

Master of Management Studies (MMS)

Course Structure and Syllabus

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Finance Specialisation

	Semester I	Semester II
General	Perspective Management	Business Laws
Quants	Business Research & Quantitative Methods	Operations Research
Economics	Managerial Economics	Macroeconomic Theory and Analysis
Finance	Financial, Cost, & Management Accounting	Corporate Finance
Marketing	Principles of Marketing	Marketing Applications and Practices
Operations	Principles of Operations Management	Supply Chain and Logistics Management
HR	Organisation Behaviour	Principles of Human Resource Management
Systems	Information Technology Management	Management Information System
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2
	Semester III	Semester IV
Strategy	Strategic Management	Business Ethics and Corporate Governance
General	Summer Project	Dissertation
Analytics	Econometrics and Quantitative Models in Finance	Business Analytics
Finance (1)	International Finance	Corporate Valuation and Mergers and Acquisition
Finance (2)	Derivatives and Risk Management	Infrastructure and Project Finance
Finance (3)	Financial Markets and Institutions	Structured Finance
Finance (4)	Corporate Tax Management	Management of Financial Services
Finance (5)	Portfolio Management and Fixed Income	Alternative Investments
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2

Marketing Specialisation

	Semester I	Semester II
General	Perspective Management	Business Laws
Quants	Business Research & Quantitative Methods	Operations Research
Economics	Managerial Economics	Macroeconomic Theory and Analysis
Finance	Financial, Cost, & Management Accounting	Corporate Finance
Marketing	Principles of Marketing	Marketing Applications and Practices
Operations	Principles of Operations Management	Supply Chain and Logistics Management
HR	Organisation Behaviour	Principles of Human Resource Management
Systems	Information Technology Management	Management Information System
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2
	Semester III	Semester IV
Strategy	Strategic Management	Business Ethics and Corporate Governance
General	Summer Project	Dissertation
Analytics	Econometrics and Quantitative Models in Marketing	Business Analytics
Marketing (1)	International Marketing	Marketing Strategy
Marketing (2)	Service Marketing and Retail Management	Marketing Research
Marketing (3)	Sales and Distribution Management	Product and Brand Management
Marketing (4)	Consumer Behaviour	Digital and Social Media Marketing
Marketing (5)	Integrated Marketing Communication	Rural and Social Marketing
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2

Operations and Supply Chain Management Specialisation

	Semester I	Semester II
General	Perspective Management	Business Laws
Quants	Business Research & Quantitative Methods	Operations Research
Economics	Managerial Economics	Macroeconomic Theory and Analysis
Finance	Financial, Cost, & Management Accounting	Corporate Finance
Marketing	Principles of Marketing	Marketing Applications and Practices
Operations	Principles of Operations Management	Supply Chain and Logistics Management
HR	Organisation Behaviour	Principles of Human Resource Management
Systems	Information Technology Management	Management Information System
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2
	Semester III	Semester IV
Strategy	Strategic Management	Business Ethics and Corporate Governance
General	Summer Project	Dissertation
Analytics	Econometrics and Quantitative Models in Operations Specialisation	Business Analytics
Operations (1)	Operations and Supply Chain Strategies	Strategic Quality Management
Operations (2)	Strategic Materials Management	Management Control Systems for Supply Chain
Operations (3)	Operations Planning and Control	Emerging Trends in Operations and Supply Chain Management
Operations (4)	Service Operations Management	Business Process Reengineering
Operations (5)	World Class Manufacturing	Project Management
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2

Human Resources Specialisation

	Semester I	Semester II
General	Perspective Management	Business Laws
Quants	Business Research & Quantitative Methods	Operations Research
Economics	Managerial Economics	Macroeconomic Theory and Analysis
Finance	Financial, Cost, & Management Accounting	Corporate Finance
Marketing	Principles of Marketing	Marketing Applications and Practices
Operations	Principles of Operations Management	Supply Chain and Logistics Management
HR	Organisation Behaviour	Principles of Human Resource Management
Systems	Information Technology Management	Management Information System
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2
	Semester III	Semester IV
Strategy	Strategic Management	Business Ethics and Corporate Governance
General	Summer Project	Dissertation
Analytics	Econometrics and Quantitative Models in Human Resource Management	Business Analytics
Human Resources (1)	International Human Resources Management	HR Analytics and Knowledge Management
Human Resources (2)	Organization Development and Change Management	Human Resource Planning and Audit
Human Resources (3)	Learning and Development	Managing Diversity at Workplace
Human Resources (4)	Performance Measurement Systems and Competency Assessment	Compensation and Benefits
Human Resources (5)	Organisation Theory, Structure and Design	Strategic Human Resource Management
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2

