



ICFAI Foundation for Higher Education

(Deemed-to-be-University Under Section 3 of UGC Act 1956)

MBA Program (ODL)

**Program Structure – Curriculum – Course Objectives -
Learning Outcomes – Suggested Readings**

**ICFAI Foundation for Higher Education,
Donthanapally, Shankarapalli Road, Hyderabad - 501203
Telangana, India**

MBA Program ODL Mode

Semester I	Credits	Semester 2	Credits
Management and Organization Behavior	5	Economics for Business	5
Quantitative Methods	5	Operations Management	5
Foundations of Accounting and Finance	5	Human Resource Management	5
Business Environment	5	Marketing Management	5
IT for Managers	5	Business Communication	5
Semester 3	Credits	Semester 4	Credits
Business Policy and Strategy	4	Management Control Systems	4
International Business	4	Business Ethics and Corporate Governance	4
Leadership and Change Management	4	Elective IV	4
Elective I	4	Elective V	4
Elective II	4	Elective VI	4
Elective III	4	Project Work	4

Semester III Elective Options (Students can opt for 3 electives from the following 10 options)

Financial Management	Sales and Distribution Management
Global Financial Markets	Recruitment, Training and Development
Strategic Finance and Corporate Restructuring	Performance Management and Reward Systems
Services Marketing	SMACS Technologies for Business
Strategic Marketing Management	Services Operations Management

Semester IV Elective Options (Students can opt for 3 electives from the following 10 options)

Financial Services	Strategic Human Resource Management
International Finance	Organization Development
International Marketing	Human Resource Planning and Audit
Integrated Marketing Communications	Big Data and Analytics
Retail Management	Supply Chain Management

ICFAI Foundation for Higher Education, Hyderabad
Centre for Distance and Online Education (CDOE)
MBA (ODL Mode)
Syllabus and Suggested Readings

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Management and Organizational Behavior

Course Handout

Program: 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

MBA (ODL) Curriculum

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:

Fundamentals of Management: Management: An Overview, Evolution of Management Thought, Managerial Functions, Social and Ethical Responsibilities of Management.

Fundamentals of Organizational Behavior: Understanding Organizational Behavior, Foundations of Human Behavior, Human Relations and Organizational Behavior, Diversity and Ethics, Managing Communication.

Individual Behavior in Organizations: Personality and Attitudes, Motivation, Perception, Learning.

Dynamics of Organizational Behavior: Leadership, Empowerment and Participation, Conflict, Negotiations and Inter Group Behavior, Foundations of Group Behavior, Understanding Work Teams, Informal Organizations.

The Organization System and Development: Foundations of Organizational Structure, Decision Making, Power and Politics, Organizational Culture, Organizational Change and Development, Future of Organizational Development.

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 / 15 th 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: 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

MBA (ODL) Curriculum

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:

Introduction to Statistics and Probability: Arranging Data, Central Tendency and Dispersion, Probability, Probability Distribution and Decision Theory.

Statistical Relations and Hypothesis Testing: Statistical Inference and Hypothesis Testing, Correlation and Linear Regression.

Statistical Regression and Quality Control: Multiple Regression, Time Series Analysis, Quality Control.

Statistical Distributions, Variations and IT: Chi-Square Test and Analysis of Variance, Role of IT in Modern Business Enterprise, Statistical Software Tools.

Advanced Statistics: Index Numbers, Simulation, Linear Programming.

Business Research: Introduction to Business Research Methods, Questionnaire Design, Report Writing.

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: 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 is 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:

Fundamentals of Financial Accounting: Introduction to Financial Statements, Conceptual Framework of Financial Accounting, Elements of Financial Statements.

Financial Statements and Analysis: Financial Statements of Companies, Introduction to Financial Statement Analysis, Financial Ratio Analysis.

Management Accounting: Basic Cost Terms and Concepts, Cost Analysis and Decision Making.

Financial Management: Introduction to Financial Management, Financial Management Process, Financial System – Indian and International Scenario, Time Value of Money, Sources of Short Term and Long Term Finance, Basics of International Trade and Finance.

Suggested Books:

1. Jain, S.P., & 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 & Cases. 13th ed. 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: 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

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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:

The Socio-Political Environment of Business: Business Environment: An Introduction, Demographic and Social Environment, Cultural Environment, Political Environment.

The Economic and Technological Environment of Business: Economic Environment, Financial Environment, Trade Environment, Technological Environment.

