporting - Current Accounting and Reporting Practices, The Form vs. Substance Debate (Connected with Lease Accounting), Accounting Treatment, Accounting and Reporting for Operating Lease, Accounting for Leasehold Land and Buildings, View of the Indian Leasing Industry

Module 7: Hire Purchase and Consumer Credit - Concept and Characteristics of Hire Purchase, Mathematics of Hire Purchase, Legal Aspects of Hire Purchase, Tax Aspects, Accounting Aspects, Framework for Financial Evaluation, Features of a Consumer Credit Transaction, Mathematics of Consumer Credit, Legal Framework, Consumer Credit Portfolio Management: Some Aspects

Module 8: Bill Discounting, Factoring and Forfaiting - Concept and Definitions, Process of Bill Discounting, Types of Bills, Financial and Accounting Aspects, Legal Aspects of Bill Discounting in India, Present Position of Bill Market in India, Introduction: Factoring, Concept of Factoring, Forms of Factoring, Factoring vis-à-vis Bills Discounting, Factoring vis-à-vis Credit Insurance, Factoring vis-à-vis Forfaiting, Functions of a Factor, Legal Aspects of Factoring – Evaluation of factoring, Benefits of Factoring, Factoring in the Indian Context, Introduction: Forfaiting, Operating Procedures Associated with Forfaiting, Costs Involved in a Transaction of Forfaiting, Other Considerations Associated with a Transaction of Forfaiting

Module 9: Housing and Mortgage Financing - Role of National Housing Bank (NHB), Objectives of NHB, Refinance Facility by NHB, Regulatory Guidelines of NHB, Housing Finance Schemes Offered by NHB: HLAs, Housing Finance Schemes Offered by HDFC, Housing Finance Schemes by LIC Housing Finance Ltd, Tax treatment of loans for constructing houses, Concessions to the housing sector by Government, Securitization of housing loans, Latest Amendments in NHB Act, Measures by RBI, Meaning of Mortgage, Types of Mortgages in USA, Types of Mortgage Instruments in India, Essentials of Mortgage, General Mortgage Lending Process followed by Banks, Mortgage vs. Pledge vs. Hypothecation, Mortgage Financing in India

Module 10: Real Estate Financing and Securitization - Real Estate Transaction, Classification of Real Estate, Factors which Distinguish Real Estate from other Assets, Real Estate: An Investment Vehicle, Sources of Real Estate Finance, Forms of Real Estate Investment, Risk Return Profiles of Real Estate Investments, Salient Features of RERA and how it protects investor, Indian Scenario, Meaning of Securitization, Process of Securitization, Benefits of Securitization, Risk management in securitization, Securitization of Residential Real Estate, Pay-through Securities, Hindrances for Securitization in India, Securitization: India's new regulatory landscape

Module 11: Insurance - Classification of Insurance - Life Insurance, Non-Life Insurance, Regulatory framework for Insurance - Insurance Act, 1938, Insurance Regulatory Development Authority Act, 1999 – IRDA, Insurance Laws (Amendment) Act, 2015 – salient features, Mortality Tables, Insurance Services in India - Growth of

Life Insurance Services, Performance of Life Insurance Services, Growth of Non-Life Insurance Services, Performance of Non-Life Insurance Services, Health Insurance Sector - Role of Third Party Administrators, Reinsurance

Module 12: Plastic, Virtual Money and Venture Capital - Parties to Plastic Money, Features of Plastic Money, Product Augmentation, Concept of Virtual Money, Virtual Money and its variants, Digital Wallet Ecosystem, Mobile Wallets in India, Payment Banks, Concept of Venture Capital, Indian Venture Capital Industry, Investment Objectives of some Indian Venture Capital Firms, Stages in Company Financing, Regulatory issues impacting the VC industry in India, The Venture Investment Process, Private Equity.

Suggested Books:

1. Anthony Saunders, Marcia Millon Cornett, Anshul Jain (2021), Financial Markets and Institutions, 7th edition, Tata McGraw-Hill Education
2. M.Y.Khan (2019), Financial Services, 10th edition, Tata McGraw-Hill Education
3. Prasanna Chandra (2020), Fundamentals of Financial M, 7th edition, Tata McGraw-Hill Education.
4. Devie Mohan (2020), The Financial Services Guide to Fintech, 1st edition, Kogan Page Limited.
5. Siddhartha Sankar Saha (2021). Indian Financial System. 2nd edition, Tata McGraw-Hill Education
6. DR. R. Shanmugham (2020). Financial Services. 2nd edition. Wiley India

International Finance

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

The last decades of the twentieth century saw global business environment witnessing liberalization of economies predominantly. This change led to the expansion of inter-country businesses. With an increase in cross-border operations, companies were to trade with other countries and in different currencies. This prominent international trade resulted in tremendous expansion of foreign exchange markets in the world. The role of currency markets in international trade, exchange rate determination, and forecasting bears good amount of significance before entering an international trade. This course provides the inputs essential for international financial decision making. It provides a good overview of managing different foreign exchange exposures and equips the learner with knowledge of the various financial instruments available that can be utilized for investing or borrowing from international financial markets.

The course modules cover various topics such as Introduction to International Finance and Theories of International Trade, International Trade Finance in India and Documentary Credits, Balance of Payments (BoP), International Monetary System, The Foreign Exchange Market, Exchange Rate Determination and Forecasting, Exchange Risk and its Management, International Project Appraisal, International Financial Markets and Financial Instruments, Trade Blocs and Foreign Trade Policy.

Course Objectives:

At the end of the course, the student will be able to

- Explain the concepts of international trade, exchange rate determination
- Discuss the operational issues in foreign exchange markets
- Determine the types of foreign exposure risks in international operations
- Explain management of foreign exposure risks in international operations
- List the components of Balance of Payments (BoP) and discuss its influence on global business decisions of an entity

- Analyze the impact of trade blocks on international business
- Assess the reasons for undertaking international projects for a business
- Explain the basics of international accounting, taxation and regulatory aspects related to import and export finance

Learning Outcomes:

- Interpret the theories of international trade to understand the operations of international trade
- Illustrate the operations of forex markets in international business operations to identify the foreign exchange risks associated with a business decision
- Study the foreign exchange management strategies adopted by select business entities to identify appropriate strategy for a business decision
- Analyse the BoP of India and its components to evaluate its impact on international business decisions
- Explore the trade blocs entered into by India with other countries to assess their impact of Indian business entities
- Assess the importance of international projects and regulatory guidelines for international accounting to build awareness on their applicability to international accounting, taxation and regulatory decisions

Course Details:

Module 1: Introduction to International Finance and Theories of International Trade - Need for International Finance, Meaning and Implications of Globalization, Integration of Financial Markets, Recent Developments in International Financial Markets, Theory of Absolute Advantage, Theory of Comparative Advantage, Heckscher-Ohlin Model, Imitation-Gap Theory, International Product Life Cycle Theory, Other Theories of International Finance, Developments on the International Trade Front, Trade Barriers

Module 2: International Trade Finance in India and Documentary Credits - The Role of EXIM Bank of India in Trade Finance, Exchange Control Regulations Related to Merchant Transactions, Investment Opportunities in India, Regulatory Environment, International Financial Centre (IFC), Off Shore Banking Units (OBU), Gujarat International Finance Tech City (GIFT), Meaning of Letter of Credit, Parties to a Letter of Credit, Operational Procedures in a Letter of Credit, Different Kinds of Letters of Credit, Documents under Letter of Credit, Incoterms, 2019

Module 3: Balance of Payments (BoP) - Concept of Economic Transactions, Principles for Valuation of Transactions, Accounting Principles in BoP, Balance of

Payments(BoP), Factors affecting the Components of BoP Account, Balance of Payments Compilation, Balance of Payments Account -The Indian Perspective, Importance of BoP Statistics, Limitations of Balance of Payments, Relationship between BoP Variables and other Economic Variables, Exchange Rate Mechanisms, History of Monetary Systems, Further Developments