System and Digital Business Specialisation

	Semester I	Semester II
General	Perspective Management	Business Laws
Quants	Business Research & Quantitative Methods	Operations Research
Economics	Managerial Economics	Macroeconomic Theory and Analysis
Finance	Financial, Cost, & Management Accounting	Corporate Finance
Marketing	Principles of Marketing	Marketing Applications and Practices
Operations	Principles of Operations Management	Supply Chain and Logistics Management
HR	Organisation Behaviour	Principles of Human Resource Management
Systems	Information Technology Management	Management Information System
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2
	Semester III	Semester IV
Strategy	Strategic Management	Business Ethics and Corporate Governance
General	Summer Project	Dissertation
Analytics	Data Mining and Business Intelligence	Business Analytics
Sys and Dig Business (1)	Cloud Computing & Virtualization	Enterprise Systems
Sys and Dig Business (2)	Advances Database and Data Warehousing	Strategic IT and IT Resource Management
Sys and Dig Business (3)	Digital Business	IT Governance and Compliance
Sys and Dig Business (4)	Software Project Management	Information System Security and Audit
Sys and Dig Business (5)	Knowledge Management	System Applications and Negotiations
Seminars	Seminar #1	Seminar #1
	Seminar #2	Seminar #2

Workshops

Semester I	Semester II	Semester III	Semester IV
Business Communications <ul style="list-style-type: none"> • Report Writing • Advanced Presentation Skills Training 	Business Communications <ul style="list-style-type: none"> • Crisis Communication • Intercultural Communication 	General <ul style="list-style-type: none"> • Consulting Business • Competition Benchmarking 	General <ul style="list-style-type: none"> • Agile Enterprises • Artificial Intelligence
Software Tools <ul style="list-style-type: none"> • MS Excel • R Programming • SPSS 	Finance <ul style="list-style-type: none"> • Advanced Financial Statement Analysis • Financial Modeling 	Finance <ul style="list-style-type: none"> • Fintech • Strategic Cost Management • Trade Finance Management 	Finance <ul style="list-style-type: none"> • Raising Capital through Private Placements • Crowdfunding • Drafting Equity Research Report
Decision Thinking <ul style="list-style-type: none"> • Cognitive ability • Complex problem solving 	Entrepreneurship <ul style="list-style-type: none"> • Drafting a Business Plan 	Marketing <ul style="list-style-type: none"> • Social Media Marketing • Competitor Analysis 	Marketing <ul style="list-style-type: none"> • Negotiation Skills • Data Driven Marketing
		Operations and Supply Chain <ul style="list-style-type: none"> • Process Management Best Practices • Quality Management Best Practices 	Operations and Supply Chain <ul style="list-style-type: none"> • Retail Operations Management • Lean Six Sigma
		Human Resources Management <ul style="list-style-type: none"> • Developing Executive Leadership • Leading Virtual Teams 	Human Resources Management <ul style="list-style-type: none"> • Managing cross-functional teams • Equity-based compensation: ESOPs, Sweat Equity, Share-Appreciation Rights

Seminar Paper

The student is required to prepare and present two seminar papers at the end of each semester. A seminar paper is a research paper in the form of a report or a discussion of an assigned topic, it requires a lot of research and technical writing skills. This academic writing assignment must be well-written, analytical, organized, and well-researched as this reflects your knowledge of a certain course.

Faculty Mentor

Every student will be assigned a faculty member as a mentor. The student is expected to regularly interact with the guide and get the topic as well as the final paper approved and authenticated by the mentor.

Suggested Topics

The topic of the seminar paper has to be selected by the student and approved by the guide. The selected topic should fulfil the objectives of the course. The following should be considered when choosing a topic:

Length: Approximately 10 pages.

Resources: Books (including eBooks), journals (including eJournals), data bases, web sites, reports.

SECTORAL STUDIES: The student will study any one sector from multiple angles, strategic, financial, marketing, operations, human resources and technology.