The Legal and Ethical Environment of Business: Legal and Regulatory Environment, Tax Environment, Ethics in Business.

Business Contracts: Law of Contracts, Special Contracts.

Law Relating to Corporate Business Entities: Insolvency and Bankruptcy Code, 2016, A Brief Note on Companies Act, 2013.

Tax Laws: Direct Taxes, Goods and Services Tax: An Overview.

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: 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)

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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:

Introduction to Information Technology and Systems: Computer Systems – An Overview, Operating Systems, Fundamentals of Information Systems.

Applications of Information Technology in Business: Personal Productivity Software, Enterprise Collaboration Systems, Management Information Systems.

Software and Database Concepts, and Networks: Program Design and Programming Languages, Database Management, Computer Networks, Telecommunication Networks.

Management of MIS: MIS – Planning and Design, MIS – Implementation, Evaluation, and Maintenance, Information Resources Management and IT Governance, Global IT Management, MIS in Specialized Areas.

Enterprise Functions and E-Business: Basics of E-Business and Enterprise Application Integration, Supply Chain Management and E-Business, Enterprise Resource Planning, CRM and E-Business.

Advanced Topics in IT: Cloud Computing, Business Intelligence and Big Data, Current Trends in Software Design and Architecture, Mobile and Social Technologies, IT and Business Process Management.

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: 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:

Microeconomics – I: Introduction to Microeconomics, Theory of Demand and Supply, Consumer Behavior, Production Function, Analysis of Costs.

Microeconomics – II: Perfect Competition, Imperfect Competition, Rent and Wages, Interest and Profit, Forecasting and Decision-Making.

Macroeconomics – I: Introduction to Macroeconomics, National Income, Consumption and Investment Function, Classical and Keynesian Economics, Fiscal Policy and Budget Deficit, Banking and Money Supply.

Macroeconomics – II: Monetary Policy, Inflation, International Trade and Balance of Payments, Economic Indicators, Business Cycles, Economic Growth, Development and Planning.

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: 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:

Project Management – An Overview: Introduction to Project Management, Project Idea Generation and Screening, Market and Technical Analysis of Projects, Financial Analysis of Projects, Project Selection.

Project Planning and Control: Management of Project Scope, Identifying Project Activities, Activities: Sequencing, Estimating Duration, and Scheduling, Project Review, Project Control.

Project Implementation and Closing: Project Cost Management, Project Risk Management, Project Quality Management, Project Auditing, Project Closing.

Introduction to Operations Management: Operations Management and Operations Strategy, Forecasting Demand, Allocating Resources to Strategic Alternatives, Design of Production Processes.

Design of Facilities and Operations Planning: Facility Location and Layout, Aggregate Planning and Capacity Planning, Fundamentals of Inventory Control, Purchase Management, Materials Management.

Operations Control: Operations Scheduling, Enterprise Resource Planning, Supply Chain Management, Just-In-Time (JIT) Manufacturing System, Productivity and Quality Management, Facilities and Maintenance Management.

Current Trends in Operations Management: Trends in Operations Technology, Globalization and Operations Management, Sustainability and Operations Management.

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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: 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

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- 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:

Overview of Human Resource Management: Introduction to HRM, Organizational Structure and HRM, International Human Resource Management.

Employment of Human Resources: Human Resource Planning, Job Analysis and Design, Recruitment, Selection, Socialization.

Management and Development of Human Resources: Managing Careers, Performance Appraisal, Employee Training and Management Development, Compensation Management, Occupational Safety and Health.

Employee Relations: Grievance Handling, Disciplinary Action, Trade Unions, Industrial Relations, Collective Bargaining, and Workers' Participation in Management, Quality of Work Life, Quality Circles, Emerging Challenges of HRM.

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: 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

Understanding Marketing Management and Buyer Behavior: Marketing: The Development of a Concept, Delivering Customer Values and Satisfaction, Marketing Environment, Marketing Budgets and Costs, Understanding Consumer Buying Behavior, Organizational Markets and Organizational Buying Behavior.

Market Analysis and Marketing Strategies: Marketing Research, MkIS, and Demand Forecasting, Market Segmentation and Market Targeting, Strategic Planning Process in Marketing, Marketing and Competitive Strategies.

The Marketing Mix – I: Product and Product Portfolio, Product Differentiation and Positioning, New Product Development, Branding and Packaging, Pricing and Marketing.