Module 4: The Foreign Exchange Market - The Structure of Foreign Exchange Market, Exchange Rate Quotations, Types of Transactions, Settlement Dates, Quotes for Various Kinds of Merchant Transactions, Indian Forex Markets, Convertibility, Exchange Control, Money Laundering, Inter Bank Transactions in India, Dealing Room Operations

Module 5: Exchange Rate Determination and Forecasting - Purchasing Power Parity (PPP) Principle - The Law of One Price, Forms of PPP, Validity of PPP, Reasons for PPP Not Holding Good, Interest Rate Parity (IRP), The Relationship between PPP and IRP, Interest Rate Parity – Reasons contributing to IRP Departure, Forward Rate as a Predictor, The Demand-Supply Approach, The Monetary Approach, The Asset Approach, Portfolio Balance Approach, The Role of News as a Determinant, Technical Analysis

Module 6: Exchange Risk and its Management - Foreign Exchange Exposure, Foreign Exchange Risk, Types of Exposure, Management of Transaction and Translation Exposures, Management of Economic Exposure, Management of Operating Exposure, Country Risk Analysis, Risk Management Practices in International Trade, ECGC: Coverage of Political and Commercial Risks, ECGC Policies and Guarantees, Funding aspects through International Markets

Module 7: International Project Appraisal - Meaning of Project Appraisal, Sources of Funding for International Projects, Reasons for Foreign Direct Investment, Appraisal for Foreign Direct Investment, The Adjusted Present Value (APV) Criterion

Module 8: International Financial Markets and Financial Instruments - Origin of International Financial Markets, Instruments available in International Financial Markets, Players in International Financial Markets, Resource Mobilization: The Decision Criteria, Equity Instruments, Debt Instruments, Euro Credit Syndication, Strategic Considerations

Module 9: International Equity Instruments and Short term Financial Management - Advantages of International Equity Investments, Risks of International Investments, International CAPM, Segmentation of Markets, International Listing, Guidelines for FPI Investments in India, Cash Management in Multi-national Corporations, Centralized Cash Management System, Practical Issues in Cash Management, International Accounting, International Taxation

Module 10: Trade Blocks - World Trade Organization (WTO), International Cartels, Multinational and Bilateral Treaties, Central American Common Market (CACM), North American Free Trade Area (NAFTA), United Nations Conference on Trade and Development (UNCTAD), India-Germany Relations, Trade, Aid and Development, WTO Conferences since 2001

Module 11: Foreign Trade Policy - Historical Perspective, Objectives of the Foreign Trade Policy (2015-2020), Highlights of Foreign Trade Policy 2015-2020, Trade Regulations Governing Imports/Exports

Module 12: Export Finance and Exchange Control Regulations Governing Exports - Finance related Incentives available to Exporters, Gold Card Scheme for Exporters, Export Control Regulations Relating to Exports, Schemes introduced to Incentivize the Exporters, Recent Developments in India's International Business, Financing Imports, Prerequisites for Opening Import Letter of Credit, Customs Procedure for Clearance of Imports into India, Exchange Control Regulations Governing Imports

Suggested Books:

1. Francis Cherunilam, International Business - Text and Cases, 6th Edition, PHI Learning.
2. P G Apte (2020), International Financial Management, McGraw Hill Education (India) Private Limited.
3. Madhu Vij (2021). International Financial Management – Text and Cases. 4th edition. Taxmann.
4. Charles W. L. Hill, G.Tomas M. Hult (2021). International Business. 12th edition. McGraw Hill Education (India) Private Limited.
5. K.Aswathappa (2020). International Business. 7th edition. McGraw Hill Education (India) Private Limited.

International Marketing

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

International Marketing helps businesses compete in the overseas market by differentiating their products and services, thereby creating customer interest. This course, 'International Marketing', discusses the guiding principles to tackle and manage challenges that arise when a company goes beyond its home market and compete globally.

Beginning with the definition and history, this course provides insights into the concepts and the scope of international marketing. It discusses various modes of entry available for a business unit into a foreign market along with the issues relating to targeting, differentiation, and product positioning. This course helps examining the international branding methodologies and places emphasis on international banking and financial services. The course covers topics like constraints involved in global pricing, distribution channels for products, services provided in international marketing and promotional mix. Finally after reiterating the importance of management functions like leading, organizing and controlling in the domain of international marketing, this course ends with a note on the future of international marketing, analyzing its pros and the cons.

Course Objectives:

At the end of the course, the student will be able to

- Explain the basic concepts and scope of international marketing to gauge behavior of customers in different countries and markets
- Illustrate different modes of entry of a business into foreign markets
- Discuss various strategies to be adopted while making effective marketing decisions
- Demonstrate international products mix designs and international branding methodologies
- Recognize the importance of management functions and other emerging issues in international marketing

Learning Outcomes:

- Apply the relevant international marketing concepts to gauge customers of different countries and markets
- Analyse various modes of entry into overseas markets to choose the suitable ones
- Develop appropriate product mix designs and branding strategies for effective decisions in international marketing
- Identify the management functions and relevant issues in international marketing to devise strategies to overcome them

Course Details:

Module 1: International Marketing: Introductory Perspective - History of International Marketing, Definition of International Marketing, Concepts used in International Marketing, Nature and Scope of International Marketing, Constraints in International Marketing, Phenomenon Affecting, International Marketing Scenario, Internationalization, Basic Activities of Internationalization, Process of Internationalization, Life Cycle of Internationalization, Impact of Globalization on International Marketing & Business, Role of world organizations (WTO, WEF) in International Marketing

Module 2: International Marketing Environment - Economic Environment, Political Environment, Legal Environment, Social cultural and technological environment, Country Risk Analysis, Minimizing Environmental Risk, **International Consumer Behavior** - Assessing Consumer Behavior, Cross-Cultural Consumer Behavior, Consumer and Diffusion of Innovation, Consumer Online Shopping Behavior

Module 3: International Marketing Opportunities in Emerging Markets - Emerging Markets, Key Factors to identify potential Emerging Markets, Characteristics of Emerging Markets, Six Global trends defining the Global power of Emerging Markets, Three key Drivers that are going to change the Market Scenario, Why to Invest in Emerging Markets (BRICSITP), Segmentation, Targeting, and Positioning - Global Market Segmentation, International Targeting, Global Product Positioning, Marketing in Less Developed Countries

Module 4: Entry Strategies in International Markets - Modes of Entry into International Markets, Timing of Entry into International Markets, Social Ties and Entry into International Markets

Module 5: Marketing Information Systems and Research - Marketing Information Systems, Elements of Marketing Information Systems, Marketing Research, Determination of Information Requirements, The Level of Analysis and Type of Decision, Unit of Analysis, Selecting Information Sources, Primary and Secondary Data, Problems in International Marketing Research

Module 6: Planning Process - Role of Strategic Market Planning, Pricing Strategy, Distribution Strategy, Promotion Strategy, Product Life Cycle/Market Life Cycle, International Product Policy, Competition and International Marketing Strategies, Consumers, Government Actions, Production Resources, Controlling the Marketing Effort

Module 7: Product Decisions - Product Definition and Classification, Product Characteristics, Product Design, International Product Mix, Services, International Marketing of Services, Managing International Research and Development, Product Diffusion and Adoption, Product Adaptation, Product Standardization, International Product Life Cycle, International Product Program

Module 8: International Branding - Branding, Brand Origin and Selection, Private Brands, Global Brands, Single Brands vs Multiple Brands, Global Brand Leadership, Brand Piracy, **Pricing in International Markets** - International Pricing Systems, Global Pricing Strategies, Environmental Influence on Pricing Decisions, Other Constraints on International Pricing, Global Pricing Alternatives

Module 9: International Marketing of Services - Characteristics of Services and their Implications for International Marketing, Challenges in Marketing Services Globally, International Professional Services, International Retailing, International Financial Services, International Banking Services, International Insurance Services