STATE OF THE ART: The student select an emerging topic in business such as, agile enterprises, artificial intelligence, sharing economy, strategic leadership, and prepare a report based on articles published on these topic in journals such as Harvard Business Review, MIT Sloan Review, McKinsey Quarterly, and reports prepared by consulting firms such as KPMG, Deloitte, PwC, and Ernst and Young.

Suggested Structure of the Seminar Paper

The structure should be organized and well-researched. Technical writing skills should be crucial in organizing your ideas. The following is the seminar paper rubric, abstract, or layout that you should follow in presenting your argument or topic:

COVER PAGE: Align the text containing your name, course number, your faculty mentor's name and the date of the deadline.

ABSTRACT: Usually less than a page long, the abstract describes your paper. It lets the readers know where the paper is headed, the issue at hand and why the subject was interesting or important enough that you decided to write about it.

INTRODUCTION: The introduction should begin with a statement on the topic to be discussed. Give current business events that are linked or explain the significance of the problem at hand. Write about how you plan to resolve the issue.

Body: The body of your text should contain the synthesis of your research. Provide information **ABOUT** the topic so that the reader can further understand what is being discussed. Don't forget certain positions pertaining to the issue and the analysis of the research you have done.

RESULTS: Explain why your research has led you to believe certain things about your subject. How has your view changed from when you began the project? Has it stayed the same, and why? Tie everything you've been explaining into what you started saying in your introduction.

DISCUSSION: End with a summary and a conclusion about the topic in question. Finish by stating an opening question or by prompting the reader to continue his or her own research on the subject through a discussion.

Semester I

Perspective Management

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

The objective of the courses is to expose the students to the different ways to think about understanding organisations and approaches to managing the people who work within them. The theories and models in this course look at the organisational context.

Course Outline

Unit I: Introduction

1. Introduction to Management: Management and Organizations; Management History; Understanding Management's Context: Constraints and Challenges.
2. Integrative Managerial Issues: Managing in a Global Environment; Managing Diversity; Managing Social Responsibility and Ethics; Managing Change and Innovation.

Unit II: Planning and Organising

3. Managers as Decision Makers; Foundations of Planning; Strategic Management; Planning Tools and Techniques.
4. Organizing: Basic Organizational Design; Adaptive Organizational Design; Managing Human Resources; Managing Your Career; Managing Teams.

Unit III: Leading

5. Leading: Understanding Individual Behaviour; Managers and Communication; Motivating Employees; Managers as Leaders.
6. Key leadership theories and models; individual attributes of leadership; situational factors that influence leadership; and transformational, instrumental, and transactional leadership.

Unit IV: Controlling

7. Introduction to Controlling; Managing Operations; Managing Entrepreneurial Ventures.
8. Introduction to Management Control System

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Management (14e) by Robbins, S. P., & Coulter, M. (2017). New Delhi: Pearson/Prentice-Hall.

Business Research and Quantitative Methods

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

The business research method section of the course introduces the basics of business research. After completing this course, a student can expect enhanced knowledge and skills to carry out research for businesses and better awareness of business research methods. The quantitative methods section of the course emphasises achieving an understanding of quantitative methods and associated statistical techniques considered so that the student can think critically about suitable procedures for research design, collection and analysis of data, and the usefulness of statistics.

Course Outline

Unit I

1. The landscape of management and business research: Elements of a research proposal; research questions and research objectives; description of the research design and methods.
2. Reviewing the literature: What is a literature review and what are its main purposes? Preparing a literature review; Finding relevant literature; Evaluating literature; Writing a literature review.
3. Designing management and business research: The essence of research design; Experimental methods; Survey research; Case method and grounded theory; Mixed methods; Common design dilemmas; Contrasting views on validity and reliability; Research design template.

Unit II

4. Business Statistics: Visual Description of Data; Descriptive Statistics.
5. Probability: Review of Basic Concepts; Concept of random variable and its properties; Discrete Probability Distributions; Continuous Probability Distributions;

Unit III

6. Sampling Distributions and Estimation: Data Collection and Sampling Methods; Sampling Distributions; Estimation from Sample Data
7. Hypothesis Testing: Hypothesis Tests Involving a Sample Mean or Proportion; Hypothesis Tests Involving Two Sample Means or Proportions; Analysis of Variance Tests; Chi-Square Applications; Nonparametric Methods.

Unit IV

8. Regression, Model Building, and Time Series: Simple Linear Regression and Correlation; Multiple Regression and Correlation; Model Building; Models for Time Series and Forecasting.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Research Methods for Business: A Skill–Building Approach, 6e by Uma Sekaran and Roger Bougie (2013). John Wiley & Sons.