The Marketing Mix – II: Channels of Marketing, Logistics and Wholesaling, Retailing, Communication Mix in Marketing, Advertising, Sales Promotion and Public Relations, Personal Selling and Sales Force Management.

Additional Topics in Marketing Management: Developing and Managing Holistic Marketing Organization, Global Marketing Strategies, Direct and Digital Marketing, Marketing of Services, Marketing of Organizations, Individuals, Places, and Ideas, Marketing Management: Ethical and Social Dimensions, Green and Sustainable Marketing, Marketing Analytics.

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.

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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: 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

MBA (ODL) Curriculum

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:

Non-Verbal, Oral, and Group Communications: Fundamentals of Communication, Nonverbal Communication, Listening, Negotiations, Interviewing, Group Communication, Making Presentations – Getting Started, Organizing and Presenting the Speech.

Writing Business Letters, Resumes and Memos: Letter Writing: Writing about the Routine and the Pleasant, Writing about the Unpleasant, Writing to Persuade, Communication for Employment – Resume, Communication for Employment – Application Letter, Writing Effective Memos.

Formatting Letters and Writing Business Reports: Structure and Layout of Letters, The Framework of a Report, Writing Business Proposals and Business Plans, Writing the Report, Managing Data and Using Graphics in Reports, Review of Writing Skills.

Managing the Self: Tools for Professional Development, Business Etiquette, Managerial Effectiveness – A Conceptual Framework, Stress Management, Creativity in Management.

Managing People: Emotional Intelligence in Management, Interpersonal Skills, Leadership and Change Management Skills, Multi-Cultural Communication Skills.

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

MBA (ODL) Curriculum

- 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:

Overview of Strategic Management: Introduction to Strategy, Strategic Management, Vision, Mission, and Social Responsibility.

Strategic Analysis and Strategy Formulation: External Environment Analysis, Internal Environment Analysis, Objectives, Grand Strategies, and Functional Strategies, Generic Competitive Strategies, Strategic Analysis and Choice.

Strategy Execution and Control: The Value Chain and Competitive Scope, The Value Chain and Generic Strategies, Strategy and Structure, Strategy Execution and Organizational Culture, Strategic and Operational Control, Organizational Roles in Strategic Management.

Strategic Change: Corporate Restructuring – An Overview, Joint Ventures and Strategic Alliances, Mergers and Acquisitions, Divestitures and Anti-Takeover Defense, Managing Strategic Change, Challenges for the 21st Century.

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 & 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

MBA (ODL) Curriculum

- 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:

An Overview of International Business: International Business and Globalization, International Trade Theories and Application, Country Differences.

Global Markets and Institutions: International Monetary System, Foreign Exchange Markets, International Economic Integration and Institutions.

International Business Strategy and Structure: The Strategy of International Business, The Organization of International Business, Entry Strategies and Strategic Alliances.

Functional Areas in International Business: Global Research and Development, Global Human Resource Management, Global Marketing and Supply Chain, Accounting in the International Business, Financial Management in International Business.

Emerging Issues in International Business: Implementation and Control in International Business, Global Internet and e-Commerce, Ethics in International Business.

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: 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

MBA (ODL) Curriculum

- 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:

The Mystique of Leadership: Understanding Leadership, Leadership Styles, Leadership Skills and Tactics, The Making of a Leader.

Path to Leadership: Leading a Learning Organization, Coaching Leaders, Developing Performing Teams, Leadership Succession.

Leadership Culmination: Level 5 Leadership, Narcissistic Leaders, Leadership Challenges.

Change Mastery: Understanding Change, Implementing Change, Change Agents, Disruptive Innovation.

Leadership Aspects in Strategic Changes: Strategic Management for Transformation, Management of Strategic Change, Managing the Emotions in Change, Corporate Strategy, Alternative Strategies.

Management Techniques: Management Ethics, Managing Diversity, Emerging Economic and Business Environment.

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: 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:

Basics of Financial Management: Introduction to Financial Management, Indian Financial System, Time Value of Money, Risk and Return, Leverage.

Corporate Financial Management: Valuation of Securities, Sources of Long Term Finance, Cost of Capital and Capital Structure Theories, Capital Expenditure Decisions, Dividend Policy, Financial Forecasting.

Working Capital Management: Working Capital Management, Financing Current Assets, Inventory Management, Receivables Management, Cash Management.

International Finance and Risk Management: International Project Appraisal, International Trade: Theories and Practices, Financial Risk Management.