Module 10: Marketing Channel, Place Decisions and Promotional Decisions - Channel Objectives and Constraints, Channels in Less Developed Countries, Innovations in International Channels, Channel Structure, Channel Strategy for New Market Entry, Promotional Mix, Barriers to Promotion and Communication

Module 11: Issues in International Marketing - Leadership, Organization, Patterns of International Organization Development, International Marketing Management Control, Stakeholders' Expectations, Environmental Management and International Business, Dealing with Corruption and Bribery in International Business, Ethical Issues in International Marketing, Human Rights Violations in International Business, Internal Governance and International Business

Module 12: Marketing in Internet Environment and Future Trends of International Marketing - Internet as an Effective Marketing Tool, Internet as a Creator of Loyalty, Brand Building on the Internet, Online Communities – The Virtual Marketplaces of the Future, New Forms of Internet Advertising, Important Future Trends of International Marketing, Major Economic Indicators - Future Market Trends, Challenges faced by Global marketers, Explosion of global markets, E-Business as a Business Driver, Tilting of economy towards 'Global Economy', Location of production vs. Low wage structure locations, Establishing a Global Branding Policy

Suggested Books:

1. J. Daniels, L. Radebaugh, and D. Sullivan, "International Business: Environment and Operations", 17th Edition, Pearson, 2021.
2. Masaaki (Mike) Kotabe, Kristiaan Helsen and Prateek Maheshwari, "International Marketing 8e (An Indian Adaptation)", Wiley India Pvt Ltd, 2021.
3. Cateora, P.R., Money, R. B., Gilly, M.C. and Graham, J.L., "International Marketing", McGraw-Hill, 18th Edition, 2019.
4. Keegan, W.J., "Global Marketing Management", Pearson Education; Eighth edition, 2017.

Retail Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

Retailers play a significant role in the distribution of goods and services in the markets across the industry. Their position is vital in sustaining the production and consumption cycle. It requires a strong marketing knowledge in devising the marketing strategies and precision in decision-making. With technological development taking rapid strides, and with the changing landscape of economic and cultural factors, retail marketing has gained a pivotal role and so has its management.

Stemming from the basics of 'retailing' concept, this course on retail management is intended to help the learner understand the nuances of retail institutions in handling customers. At the same time, the significance of managing the financial aspects from a retailer's point of view is also dealt with extensively. Identifying a store location, running a store with profits, having the right mix of technology upgradation are some important topics that fall within the scope of this course. The legal issues surrounding any business unit while operating at a global level and career opportunities that are available in retail sector are also discussed in this course.

Course Objectives:

At the end of the course, the student will be able to

- Recall the features of retailing and retail institutions
- Relate the characteristics & buying behavior of retail customers
- Examine various strategies to be adopted by a retailer for managing retail organization
- Apply merchandise management concepts – merchandise assortment planning, designing purchasing systems of the varied merchandise for the efficient management of merchandise purchased
- Identify various factors that should be looked into for effectively running and managing a retail store

- Analyse right marketing mix to be adopted by a retailer along with IT tools for effective retail marketing
- Explore contemporary issues in retailing and retail business and career opportunities in retailing

Learning Outcomes:

- Devise various strategies based on features of retailing and behavior of retail customers for effectively managing a retail organization
- Develop merchandise assortment plans and purchase systems for efficient merchandise management
- Identify appropriate marketing mix and relevant issues to make right retail marketing decisions
- Determine various career opportunities in retailing

Course Details:

Module 1: Retailing: An Overview - Retailing: Definition and Scope, Retailers' Role in Distribution Channel, Benefits of Retailing, Evolution of Retailing, Retailing Environment, Indian Retail Industry: An Overview, Theories of Institutional Change, Classification of Retailers, Omnichannel Retailing, Theories of Institutional Change, Classification of Retailers, Omnichannel Retailing

Module 2: Understanding the Retail Customer - The Market, Population Analysis, Demographic Analysis, Geographic Analysis, Consumer Buying Behavior, Strategies to Manage Consumer Behavior, **Retail Organization and Management** - Designing a Retail Organization Structure, Principles of Retail Organization Design, Forms of Retail Organization, Retail Organization Structures, Legal Forms of Retail Organization

Module 3: Retail Market Strategy and Financial Strategy - Definition of Retail Market Strategy, Prominent Retail Management Theories, Target Market and Retail Format, Building Sustainable Competitive Advantage, Achieving Strategic Planning, Nature of Strategic Planning, Retail Strategic Planning Process, Strategic Profit Model – An Overview, Income Statement, Balance Sheet, The Strategic Profit Model, Setting Performance Objectives, Performance Measures

Module 4: Store Location and Site Evaluation - Selecting the Store Location, Market Area Analysis, Trade Area Analysis, Site Evaluation and Site Selection, **Merchandise Assortment Planning** - Organizing the Buying Process by Categories, Category Management, Setting Financial Objectives, Gross Margin Return on Inventory Investment, Sales Forecasting, Assortment Planning Process, Product Mix Trends

Module 5: Purchase Systems and Merchandise Purchasing - Budgeting in Retail, Purchasing Systems for Fashion Merchandise, Purchasing Systems for Staple Merchandise, Assigning Merchandise to Stores, Analyzing the Merchandise Performance, Merchandise Purchasing, Branding Strategies, Global Sourcing Decisions, Managerial Decisions in Global Sourcing Decisions, The Merchandise Purchasing and Handling Process, Merchandise Handling, Ethical and Legal Issues in Merchandise Purchasing

Module 6: Store Management - Store Management – Role of Store Managers, The Retail Personnel Management Process, Legal and Ethical Issues in Managing Store Personnel, Cost Control

Module 7: Store Layout, Design and Visual Merchandising - Store Exteriors, Store Interiors, Store Security (Selecting the Store Location, Market Area Analysis, Trade Area Analysis, Site Evaluation and Site Selection)

Module 8: Customer Service and Retail Selling - Gaining Strategic Advantage Through Customer Service, Types of Customer Services, Customer Evaluation of Service Quality, Gaps Model for Improving the Quality of Service, Service Recovery, Role of a Retail Salesperson, Role of Personal Selling in Retail Promotion Mix, Requirement for Effective Selling, Retail Selling Process, Evaluation of a Salesperson

Module 9: Information Systems and IT in Retailing - Retailing: The Role of Information, Information Sources, Retail Information Systems, Information Systems in Retail Logistics, Strategic Advantages of Information systems in Logistics, Quick Response Delivery Systems, Data Mining, Data Warehousing, Data Warehousing and Business Intelligence, Information Technology: Concepts and Definition, Growth of IT in Retailing, Capturing Point of Sale Data, IT: A tool for Competitive Advantage, Use of data base, data mining and business intelligence in retail marketing, E-Commerce and e-retailing, Future Trends, Customer Relationship Management in Retailing

Module 10: Retail Marketing Mix and Retail Pricing - Marketing Mix of Services: Beyond 4Ps, Target Market for Retail Products, The Retail Product, Breakdown of Retailing, Price as a Concept, Price Sensitivity, Factors Influencing Retail Pricing, Approaches to Pricing Retail Merchandise, Pricing and Values, Markdown: A pricing policy for Retailers, Laws Governing Retail Pricing, Retail Promotion Mix, Promotion, Role of Retail Promotion Program, Planning Retail Communication Program, Assigning the Promotional Budget, Implementing the Advertising Programs, Evaluating the Effectiveness of Advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs

Module 11: International Retailing and Issues in Retailing - Introduction to International Retailing, Growth and Development of International Retailing, Retail Structure in the International Market, Internationalization of Retail Market, Direction and Typologies of International Expansion, Market Entry Methods in International

Retailing, Focus on the Customer, Dealing with Ethical Issues, Social Responsibility, Environmental Orientation, Legal Framework

Module 12: Contemporary Issues in Retailing - Key changes in retail market, Importance of brands, brand positioning and image, Emerging Trends in Information Technology, New age Retailing: The Physical Aspect, Getting into the Retail Industry, Human Resources and Skills Requirements in Indian Retail Industry, Personality Traits of Retailers, Employment Aspects of Retailing Career, Employment Opportunities, Careers in Retailing, Ownership Opportunities

Suggested Books:

1. Giri Arunangshu and Chatterjee Satakshi, "Retail Management: Text & Cases" Paperback, PHI Learning Pvt. Ltd., 2021.
2. Swapna Pradhan, "Retailing Management: Text and Cases", McGraw Hill, Sixth Edition, 2020.
3. Barry Berman, Joel R Evans, Patrali Chatterjee and Ritu Srivastava, "Retail Management", Thirteenth Edition Pearson Education, 2017.
4. Gibson G. Vedamani, "Retail Management", 5th edition, Pearson Education, 2017.