Business Research Methods (13e) Pamela Schindler (2018). New Delhi: McGraw-Hill.

Applied Statistics in Business and Economics (6e) by David Doane and Lori Seward (2019). New Delhi: McGraw-Hill.

Managerial Economics

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

This course provides the student with the fundamentals of managerial decision making. The course uses structured thinking based on microeconomic theory to understand how economic fundamentals – such as demand, cost, market structure and competition – shape pricing strategies, capacity choices, and market entry decisions. The tools and concepts are ones that will repeatedly apply in your subsequent classes and in daily decisions as managers.

Course Outline

Unit I: Introduction

1. The Economic and Business Environment: Introduction to Managerial Economics; Economics and Business Decision Making; The Business Environment.

Unit II: The Market System

2. Supply and Demand: How Markets Work; Elasticity and Its Applications;
3. The Limitations of Markets: Market Failure; The Consumer and Consumer Behaviour.

Unit III: The Economics of Firms in Markets

4. Business Goals and Behaviour; Firm Behaviour and the Organization of Industry; The Firm's Production Decisions; Corporate Strategy and Pricing Policy; Market Structures; Other Types of Imperfect Competition.

Unit IV: Factor Markets and Global Business:

5. Real Estate Market; Labour Markets; Capital Markets.
6. The Global Economy; Business in emerging markets; Outsourcing; Global business, culture and ethics.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Business Economics by Mark Taylor, Andrew Ashwin, N. Mankiw. New Delhi: Cengage Learning.

Accounting: Financial, Costs, and Management

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

This course introduces the basic concepts and methods used in corporate financial statements for the information of investors and other interested external parties. The course examines the concepts and procedures underlying the development of a cost accounting system for managerial decisions, control, and performance reporting.

Course Outline

Unit I: Introduction to Financial Accounting

1. Introduction to Accounting and Business
2. The Double Entry System
3. Analyzing and recording transactions;
4. The adjusting process; completing the accounting cycle

Unit II: Preparation of Financial Statements

5. Preparation of Profit and Loss Account
6. Preparation of Balance Sheet
7. Preparation of Cash Flow Statement

Section II: Cost Accounting

8. Understanding different cost types and their significance in cost control
9. Preparation of Cost Sheet and Absorption Costing
10. Job Order Costing and Process Cost Systems
11. Inventory Costing and Overhead Costing
12. Marginal Costing; Break-even Point and Cost-Volume-Profit Analysis
13. Standard Costing; Variance Analysis

Unit IV: Management Accounting

14. Activity-Based Costing and Activity-Based Management
15. Transfer Pricing with reference to Responsibility Accounting
16. Budgeting: Flexible Budget, Cash Budget, and Production Budget
17. Decision Making and Relevant Information

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Horngren's Accounting (12e) by Tracie L. Miller-Nobles, Brenda L. Mattison, Ella Mae Matsumura (2017). New Delhi: Pearson (India) Limited.

Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education.

Marketing Management

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

The objectives of this course are to demonstrate the role of marketing in the company; to explore the relationship of marketing to other functions; and to show how effective marketing builds on a thorough understanding of buyer behaviour to create value for customers.

Course Outline

Unit I

1. Marketing and the marketing management process
2. Target markets and information gathering, big data and analytics
3. Consumers and industrial customers

Unit II

4. Customer behaviour
5. Marketing segmentation to targeting
6. Marketing mix elements
7. Consumer and industrial products

Unit III

8. Product decisions
9. Product life cycles and strategies for new products
10. Pricing factors and strategies

Unit IV

11. Sales management process, Distribution channels and physical distribution decisions
12. Advertising and integrated marketing communication (including digital marketing)
13. Promotional mix elements.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Principles of Marketing (16e) by Philip T. Kotler and Gary Armstrong (2017). New Delhi: Pearson (India) Limited.

Operations Management

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management. After completing this course, students should be able to: develop an understanding of and an appreciation for the production and operations management function in any organization; understand the importance of productivity and competitiveness to organizations; and understand the importance of an effective production and operations strategy to an organization.