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: 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:

Overview of Global Financial Markets: Introduction to Global Markets, Macro Issues Impacting Global Markets, Multilateral Institutions.

Components and Instruments in Global Financial Markets: Valuation of Securities, Global Bond Markets, Mortgage and Mortgage Instruments, Global Stock Markets, Global Perspective of Money Markets and Commodities Markets, Global Derivative Markets and Instruments.

Global Financial Institutions: Banking: An International Perspective, Thrift Institutions: Operational Issue and Regulatory Issues, Investment Banks, Pension Funds, Mutual Funds, Hedge Funds and Sovereign Wealth Funds.

Managing Risk in Global Financial Markets: Understanding Subprime Mortgage Loans (2007) & Brexit (2016): Their Impact on Financial Markets, Credit Rating & Sovereign Risk, Dealing Room Operations, Regulatory Aspects and Corporate Governance in Global Financial Markets.

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.

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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: 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

MBA (ODL) Curriculum

- 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:

Strategic Financial Management: Strategic Financial Management: An Overview, Capital Structure, Dividend Policy, Allocating Capital and Corporate Strategy.

Advanced Corporate Finance: Decision Support Models, Financial Distress and Restructuring, Real Options, Working Capital Management, Strategic Cost Management.

Mergers and Acquisitions: Mergers and Acquisitions: An Overview, Mergers and Acquisitions: Different Forms, Theories of Mergers, Methods of Valuation of Firms.

Techniques of Corporate Restructuring: Sell Offs and Divestitures, Joint Ventures, Going Private and Leveraged Buyouts, ESOPs and MLPs, Buy-back of Shares and Exchange Offers, Takeover Defenses.

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: 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

MBA (ODL) Curriculum

- 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:

Introduction to Services Marketing: Service Economy Trends in National and Global Scenario, Understanding Services, The Nature of Services Marketing, Consumer Behavior, Customer Expectations and Perceptions, Listening to Customers.

Strategic Issues in Services Marketing: Market Segmentation and Targeting, Positioning and Differentiation of Services, Managing Demand and Capacity, Role of Technology in Services.

Services and the Marketing Mix – I: The Marketing Mix Elements, Product: Packaging the Service, Pricing Services, Promotion and Communication of Services.
Services and the Marketing Mix – II: Place in Services, People in Services, Process in Services, Physical Evidence, The Service Setting.

Maximizing Service Potential and Challenges for Senior Management: Internal Marketing, Service Failures and Service Recovery, Customer Relationship Management (CRM), Developing and Managing the Customer Service Function, Globalization 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: 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

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- 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:

Strategic Marketing and its Environment: Strategic Marketing Management - An Introduction, Marketing Strategy and Planning, Business Strategy and Competitive Advantage, Marketing Audit and SWOT Analysis, Marketing Costs and Financial Analysis, Market and Environmental Analysis.

Strategic Marketing Choices: Competitor Analysis, Customer Analysis, Segmenting Markets, Targeting and Positioning Strategies, Relationship Strategies, Generic Strategies.

Strategic Marketing and the Marketing Mix: Planning for New Products, Product Branding and Customer Service Strategies, Pricing Strategy, Advertising and Sales Promotion Strategies, Public Relations and Direct Marketing Strategies, Sales Force Strategies, Unit 19 Distribution Strategy.

Organizational Effectiveness and Control in Strategic Marketing: Strategic Issues in Marketing, Designing an Effective Marketing Organization, Marketing Strategy Implementation and Control, Learning in Marketing Organization.

New Age Strategic Marketing Management: Relationship Marketing Strategies, Online Marketing Strategies, Social Media Marketing Strategies, Emerging Trends in Strategic Marketing, Integrated Marketing Communication Strategies.

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: 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:

The Sales Perspective: Introduction to Sales Management, The Sales Organization, Sales Functions and Policies, Personal Selling.

Planning the Sales Effort: Sales Planning, Sales Territories, Sales Budget, Estimating Market Potential and Forecasting Sales, Sales Quotas, Sales and Cost Analysis.

Organizing the Sales Efforts: Profiling and Recruiting Sales Personnel, Developing, Delivering and Reinforcing a Sales, Training Program, Time and Territory Management, Compensating Sales Personnel.

Directing the Sales Efforts: Motivating the Sales Force, Sales Force Expenses and Transportation, Leading the Sales Force, Evaluating Sales Force Performance, Ethical and Legal Responsibilities of a Sales Manager.