Integrated Marketing Communications

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

The Marketing Communications introduces learners to the ever-expanding world of marketing communications, and allows them to appreciate the emerging dimensions associated with marketing communications such as integrated marketing communications, internal branding, predictive advertising analytics, local marketing communications, etc.

This course introduces marketing communications with basic concepts and marketing communication models based on consumer buying behaviour. It discusses marketing communications planning process, marketing communications research, advertising objectives and budgeting aspects of marketing communications. This course provides details on marketing communication execution with a special focus on message strategy, media strategy and measurement strategy. This course also discusses marketing communications mix with a focus on various tools such as sales promotion, personal selling, public relations, sponsorships, publicity and corporate advertising, direct marketing and digital marketing along with the dynamics of marketing communications in terms of branding, internal marketing communication, international marketing communication, ethics and especially in identifying future trends of marketing communications.

Course Objectives:

At the end of the course, the student will be able to

- Introduce basic concepts of marketing communications and marketing communication models
- Discuss marketing communications strategy and planning
- Apply message strategy, media strategy and measurement strategy in marketing communications
- Discuss marketing communications tools for effective promotions
- Examine the dynamics of marketing communications in terms of branding, internal marketing communication, and international marketing communication

Learning Outcomes:

- Identify basic concepts of marketing communications and relevant models
- Devise marketing communications strategy and planning to communicate with customers
- Construct appropriate message strategy, media strategy and measurement strategy in the marketing communications
- Apply various marketing communications tools for implementing effecting promotions
- Analyse dynamics of marketing communications for appropriate branding, internal and international marketing communication

Course Details:

Module 1: Basics of Marketing Communications - Marketing Communications Mix, Integrated Marketing Communications (IMC), Basic Model of Marketing Communications Process

Module 2: Marketing Communication Models - Evolution of Marketing Communications Models, Models of Marketing Communications, **Consumer Buying Decision Process** - Definition, Customer buying process, Problem recognition, Information search, Alternative evaluation, Purchase decision, Post purchase behavior

Module 3: Marketing Communications Planning Process & Marketing Communications Research - Marketing Plan vs. Marketing Communications Plan, Marketing Planning Process, Marketing Communications Planning Process, Marketing Communications Context Analysis, Marketing Communications Objectives, Marketing Communications Budget Planning, Developing Marketing Communications Program, Evaluation and control of Marketing Communications Program, Marketing Research Process, Marketing Communications Research, Advertising Research, Sales Promotion Research, Direct Marketing Research, Public Relations Research, Media Research

Module 4: Advertising Objectives and Planning and Budgeting for Marketing Communications - Advertising Plan, Mission: Setting advertising objectives, DAGMAR: An approach to set advertising objectives, Money: Setting advertising budget, Message: Determining creative strategy, Media: Selecting advertising media, Measurement: Measuring and evaluating advertising effectiveness, Advertising agency and Creative brief, Marketing Communications Budget vs. Sales, Marketing Communications Budgeting Methods, Factors Affecting Allocation of Communications Budget, Marketing Communications Budgeting Process

Module 5: Message and Creative Strategy - Creativity in Advertising, Creative Process Model, Creative Strategy Development, Execution Framework, Creative Advertising for Print Media, Creative Advertising for TV Media, Client Evaluation and Approval of Creative Work, Copy Testing and Diagnosis

Module 6: Media Planning and Strategy - Developing the Media Plan, Market Situation Analysis, Setting Media Objectives, Crafting Media Strategy, Implementation and Follow up of Media Plan, Media Buying, Media Planning Models, **Mass Media and Outdoor Advertising** - Newspapers and Advertising, Magazines and Advertising, Radio and Advertising, Television and Advertising, Outdoor Advertising, Unconventional medium

Module 7: Measurement and Evaluation of Marketing Communications - Advantages and disadvantages of measurement, Elements of evaluation mechanism, Measuring Advertising performance, Measuring Sales performance, Measuring Public relations performance, Measuring Personal selling performance, Measuring Direct marketing performance, Cross-promotional interaction measurement, Case Study, International Marketing Communications - Scenario of International Marketing, International Marketing Environment, Standardization vs. Localization vs. Glocalization in Advertising, International Advertising: Message Decision, International Advertising: Agency Decision, International Advertising: Media Decision, Promotional Mix in International Marketing Communications

Module 8: Sales Promotion and Personal Selling - Reasons for the Popularity of Sale promotion, Classification of Sales promotion, Consumer promotion objectives, Trade promotion objectives, Sales Promotion Mix, Designing Sales promotion program, Sales promotion trap, Enhancing Sales promotion effectiveness, Growing importance of Personal Selling, Classification of Personal Selling, Personal Selling Process, Classification of Personal Selling Responsibilities, Merits and Demerits of Personal Selling, Integration of Personal Selling with Marketing Communications Mix, Evaluation of Personal Selling

Module 9: Public Relations, Sponsorship, Publicity and Corporate Advertising - Classification of Public Relations, Public Relations Process, Evaluation of PR Process, Tools for Measuring PR Effectiveness, Public Relations in Crisis Management, Corporate Sponsorship, Types of Corporate Sponsorships, Publicity, Merits and Demerits of Publicity, Corporate Advertising

Module 10: Direct Marketing and Digital Marketing - The Growing Importance of Direct Marketing, Database in Direct Marketing, Direct Marketing Campaign Process, Direct Marketing Mix, Advantages and disadvantages of Direct Marketing, Purpose of Digital advertising, Internet Advertising Formats, Measuring Effectiveness of Internet ads, Advantages and Disadvantages of Internet ads, Mobile Advertising, Mobile Ad Formats, Advantages and Disadvantages of Mobile Ads, Social Media Advertising, Social Media Mix, Customer Engagement Process, Building Social Business, Social CRM

Module 11: Branding and Marketing Communications - What is Brand?, Features of Successful Brands – Strong vs. Weak Brands, Branding Strategies, Brand Equity and Its Determinants, Branding and Marketing Communications, Rejuvenating and Revitalizing Brands, Brand Management during Recession, International Branding, Branding and Corporate Image, Purpose of Internal Marketing Communications, Boundary of Employee / Non-Employee, Advertising and the impact on the Employee, Strategic Credibility, Brand Engagement, Internal Marketing Communication Audit, The MBTI Model, Top 10 trends of Internal Marketing Communication in 2014

Module 12: Marketing Communications Ethics and Future Trends - Social Responsibility and Ethical Company, Ethics in Advertising, Ethics in Advertising Research, Ethics in Advertorials and Infomercials, Ethics in Sales Promotion, Ethics in Public Relations, Legal and Regulatory Aspects of Marketing Communications, Social and Economic Effects of Advertising, Future Trends of Marketing Communications, Integration of internal and external branding, Outcome-based measures to evaluate marketing communications, Shared Model of marketing communications costs, Brand Journalism, Future-looking planning and evaluation models, Designing 'glocal' marketing communications programs, Designing holistic organizational structures to serve customers, Special Advertising Situations

Suggested Books:

1. George E. Belch, Michael A. Belch, Keyoor Purani, Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th Edition, McGraw Hill, 2021.
2. Michael Branding, Social Media Marketing, Notion Press, 2021.
3. William D. Wells, Sandra Moriarty, Nancy Mitchell, Advertising and IMC: Principles and Practice, 11th Edition, Pearson Education, 2021.
4. Ritu Narang, Advertising, Selling & Promotion, First Edition, Pearson Education, 2020.
5. Manendra Mohan, Advertising Management – Concept and Cases, McGraw Hill Education, 1st edition, 2017.