Course Outline

Unit I

1. Introduction: Importance of Operations Management; The Role of the Operations Function and Operations Managers in the Current Competitive Environment; Important Trends.
2. Analysing Process Flows: Flow chart analysis, Operations chart analysis.
3. Variability Analysis: Buffering Law, Little's Law

Unit II

4. Process Design: Volume – Variety Matrix for production, Service Process Matrix for service organisations.
5. Process Choice and Layout Decisions in Manufacturing and Services: Manufacturing Processes; Product Customization within the Supply Chain; Service Processes; Layout Decision Models.
6. Business Processes: Mapping Business Processes; Managing and Improving Business Processes; Business Process Challenges and the SCOR Model

Unit III

7. Managing Quality: Quality Defined; Total Cost of Quality; Total Quality Management; Statistical Quality Control; Managing Quality across the Supply Chain.
8. Managing Capacity: Capacity; Three Common Capacity Strategies; Methods of Evaluating Capacity Alternatives.
9. Aggregate Planning (Sales and Operations Planning): Major Approaches to S&OP; Organizing for and Implementing S&OP; Services Considerations; Linking S&OP throughout the Supply Chain; Applying Optimization Modeling to S&OP
10. Managing Inventory: The Role of Inventory; Periodic Review Systems; Continuous Review Systems; Single-Period Inventory Systems; Inventory in the Supply Chain.

Unit IV

11. Managing Production across the Supply Chain: Master Scheduling; Material Requirements Planning; Production Activity Control and Vendor Order Management Systems; Synchronizing Planning and Control across the Supply Chain.
12. JIT/Lean Production: The Lean Perspective on Waste; The Lean Perspective on Inventory; Recent Developments in Lean Thinking; Kanban Systems.
13. Theory of Constraints: Throughput, Cycle Time and Inventories

14. Operations Strategy and Competitiveness: Order Qualifiers, Order Losing Sensitive Criteria and Order Winners.
15. Role of Automation in Operations: Cost v/s Benefits.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Introduction to Operations and Supply Chain Management (5e) by Cecil B. Bozarth, Robert B. Handfield (2018). New Delhi: Pearson (India) Limited.

Production & Operations Management by Kanishka S Bedy

Operations & Supply Chain Management by Chase, Shankar, Jocaobs

The Goal by Eliyahu Goldratt and Jeff Cox

Factory Physics by Hopp and Spearman

Organisation Behavior

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

The purpose of this course is to increase effectiveness and skill in observing, understanding and leading behaviour in organisations. It is a class in applied behavioural science, which takes ideas and frameworks from psychology, social psychology and sociology and explores their implications for leadership and managerial practice.

Course Outline

Unit 1

1. Introduction to Organisation Behavior and Diversity
2. Attitudes, Values and Beliefs
3. Emotions and Moods
4. Personality, Perception and Individual Decision Making

Unit 2

5. Motivation Concepts & Applications
6. Communication
7. Leadership
8. Conflict Management

Unit 3

9. Group Dynamics and Effectiveness
10. Understanding Work Teams
11. Power and Politics
12. Negotiation

Unit 4

13. Organizational Culture
14. Organizational Structure
15. Change Management
16. Organizational Development

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Organizational Behavior (16e) by Stephen P. Robbins and Timothy A. Judge (2019). New Delhi: Pearson (India) Limited.

Organizational Behavior (12e) by Fred Luthans (2011). McGraw Hill Education.

Information Technology for Management

Master of Management Studies (MMS) Semester I: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to enable the student to: (a) to understand the significance of information technology, conceptual framework of networking, communication technology, database etc. for individual & business management; (b) to understand role, impact and emerging trends of information technology for management and its application at individual ,organizational level society and similarly for business alignment..

Course Outline

Unit I

1. Historical perspective of information technology and business.
2. Functioning of computer hardware and software components, characteristic from user and buyers' perspectives.

Unit II

3. Introduction and conceptual framework of networking & Telecommunication, components of networking, LAN/WAN/MAN, network topologies, and various option of networking for business, various medium of communication, physical and cable less (dial up, leased line, satellite, V- SAT, DSL Lines, fibre optics).
4. Internet Technology: How internet works, familiarity with various components of the internet, browser, Web Browser, DNS server, Search Engine, Application of internets- Websites, Blog, E- Mail, FTP, voice over internet, concept of cloud computing, cloud computing and business.

Unit III

5. Role and emerging trends of information technology; Overview of concept such as ERP, SCM, CRM, database management, DBMS; Data warehousing, Business intelligent, knowledge Management, E- Commerce, E- Business, M- Commerce, Digital Business, E-governance.
6. Impact of information on business, business alignment across the function and sectors and society.