Distribution Management: Marketing Logistics & C&F Agents, Marketing Channels, Channel Integration, Channel, Management.

Channel Control and Institutions: Evaluating Channel Performance, Managing Channel Conflicts, Channel Information Systems, Wholesaling, Retailing and E-Retailing.

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 Havaladar 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: 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:

Recruitment: Recruitment: An Overview, Recruitment Process, Sources and Techniques of Recruitment, Hiring Trends.

Selection, Placement and Induction: Selection Process: An Overview, Modern Employee Selection Procedures, New Employee Induction Trends.

Training: Introduction to Employee Training, Training Needs Assessment, Learning and Program Design, Training Methods, Trainers' Aid: Bloom's Taxonomy.

Development Aspects of Employees and Management: Career Planning, Development and Management, Employee Development, Management Development.

Trainer and the Future of Training and Development: Training Evaluation, The Role of a Trainer, The Future of Training and Development.

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 1, 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: 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:

Foundations of Performance Management: Introduction to Performance Management, Performance Appraisals, 360 Feedback.

Performance Management Framework: Developing the Performance Management Framework, Designing and Launching the Performance Management System, Evaluation and Maintenance of Performance Management.

Performance Measurement of Individuals, Teams and Organizations: Measuring Individual Performance, Measuring Team Performance, Measuring Organizational Performance.

Compensation and Reward Management: Rewards and Recognition, Reward Management, Performance Management and Compensation, Job Evaluation and Pay Structure, Performance Competence and Skill Based Pay.

Performance Development: Performance Management and Employee Development, Motivation and Performance Improvement, Emerging Trends in Performance Management.

MBA (ODL) Curriculum

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, Madison E. Hanscom, *Performance Appraisal and Management*, Sage Publications, 2020

SMACS Technologies for Business

Course Handout

Program: 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:

Introduction to Digitization: Introduction to SMACS (Social, Mobile, Analytics, Cloud, and Security) Technologies for Entrepreneurship Development, Social Networking Platforms and Stakeholders, Product Development Using Social Media, Customer Relationships through Social Media.

Mobile Technologies for Business: Mobile Devices and Platforms, Mobile Operating Systems, Mobile Apps for Business Organizations, Mobile Business Process Management.

Business Analytics: Decision Making Using Big Data, Handling Unstructured Data, Data Analytics for Top Management Decision Making, Business and Marketing Intelligence Using Analytics.

Cloud for Business: Cloud Architectures and Services, Enterprise Systems Development Using Cloud Technologies, Clouds for Social Marketing.

Security Technologies for Business: Data Security in Organizations, Network Security in Organizations, Information Security in Cloud Environment.

Applications of SMACS: SMACS Applications to Top Management, SMACS for Marketing, SMACS for 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: 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

MBA (ODL) Curriculum

- 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:

Understanding Service Operations: Introduction to Service Operations, Interdependence of Service Industries, Virtual Value Chain and Profit Chain.

Strategy Formulation: Business Strategy, Customer Retention Strategies, Global Service Strategy.

Designing Service Operations: Design and Development, Innovation and Service Development, Services Process Design, Designing a Service Delivery System, Front Office-Back Office Interface.

Monitoring Service Operations Performance: Performance Measurement and Monitoring Service Industry, IT as an Enabler for Service Excellence, Quality Management in Services, Meeting Global Standards of Quality, Managing Capacity and Demand.

Tools and Frameworks for Managing Services: Lean Management Concepts, Tools for Managing Services, Managing Service Projects, Application Domain in 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:

Introduction to Management Control Systems: Fundamentals of Management Control, Design of Organization Structure and Control Systems in Corporates, Organizational Culture, Strategic Performance Control, Business Ethics and Management Control.

Selected Techniques for Management Control: Budget as an Instrument of Control, Business Performance: Targets, Reporting, and Analysis, Auditing, Transfer Pricing.

Management Control: Functional Perspectives – I: Financial Control of the Enterprise, Marketing Control, Management Control of Products and Operations, Management Control of Operations: Cost, Performance and Audit.

Management Control: Functional Perspectives – II: Controls of Service Organizations, Management Control of Projects, Management Control of Research and Development, Control of Human Resource Management, Control and Governance of Information Systems, Implementation of Management Control Systems.

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:

Business Ethics: Business Ethics - An Overview, Importance of Ethics in Business, The Ethical Organization and its Corporate Code, Ethics and Rule of Law, Business Ethics and Environment.