Strategic Human Resource Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

Strategic Human Resource Management (SHRM) links HR functions with the strategic objectives of the organization to improve performance. It plays a critical role in the growth and sustainability of an organization. SHRM is to align all the HR functions with the mission, vision, values, and goals of the organization. The human resource function has grown significantly in the present day business environment which led to the need and growth of SHRM.

SHRM emphasizes the need for treating people as strategic assets as their creative involvement in the organizational growth is of strategic importance. It also explains the importance of HR's role in the formulation and implementation of the strategy. The course addresses broad organizational issues relating to work systems, acquisition of human resources, their training and development, performance management, compensation packages for human resources and leadership concepts. It also deals with issues concerning the safety, health of employees, career management and separation from organization and downsizing the organization. Further, it illustrates the role and significance of SHRM in meeting the challenges faced by human resources in enhancing organizational performance and productivity for gaining competitive advantage.

Course Objectives:

At the end of the course, the student will be able to

- Outline the policies, practices, and programs that are aligned to the organization's strategy in achieving strategic objectives
- Discuss the implications of strategic human resource management on organizations that make organizations effective
- Explain the need for boosting the morale of employees by tackling issues such as safety and well-being, separation and downsizing
- Elaborate the role of HR departments in meeting the challenges of strategic HR issues like outsourcing, mergers and acquisitions

Learning Outcomes:

- Develop policies, practices and programs that align with an organization's strategic objectives to make the organization effective
- Apply the ways of boosting morale of employees in issues such as safety & well-being and downsizing
- Analyse the challenges of strategic HR issues such as outsourcing to modify the role of HR departments

Course Details:

Module 1: Strategic Human Resource Management: An Overview - Introduction to Strategic HRM, People as Strategic Assets, The Process of Strategic Management, Value Chain Analysis, Challenges for HRM, **Importance of Aligning Human Resources to Strategy** - HR's Emerging Role in the Formulation and Implementation of Strategy, Models Integrating Strategy and HR, Economic Indicators of HRM

Module 2: Strategic Aspects of IHRM and HRIS - Corporate Culture as a strategic business linkage, IHRM as a Business Strategy, Organizational Culture, Various frameworks for mapping culture, Learning from Business Experiences of MNCs (Mini Caselets), International Reward Management - A Strategic perspective, Leadership and Team work in Cross cultural settings, Global workforce Mobility, Impact of technology on IHRM, Role and implications of labor laws across the globe on SHRM, Role of International bodies in SHRM - ILO, EU, UN, Balanced Scorecard as a Strategic Tool, HR Audit and Engagement Surveys as business linkage, User needs analysis as competitive tool, Risk Management in HRM, HRIS as a Strategic Tool

Module 3: Redesigning Work Systems - Designing Work Systems, Redesigning Work Systems, Organizational Design, Organizational Design Processes, Factors Affecting Design Processes, Organizational Structure, Types of Organizational Structure, Emerging Issues in Organizational Redesigning

Module 4: Human Resource Forecasting - Human Resource Forecasts, Strategic Issues in Forecasting Human Resources Supply, Utilization of Supply Forecasting Techniques, Techniques for Forecasting the Demand for Human Resource, Strategic Issues in Demand Forecasting, Utilization of Demand Forecasting Techniques, Contract Labour and its Implications on SHRM

Module 5: Strategic Implications of Human Resources and Training and Development - Strategic Recruitment, Strategic Selection, Strategic Staffing, Strategic Approaches to Staffing, Employee Wastage and Workforce utilization, Effects of Absenteeism, Strategies to deal with employee shortage, Employee Surplus and Crises-Strikes – Calamities, Overview of Training and Development, Strategic Issues in Training and Development, Use of Technology in Training, Future of Internet-based Training

Module 6: Performance Management, Compensation and Strategic Human Resource Management - Strategic Dimension of Performance Appraisal, Moving from Performance Appraisal to Performance Management, Organizational Appraisal–Balanced Scorecard, Economic Value Added (EVA), - Objectives of Compensation, Organizational Strategy, Goals, and Compensation of Employees, Pay Elements, Compensating Individuals, Compensating Groups, Compensating the Chief Executive Officer (CEO), Employee Motivation, Concept of Broad banding, Employee Stock Option Plans (ESOPs), Pay for Performance

Module 7: Strategic Challenges for Leadership - Strategic Challenges for the HR Manager, Managing in the Global Environment, Managing Workforce Diversity, CEO Succession Planning, Leadership in Family-owned and Professionally-owned Businesses, Level 5 Leadership, Women CEOs, Managing Technological Innovation, Top Management- Team Collaboration, Conflict Management for Senior Managers, Resource Mobilization across Top Management, Managing political behavior while implementing strategies

Module 8: Strategic Issues in Employee Safety, Health and Labor Relations - Strategic Issues in Employee Safety and Health, Changing Nature of Industrial Relations, Changing Trends in Labor Management Relations, Labor-Management Cooperation, Strategies to Improve Industrial Relations

Module 9: Career Management, Employee Separation and Downsizing Importance of Career Management, Major Career Transitions, Types of Corporate Career Management, - Concept of Employee Separation, Concept of Downsizing, Areas Affected By Downsizing, Concept of Turnover, Downsizing versus Outsourcing

Module 10: Mergers and Acquisitions (M&A) - Introduction to Mergers and Acquisitions, Types of Mergers, Strategic Management of HR during Mergers and Acquisitions (M&A), Significance of Organizational Culture during Mergers, Role of HR Departments and HR Professionals during Mergers, Avoiding Job Cuts during Mergers, HR Issues in Mergers and Acquisitions (M&A), Impact of Mergers and Acquisitions on Employee Compensation, Role redundancy with M & A, Challenges faced by senior management in M&A

Module 11: Outsourcing and Legal and Ethical Issues in SHRM - Concept and Definition of Outsourcing, Reasons for Outsourcing, Criteria for Outsourcing, HR as an Outsourcing Practice, Types of HR Outsourcing, HR Outsourcing as a Best Practice, Outsourcing and HR Department, Making the Outsourcing Decision, Problems Associated with Outsourcing, Issues in HR Outsourcing-Strategic advantage in outsourcing, Outsourcing for Competitive advantage, Various HR outsourcing services, Strategic Planning and Legal issues, Core Concepts in Ethics, Gender Differences, Ethics at the Work-place, Ethical Issues in Labor – Management Relations, Manager-Shareholder Conflict of Interest

Module 12: Strategic HR Challenges - Strategic HR Planning - Strategic HR Acquisition, Training and Development, Role of SHRM in enhancing Organizational performance, Managing Talent to retain Competitive advantage, Business Strategy execution, Competency mapping, Managing to be an ethical organization, Strategic HR Challenges in Employee Relocation, Meeting Social Responsibility, Skill Development Dimensions

Suggested Books:

1. Ananda Das Gupta. Strategic Human Resource Management-Formulating and Implementing HR strategies for competitive advantage, Productivity, Taylor & Francis Group, 2020
2. Armstrong, M, Armstrong's Handbook of Strategic Human Resource Management. 7th edition, London: Kogan Page, 2020
3. Dr. Ravi Kumar K. A text book of strategic human resource management - A guide to action, Notion Press, 2021
4. Gary Rees, Paul Smith. Strategic Human Resource Management.3rd edition, SAGE Publications Ltd, 2021
5. John Storey, Dave Ulrich, Patrick Wright, Strategic Human Resource Management- A research overview, Routledge, 2020
6. Ram Charan. Julia Yang. The Amazon Strategic Human Resource Management, Wiley, 2020

Organization Development

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

Organizational development is a proactive approach that embraces change and continuous improvement in organizations. It tries to align all employees to the achievement of organizational goals. Organization Development tries to improve the overall organizational efficiency through planned change. The emphasis in OD is planned change and OD practitioners use different strategies and interventions to bring about overall development in organizations relying on the foundations and processes of organization development.

The course is designed to familiarize students with OD theories, practices, strategies and interventions for organizational development. The course deals with important concepts, theories and foundations and processes of OD. It introduces several OD practitioners whose aim is to bring organizational development through OD interventions. The course covers five types of interventions, namely, human process interventions, comprehensive interventions, techno-structural interventions, strategic interventions and strategic change interventions. Recent trends in OD and how OD is being applied in global settings and non-industrial settings are also taken up for discussion. The trends affecting OD and the future of OD are explained, with a re-look at the nature and foundations of OD.

Course Objectives:

At the end of the course, the student will be able to

- Familiarize students with OD theories, and practices, taking clues from earlier OD professionals and their value systems
- Identify various models and theories of planned change
- Outline various human process strategies and interventions used in bringing organizational development
- Discuss OD, human, techno-structural and structural and strategic interventions
- Analyze the future trends in OD with an emphasis on role and competence of OD practitioners

Learning Outcomes:

- Recall various OD theories, value systems, models for making planned changes in an organization
- Devise human process strategies and interventions for organizational development
- Estimate the future trends in OD to improve the competence of OD practitioners

Course Details:

Module 1: Definition and Historical Overview of OD-Nature, Objectives and Benefits of O.D - Effective organizations, Definitions of OD, Characteristics of OD, Growing importance of OD, Benefits of OD, Limitations of OD, - Four Major Stems of OD, Laboratory Training Stem, Survey Research Feedback Stem, Action Research, Model of Adaptive Orientation in Organizations, Sociotechnical and Socio-Clinical Stem, Current Trends

Module 2: Values, Assumptions and Beliefs of O.D - Values, Assumptions and Beliefs, Sources and Types of Values, Early Statements of OD Values and Assumptions, Examples of Values in OD, Implications of OD Values and Assumptions, Illustration of OD Values

Module 3: Foundations of OD - Models and Theories of Planned Change, Kurt Lewin's Change Model, Burke and Litwin Model, Systems Theory, Socio Technical System, Participation and Empowerment, Teams and Team work, Parallel Learning Structures, Normative Re-educative Strategy of Changing, Applied Behavioral Science, Action Research

Module 4: Managing OD Process - Understanding OD process, Theoretical Framework of OD Diagnosis, Systems Theory, Complex Adaptive Systems, Six Box Model, Leading and Managing Change

Module 5: Action Research and O.D - Action Research Model, Action Research as a Process, Action Research-As a Problem-Solving Approach

Module 6: Human Process O. D. Interventions - Definition and Nature of OD Interventions, Intervention Characteristics, Classification of OD interventions, **Human Process Interventions** - Individual Interventions, Interpersonal Interventions, Group/Intergroup Interventions, Organization Interventions

Module 7: Comprehensive Interventions - Introduction to Comprehensive Interventions, Beckhard's Confrontation Meeting, Strategic Management Activities, Appreciative Enquiry, Blake and Mouton's Grid Organizational Development, Schein's Cultural Analysis

Module 8: Techno-Structural Interventions - Socio Technical Systems (STS), Self-Managed Teams, Work Redesign, Management by Objectives (M.B.O), Quality Circles, Parallel Learning Structures, High Performance Work Structures, Downsizing, Re-engineering

Module 9 : Strategic and Strategic Change Interventions - Strategic Planning, Vision, Mission & Goal, Quality of Work Life, Sensitivity Training, Survey Feedback, Process Consultation, - Transformational Change Interventions, Continuous Change Interventions, Trans-organizational Change Interventions

Module 10: Role and Competence of OD Practitioner - Nature and skills of OD Practitioners, OD Practitioner Styles, Role of OD Consultant in OD Interventions, Consultant-Client Relationship

Module 11: Power, Politics and Organization Development - Definition of Power, Theories on the Sources of Power, Organizational Politics, Framework for analysis of power and politics, Role of power and politics in the practice of OD, Operating in a political environment, Planned Change, Power and Politics

Module 12: New Dimensions and Future of OD - Organization Development in Global Settings, Global aspects of Organizational Diagnosis, OD Practices in Non-Industrial Settings, Nature and Foundations of OD, Strengths of OD, Factors that influence Future of OD, Trends affecting OD Processes, Worley's Predictions on Future of OD, Vision of OD.

Suggested Books:

1. Julie Hodges, Organization Development: How Organizations Change and Develop Effectively, 1st edition, Springer Publisher, 2020
2. Thomas G. Cummings, Christopher G. Worley, Organization Development and Change, 11th edition, Cengage Learning, 2020
3. Donald L Anderson, Organization Development: The Process of Leading Organizational Change, 5th edition, 2021
4. Mee-Yan_Cheung Judge, Linda Holbeche; Organization Development: A Practitioner's Guide for OD and HR, 3rd edition, Kogan Page, 2021
5. Ishwar Dayal, Handbook of Organization Development: Ways to Remain Competitive, 1st Edition, Ane Books Pvt. Ltd, 2021

Human Resource Planning and Audit

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

Human Resource Planning enables business enterprises to meet their current and future demands of human resources and forecasting the required manpower to improve operational efficiency of organizations. HR planning is a systematic approach to ensure the required number of people with the appropriate skills and knowledge are available at the right time and right place. HR Audit is to critically assess the organization's HR policies, practices, procedures, and strategies to protect the organization, establish best practices, and identify opportunities for improvement.

The course begins with the paradigm shifts in human resources and their functions from traditional HR to modern perspectives. It also outlines the various challenges influencing HR practices and possible solutions. It covers the important aspects of HR planning and strategic planning in all HR core areas, covering recruitment, selection, training, succession planning and restructuring of organizations. HR audit is an effective tool for evaluating HR strategies, structures, systems, and competencies of companies. The main aim of HR audit is to examine the gaps between the required and available processes and procedures and suggesting mechanisms to bridge the gaps. All these aspects are covered in the course.

Course Objectives:

At the end of the course, the student will be able to

- Illustrate the challenges and trends in HR department in making HR planning effective
- Identify current and future needs of human resources to align with organizational strategic plans
- Evaluate the performance of HR departments through HR audits for organizational growth
- Examine the process of conducting effective audit and writing audit reports

Learning Outcomes:

- Analyse the emerging challenges and trends in HR department to do effective HR planning
- Determine the existing and future needs of human resources and align them with the strategic plans
- Organize effective HR audits to measure the performance of HR department

Course Details:

Module 1: Challenges and Paradigm Shifts in HR Department - Challenges and Emerging Trends in HR Department, Paradigm Shifts in Human Resources and their Functions, Measuring the Impact of HRM, Challenges Influencing HR Practices with regard to International Context

Module 2: Basics of Human Resource Planning - Meaning & Definition of HR Planning, Need and Importance of HR Planning in Organizations, Philosophy of HR Planning, Objectives, Scope and Benefits of HR Planning, Factors Affecting Human Resource Planning, HR Planning Tools, - Job Analysis and HR Planning, HR Forecasting Process, Demand Forecasting, Supply Forecasting, Impact of Technology on HR Planning

Module 3: Basics of Strategic Planning - Concept of Strategy and Definition of Strategic Planning, Types of Strategies, Strategic Planning Process, SWOT Analysis, PEST Analysis, Risk Analysis, Analysis of Internal Environment: Strategic Capability, Models of Strategic Planning, Implementing Strategic Planning, Developing Action Plans for Strategic Planning

Module 4: Strategic Manpower Planning - Concept and Definition of Manpower Planning, Objectives of Manpower Planning, Principles of Strategic Manpower Planning, Models of Manpower Planning, Manpower Forecasting, Developing and Implementing Manpower Strategies