Management and Ethics I: Ethical Issues in Strategic Management, Ethical Issues in Marketing Management, Ethical Issues in Operations Management, Ethical Issues in Purchase Management.

Management and Ethics II: Ethical Issues in Human Resources Management, Ethical Issues in Finance, Ethical Issues in Accounting and Other Functions, Ethical Issues in Accounting and Other Functions, Ethical Issues in Global Business.

Corporate Social Responsibility: Corporate Social Responsibility - A Historical Perspective, Corporate Responsibility – Stakeholders, The Role of Business in Society.

Corporate Governance: Corporation - An overview, Corporate Governance - An overview, Corporate Governance - Board Structures and Styles, Corporate Governance - Roles and Responsibility of Board of Directors, Corporate Governance - Codes and Laws.

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: 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

MBA (ODL) Curriculum

- 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:

Financial Services – An Overview: Introduction to Financial Services, Financial Engineering: New Products and Services, Sources of Finance and Regulatory Environment of Financial Services, Credit Rating.

Leasing and Hire Purchase: An Introduction to Equipment Leasing, leasing in Indian Context, Legal Aspects of Leasing, Tax Aspects of Leasing, Lease Evaluation: The Lessee's Angle, Lease Evaluation: The Lessor's Angle, Lease Accounting and Reporting, Hire Purchase.

Fund Based Services: Consumer Credit, Bill Discounting, Factoring and Forfaiting, Housing Finance in India, Mortgages and Mortgage Instruments, Real Estate Financing: Risk and Return, Securitization.

Other Financial Services: Insurance, Plastic Money, Virtual Money, Venture Capital.

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: 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

MBA (ODL) Curriculum

- 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:

Fundamentals of International Finance: Introduction to International Finance, Theories of International Trade, International Trade Finance in India, Balance of Payments.

Foreign Exchange Transactions: International Monetary System, The Foreign Exchange Market, Exchange Rate Determination, Exchange Rate Forecasting.

Exchange Risk Management: Introduction to Exchange Risk, Management of Exchange Risk, International Project Appraisal.

International Financial Management: International Financial Markets and Instruments, International Equity Investments, Short Term Financial Management, International Accounting and Taxation.

International Trade: Trade Blocks, Foreign Trade Policy, Documentary Credits, Export Finance and Exchange Control Regulations Governing Exports, Import Finance and Exchange Control Regulations Relating to Import Finance.

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: 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:

Basic Perspectives on International Marketing: Basics of International Marketing, International Marketing Environment, International Consumer Behavior, International Marketing Opportunities in Emerging Markets.

International Marketing Strategy: Entry Strategies in International Markets, Marketing Information System and Research, Segmentation, Targeting and Positioning, Planning Process.

International Marketing Mix: Product Decisions, International Branding, International Marketing of Services, Pricing in International Marketing, Marketing Channel and Place Decisions, Promotional Decisions.

Other Issues in International Marketing: Leading, Organizing and Controlling, Marketing in the Internet Environment, Ethics and Social Responsibility, Future Trends in International Marketing.

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: 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:

Introduction to Retailing: Retailing: An Overview, Retail Institutions, Understanding the Retail Customer.

Retail Strategy: Retail Market Strategy, Financial Strategy, Store Location and Site Evaluation, Retail Organization and Management.

Merchandise Management: Merchandise Assortment Planning, Purchasing Systems, Merchandise Planning.

Managing the Retail Store: Store Management, Store Layout, Design and Visual Merchandizing, Customer Service, Retailing Selling, Information Systems and Logistics.

Retail Marketing: Retail Marketing Mix, Retail Pricing, Retail Promotion Mix, Application of IT in Retailing, International Retailing, The Future of Retailing.

Contemporary Issues in Retailing: Ethical and Legal Issues in Retailing, Careers in Retailing.

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: 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:

Introduction to Marketing Communications: Basics of Marketing Communications, Marketing Communications Models, Consumer Buying Behavior.

Marketing Communications Strategy and Planning: Marketing Communications Planning Process, Marketing Communications Research, Advertising Objectives and Planning, Budgeting for Marketing Communications.

Marketing Communications Execution: Message and Creative Strategy, Media Planning and Strategy, Mass Media and Outdoor Advertising, Measurement and Evaluation of Marketing Communications.