Module 5: Strategic Planning in HR Core Areas - Strategic Planning in Human Resources, Strategic Planning in Recruitment and Development Selection, Strategic Planning in Training and Development, Strategic Planning Performance Management, Strategic Planning in Leadership Development, Strategic Planning in Team Building, Strategic Planning in Compensation Management, Strategic Planning in Industrial Relations

Module 6: Strategic Issues in Succession Planning - Succession Planning and Related Concepts Differences between Traditional and Strategic Succession Planning, Models of Succession Planning, Implementation of the Succession Plan, HR Planning Issues in Restructuring Organizations - HRP Issues in Mergers and Acquisitions, HRP Issues in Downsizing, HRP Issues in Outsourcing, Technology Upgradation

Module 7: Measuring Human Resource Effectiveness - HR Metrics, Approaches to Measuring HR Effectiveness, Methods and Techniques of HR Planning, Return on Investment (ROI)

Module 8: HR Analytics in HR Planning - Introduction to HR Analytics, HR Analytics and Strategy, HR Analytics in HR Planning and Forecasting, HR Decision-Making and HR Analytics, HR Analytics for Future

Module 9: Human Resource Audit - HR Audit, Approaches to HR Audit, Methods of HR Audit, **Audit: Competencies, Strategies, Systems and Structure** - HR Audit Competency Components, Audit Aspects of HR Strategies, Audit Aspects in HR Systems, Auditing Methods/ Instruments for Audit of HR Systems and Processes, HR Audit - Structural Aspects

Module 10: Audit of HR Functions - Audit of Manpower Planning, Audit of Compensation, Audit of Training and Development, Audit of Performance Management - Performance Evaluation Report, Audit of Employee Relations

Module 11: Conducting Effective HR Audit - Essential Aspects of HR Audit, Sample of Human Resources Audit Questions, Checklist for HR Audit

Module 12: Writing HR Audit Report - Model Outline of an Audit Report, Audit Report: Important Aspects and Identifying the Readers/Audience, Preparation for Writing an Audit Report, Methodology of Writing the Report, Contents and Layout of Sample Report, Benefits of HR Audit Report, Using Audit Report for Business Improvement, Steps to be undertaken after Submission of Audit Report

Suggested Books:

1. Debasish Biswas (2021). Human Resource Planning and Utilization, Crescent Publishing Corporation, First Edition.
2. Nishant Uppal (2020). Human Resource Analytics: Strategic Decision Making, Pearson Paperback, First Edition.
3. Pravin Durai (2020). Human Resource Management, Pearson, Third Edition.
4. Sekhri, A. (2016). Human Resource Planning and Audit. Himalaya Publishing House, First Edition.
5. T.V. Rao (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement, Second Edition, Sage Publications.
6. Swati Dhir, Suparna Pal (2021). Human Resource Analytics: Theory and Application Techniques, Cengage India, First Edition.

Big Data, Cloud and Analytics

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

With digitization everywhere, data professionals have their contribution in all kinds of industry verticals. These are finance, manufacturing, information technology, communications, retail, logistics, and automobiles. Big Data is used for taking a competitive advantage and making data driven decisions, i.e. practice of making decisions on the analysis of data rather than purely on intuition. The domain of Big Data Analytics can greatly enhance analytical skills and reasoning. The decision can be on possible future trends, proving an advantage to be first to market and also be competitive.

The course covers varieties of data generated, volumes of data collection and storage, big data technologies, use of big data in business decision making, managing the information in the advent of big data, big data in healthcare, marketing, advertising, talent management, what is analytics, various business analytics approaches, HR analytics, analytics for top management, and data privacy.

Course Objectives:

At the end of the course, the student will be able to

- State big data technologies
- Demonstrate big data in healthcare, marketing and advertising
- Analyze decision making using big data
- Describe business analytics technologies and data privacy
- Combine business and marketing intelligence, talent management and HR analytics
- Relate to data privacy and ethics

Learning Outcomes:

- Apply storage of voluminous data for business analysis and decision making
- Demonstrate use of business analytics for integrating business intelligence to multiple functional areas
- Outline data privacy and ethics for secured business management

Course Details:

Module 1: Introduction to Big Data - Introduction to Big Data, Start-up proportions – Concepts of Big Data its utilities in general and corporate life, Convergence of Key Trends, A comparative concept of Big Data, Types of Data and big data, The growing magnitude of unstructured data, Setting the objectives high

Module 2: Big Data in Marketing and Advertising - The Digital Marketing perspective and Database Markets, Pioneers of Big Data, Big Data and the new thought of Marketing, Fraud and Big Data, Risk and Big Data, Credit Risk Management, Big Data and Algorithmic Trading, Advertising and Big Data, Using Consumer Products as a Doorway

Module 3: Big Data in Healthcare - Big Data and the Advances in Healthcare, Advantages and disadvantages, Pioneering new frontiers in Healthcare, Healthcare consumer products

Module 4: Big Data Technologies-I - The presence of big concept: Hadoop - the existence of Parallel World. Old versus. new approaches of data discovery: Following the way people's work – Open Source Technology for Big Data– The relation between Cloud and Big Data, Predictive Analytics used as a Service BI, Crowdsourcing, Analytics, Inter and Trans-Firewall Analytics, R & D Approach helps Adopt New Technology, Big Data Technology Terms, Data Size

Module 5: Decision Making Using Big Data - What is Big Data?, The Challenges of Big Data, Analyzing and Managing Big Data, Big Data Storage Considerations, Moving from Operational Dashboards to Evidence Based Decision Making, Role of Cloud Computing in Big Data Management

Module 6: Information Management - Different Formats of Unstructured Data: Text, Web Pages, Video, Audio, Images, Office Software, Key Issues in Storing Unstructured Data, Opportunities and Problems With Unstructured Data, Computing Platforms that can handle Big Data & Analytics, Big Data Computation, Big Data Storage; Computational Limitations, and Emerging Technologies

Module 7: Introduction to Analytics - What is Analytics? Database Marketing, Database Marketing Usage, Big Data, Data Mining, Issues in Analytics, CRISP-DM Model, Four Pillars of Analytic Competition, Analytics as a Competition Edge, Some Typical Tasks Performed by Analytics

Module 8: Business Analytics-I - The range of Data Analysis, Geospatial Intelligence, What are Signal or Noise relating to data? Processes of Analytics, Free Creation to utilization of Business Analytics, Visualizing: The data analytics, From Sampling to using the Data, Thinking Out of the Box, 3600 Modelling, Data Processing Speed, Availability of Technology, Beyond the Tools to Analytics Applications

Module 9: Talent Management - Data Scientist and their role in society, The 90/10 Rule and Critical Thinking, Analytic Talent and Executive Buy-in, Developing Decision Sciences practices, Holistic view of Analytics, Creating Decision Sciences practices, Setting up appropriate organizational structure for institutionalizing analytics, Introduction to HR Analytics, HR Analytics and Strategy, HR Analytics in HR Planning and Forecasting, HR Decision-making and HR Analytics, HR Analytics for Future

Module 10: Data Analytics for Top Management - Correlation Analysis, Regression Analysis, Multiple linear Regression, Factor Analysis, Exploratory Factor Analysis (EFA), Principle Factor Analysis (PFA), Confirmatory Factor Analysis (CFA), Classification: Predictive Analysis, Cluster Analysis, Association Analysis, RFM (Recency Frequency Monetary) Analysis, Market Basket Analysis (MBA)

Module 11: Business and Marketing Intelligence - Need for Business Intelligence, Business Intelligence Architecture, Business Intelligence Methodologies, Data Mining Techniques, Market Intelligence and Decision Making, Business Intelligence Tools: Big Data, Hadoop, Big data Analytics, Introduction to Google big query, Apache Spark, Google Dataflow

Module 12: Data Privacy - The Privacy Landscape, Great Data utilization and new, Preferences, Personalization, and Relationships, Rights and Responsibility, Conscientious and conscious responsibilities, Data Anonymization, Balancing the counter intelligence

Suggested Books:

1. Maleh, Yassine. Shojafar, Mohammad. Alazab, Mamoun. Baddi, Youssef. Machine Intelligence and Big Data Analytics for Cybersecurity Applications (Studies in Computational Intelligence, 919) 1st ed. 2021 Edition.
2. Ahmed, Syed Thouheed. Basha, Syed Muzamil. Arumugam, Sanjeev Ram. Patil, Kiran Kumari. Big Data Analytics and Cloud Computing: A Beginner's Guide, 2021.
3. Saleem, Tausifa Jan. Chishti, Mohammad Ahsan. Big Data Analytics for Internet of Things 1st Edition, April 2021.
4. Jones, Herbert. Data Science: The Ultimate Guide to Data Analytics, Data Mining, Data Warehousing, Data Visualization, Regression Analysis, Database Querying, Big Data for Business and Machine Learning for Beginners Hardcover – 10 January 2020.
5. Mayer-Schönberger, Viktor. Cukier, Kenneth. Big Data: A Revolution That Will Transform How We Live, Work, and Think Paperback – October 26, 2021.