Marketing Communications Mix: Sales Promotion, Personal Selling, Public Relations, Sponsorship, Publicity and Corporate Advertising, Direct Marketing, Digital Marketing.

Dynamics of Marketing Communications: Branding and Marketing Communications, Internal Marketing Communications, International Marketing Communications, Ethics in Marketing Communications, Future Trends of Marketing Communications.

Suggested Books:

1. George E. Belch, Michael A. Belch, Keyoor Purani, Advertising & Promotion: An Integrated Marketing Communications Perspective, 12th Ed, 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: 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:

Strategy and Human Resource Management: Strategic Human Resource Management - An Overview, Importance of Aligning Human Resources to Strategy, Strategic Aspects in International Human Resource Management, Evidence Based Human Resources and Human Resources Information System.

Strategic Human Resources Management - Implications for Organizations: Redesigning Work Systems, Human Resource Forecasting, Strategic Acquisition of Human Resources, Strategic Implications of Training and Development, Performance Management and Evaluation, Compensation and Strategic Human Resources Management, Strategic Challenges for Leadership.

Strategic Maintenance of Human Resources: Strategic Issues in Employee Safety, Health and Labor Relations, Career Management, Employee Separation and Downsizing.

Emerging Trends and Challenges for Human Resources: Mergers and Acquisitions (M&A), Outsourcing and Legal Implications, Ethical issues in Strategic Human Resources Management, Strategic Human Resources Challenges.

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: 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:

Introduction to Organization Development: Nature and Definition of Organization Development, Historical Overview of Organization Development, Values, Assumptions and Beliefs of Organization Development.

Foundations and Process of Organization Development: Foundations of Organization Development, Managing Organization Development Process, Action Research and Organization Development.

Organization Development Interventions: An overview of Organization Development Interventions, Human Process Interventions, Comprehensive Interventions,

Structural and Strategic Interventions: Techno-Structural Interventions, Strategic Interventions, Strategic Change Interventions.

Recent Trends in Organization Development: Role and Competence of Organization Development Practitioner, Power, Politics and Organization Development, New Dimensions of Organization Development, Future of Organization Development.

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: 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:

Human Resource Planning: Challenges and Paradigm Shifts in HR Department, Basics of Human Resource Planning, Arriving at Effective Human Resource Planning.

Strategic HR Planning: Basics of Strategic Planning, Strategic Manpower Planning, Strategic Planning in HR Core Areas, Strategic Issues in Succession Planning, HR Planning Issues in Restructuring Organizations, Measuring Human Resource Effectiveness, H R Analytics in HR Planning.

Human Resource Auditing: Basics of HR Audit, Human Resource Audit: Competencies, Strategies, Systems, and Structure, Audit of HR Functions. Effective Human Resource Auditing and Audit Report Writing: Conducting Effective HR Audit, Writing an HR 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: 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:

Introduction and Applications of Big Data: What is Big Data? Why Big Data is Important? Big Data in Marketing & Advertising, Big Data in Healthcare.

Cloud Computing and Big Data Technologies: Big Data and Cloud Technologies, Big Data Technologies and Terminologies, Cloud Computing and Big Data Management for Decision Making, Handling Unstructured Data, Information Management.

Business Analytics: Analytics in Database Marketing, Business Analytics Techniques, Data Visualization and Modelling.

Managing Talent for Big Data Analytics: Talent Management-I, Talent Management-II.

Data Privacy and Analytics in Various Business Areas: HR Analytics in HR Planning, Data Analytics for Top Management Decision Making, Business and Marketing Intelligence Using Analytics, Data Privacy and Ethics.

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: 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:

Principles of Supply Chain Management: Supply Chain Management-An Overview.

Supply Chain Planning & Design: Supply Chain Integration, Demand Forecasting in a Supply Chain, Managing Demand and Supply in a Supply Chain, Facility Network Design.

Supply Chain Processes: Purchasing and Supply Chain Management, Manufacturing in a Supply Chain Context, Inventory Management, Managing Transportation in a Supply Chain, warehousing in a Supply Chain, Returns Management and Supply Chain, Customer Service in a Supply Chain, Order Fulfilment and Supply Chain.

Supply Chain Coordination: Cooperation and Coordination in a Supply Chain, Role of Outsourcing in a Supply Chain, Measuring Supply Chain Performance.

Contemporary Issues in Supply Chain Management: Information technology in Supply Chain, E-Business and the Supply Chain, Financial Flow in Supply Chain, Emerging trends in Supply Chain Management.

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