Supply Chain Management

Course Handout

Program: Online MBA

Core/Elective: Elective

Credits: 4

Semester: 4

Course Description:

Global competition prompted organizations across the world to achieve and maintain operational excellence and competitive advantage to remain in business. Operational excellence is decided by various performance parameters like efficient processes, continuously improving quality, increasing productivity, and customer delight. All these parameters are significantly influenced by supply chain management. The increasing scope of supply chain management covers, not merely the production processes but also important concerns like environmental impact of operations, carbon footprint, waste management, etc. New technologies like Robotics, Artificial Intelligence, Internet of Things, Machine Learning and Big Data are making supply chain management an area to focus. It is against this background that the subject of supply chain management needs to be studied and understood, in a holistic perspective.

The course exposes the students to a wide spectrum of concepts and their practical application in industries. The learning includes definitions, components, various schools of thought, methods, tools and techniques. By familiarizing with latest trends and technologies, the students will be equipped with all ingredients to comfortably work in the domain of supply chain management. In view of the need to make supply chains more efficient to acquire competitive advantage, the changing landscape is bound to create more job opportunities for well-informed students, who acquire the necessary knowledge and contemporary skills.

Course Objectives:

At the end of the course, the student will be able to

- Describe the principles of supply chain management
- Explain the process of supply chain planning & design
- Discuss supply chain processes
- Examine the role of cooperation and coordination in supply chain management
- Assess contemporary issues in supply chain management
- Evaluate the increasing impact of services in the national economy

Learning Outcomes:

- Apply the principles of supply chain management for planning, design and implementation
- Discuss the role of cooperation and coordination in supply chain management for forging partnerships towards supply chain efficiency
- Identify the contemporary issues in supply chain management for examining their applicability to specific organizational needs
- Assess the increasing importance of supply chain management in various application domains in services industry for developing appropriate frameworks

Course Details:

Module 1: Introduction to Supply Chain Management - Introduction to Supply Chain Management (SCM) - Definition of Supply Chain, Key Concepts of Supply Chain Management (SCM), Supply Chain Management – Schools of Thought; Supply Chain Management Processes, SCM: Operational Excellence and Innovations

Module 2: Supply Chain Integration - Nature of Supply Chain Integration, Factors Driving Supply Chain Integration, Role of Organizational and Channel Support for Supply Chain Integration, Elements of Supply Chain Strategy, Framework for Supply Chain Integration, Benefits of Supply Chain Integration, Barriers to Supply Chain Integration

Module 3: Demand Forecasting and Demand-Supply Management - Objectives & Components and Approaches of Forecasting, Demand Forecasting Process, Forecasting Techniques, Measures of Forecast Error, Challenges in Demand Forecasting, Aggregate Planning and its Role in a Supply Chain, Aggregate Planning Process, Managing Predictable Variability in a Supply Chain, Decision Options in Varying Supply; Decision Options in Varying Demand

Module 4: Facility Network Design - Factors Influencing Facility Network Design Decisions, Facility Network Design Decision Process, Models for Facility Network Design and Capacity Allocation

Module 5: Purchasing and Supply Chain Management - Evolution and Activities of Purchasing Function, Selecting and Managing Suppliers, Selecting Suppliers, Managing Suppliers, Process of Purchasing, Intra-firm Production, Flexible Manufacturing System (FMS) and Inter-firm Production, Supply Chain Production, Role of Inventory in a Supply Chain, Basic Inventory Management Decisions, Inventory Decisions in a Supply Chain

Module 6: Managing Transportation in Supply Chain Management - Role of Transportation in a Supply Chain, Functions of Transportation in a Supply Chain, Participants in Transportation Decisions, Costs that Influence Transportation Decisions, Modes of Transport, Transportation Network Design, Trade-Offs in Transportation

Network Design Decisions, Transportation Analysis Decisions and Techniques, Nature and Importance of Warehousing in a Supply Chain, Functions of Warehousing, Factors for Warehousing Strategy, Reverse Logistics, Need for Returns Management, Returns Management Processes, Options for Disposition, Challenges in Returns Management, Use of Information Technology in the Returns Management Process

Module 7: Customer Service and Order Fulfilment in Supply Chains - Elements of Customer Service, Approaches to Develop a Customer Service Strategy, Customer Service as a Performance Outcome to Create Differential Advantage, Impediments to Implementing an Effective Customer Service Strategy, Use of Technology in Customer Service, The Order Fulfillment Process, E-Fulfillment vs Traditional Order Fulfillment Process, Responsive Order Fulfillment Process, Order Fulfillment Systems

Module 8: Cooperation, Coordination and Outsourcing in a Supply Chain - Bullwhip Effect, Partnering in Supply Chain Management, Obstacles in Supply Chain Coordination, Managerial Levers to Achieve Coordination, Overview of Outsourcing, Reasons for Outsourcing, The Outsourcing Process, Issues in Outsourcing, Areas of Outsourcing, Advantages and Disadvantages of Outsourcing, Outsourcing Practices, Forms of Outsourcing, Emerging Trends in Outsourcing

Module 9: Measuring Supply Chain Performance - Overview of Supply Chain Performance Measurement (SCPM), Framework for Developing Supply Chain Metrics, Performance Metrics and Measures in a Supply Chain, Requirements for Designing an Ideal SCPM System, Approaches to SCPM

Module 10: IT and E-Business in Supply Chain Management - Value of Information Flow in a Supply Chain, Use of Information in a Supply Chain, IT Solutions for SCM, Supply Chain Management Software, Process of Implementing an IT-Enabled SCM System, Impact of Internet on a Supply Chain, Impact of E-Business on the Supply Chain, Types of E-Business Applications, Implementing the E-Business Proposition

Module 11: Financial Flow in Supply Chain Management - Components of Financial Flow in a Supply Chain, Automating Financial Flow in a Supply Chain, Integrating Material and Financial Flows in a Supply Chain

Module 12: Emerging Trends in Supply Chain Management - Supply Chain Ecosystem and Stakeholders in SCM, Research Studies on Future Trends in SCM, Operational Technologies- Green Supply Chain Management (GSCM), Impact of Resources on SCM, Vendor-Vendee Relationships and Partnerships, Quality and Productivity Management in SCM, Sustainability and SCM, Regulatory Framework for SCM, Innovation in SCM, HR Dynamics in SCM, Supply Chain Risk Management, Corporate Governance and Ethical Issues in SCM, e-SCM, Mobile SCM, and Real Time SCM, Role of Big Data and Analytics in SCM

Suggested Books:

1. Ashley McDonough, Operations and Supply Chain Management Essentials You Always Wanted to Know: 15 (Self Learning Management Series) Paperback – 1 January 2020
2. Russel and Taylor, Operations and Supply Chain Management, 10ed, ISV Paperback – October 2019
3. Chopra and Kalra, Supply Chain Management 6/e Paperback – 17 June 2016
4. Kuldeepak Singh, A Handbook of Supply Chain Management, Notion Press, 1st Edition, 2021