Unit IV

7. Case study and presentations

Textbooks

E- Business: Road Map for Success by Ravi Kolkata and Marcia Robinson.

Competitive Strategy by Michael Porter

Electronic Commerce – A Managerial Perspective by Efraim Turban, David King, Jae Lee

Principles of Information Systems by Ralph Stair and George Reynolds.

Reference Books

Information Technology for Management by Rainer, Porter and Turban.

Introduction to Information Technology by Rajaraman.

Information Technology for Management by Chandrahauns Chavan and Bacchu Lal.

Semester II

Business Laws

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objective

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.

Course Outline

Unit I: Contract law

1. Formation of Contracts
2. Performance of Contracts
3. Discharge and Breach of Contracts.

Unit II: Law of Sale of Goods

4. Formation of Contract of Sale of Goods
5. Conditions and Warranties; Transfer of Property in Goods
6. Rights of Sellers and Buyers; Performance of Contract of Sale of Goods.

Unit III: Overview of Company Law

7. Development of Company Law
8. Features and Types of Companies
9. Formation of Companies: Memorandum and Articles of Association

Unit IV: Negotiable Instruments

10. Features of promissory notes, bills of exchanges, and cheques
11. Endorsements of Negotiable Instruments
12. Dishonour of Negotiable Instruments
13. Procedure for dishonour of cheques

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Business Legislation for Management by Kuchal and Prakash. Vikas Publishing House.

Operations Research

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

This course aims at familiarizing the students with quantitative tools and techniques, which are frequently applied to business decision-making & to provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

Course Outline

Unit I

1. Introduction: The Origins, Nature and Impact of Operations Research.
2. Overview of the Operations Research Modeling Approach: Defining the Problem and Gathering Data; Formulating a Mathematical Model; Deriving Solutions from the Model; Testing the Model; Preparing to Apply the Model; Implementation.

Unit II

3. Introduction to Linear Programming: The Linear Programming Model; Assumptions of Linear Programming; Formulating and Solving Linear Programming Models on a Spreadsheet; Solving Linear Programming Problems: The Simplex Method. Post-optimality analysis and sensitivity analysis in LPP.
4. Replacement and Maintenance Models, Staffing Problem
5. Waiting Line Model (M/m/1): (FIFO/ ∞/∞)

Unit III

6. The Transportation and Assignment Problems: A Streamlined Simplex Method for the Transportation Problem; The Assignment Problem.
7. Inventory control models: Introduction, Functional role of inventory, Relevant costs involved in inventory problems, Inventory control system, Determination of economic order quantity, Inventory models with uncertain demand: a) determining the buffer stock & reorder level, Determining the optimum Buffer stock, EOQ & sensitivity analysis, selective approaches to inventory control.

Unit IV

8. PERT/CPM: PERT/CPM networks, Network analysis, Phases of project management, Resource analysis and allocation, Logical sequencing, CPM analysis Crashing of project network, difference between PERT and CPM.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Introduction to Operations Research (10e) by Frederick Hillier, Gerald Lieberman, Bodhibrata Nag, Preelam Basu. Mc Graw Hill India; 10th edition (2017).

Macroeconomic Analysis

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to enable the student: (a) to identify the determinants of various macroeconomic aggregates such as output, unemployment, inflation, productivity and the major challenges associated with the measurement of these aggregates; (b) to discuss the linkages between financial markets and the real economy, and how these linkages influence the impact of economic policies over differing time horizons; and (c) to critically evaluate the consequences of basic macroeconomic policy options under differing economic conditions within a business cycle.

Course Outline

Unit I

1. An Introduction to Macroeconomics: An Overview of Modern Macroeconomics; The Goals of Macroeconomic Policy; Economic Growth: Theory and Policy.
2. The Aggregate Supply-Aggregate Demand Model and the Keynesian Debate

Unit II

3. Monetary Policy
4. Unemployment, Inflation, and Stagflation

Unit III

5. Economic Growth and Productivity
6. Fiscal Policy
7. Budget Deficits and the Public Debt

Unit IV

8. International Trade and Protectionism
9. Exchange Rates, The Balance of Payments, and Trade Deficits
10. The Economics of Developing Countries

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Macroeconomics (10e) by N. Gregory Mankiw. Worth Publishers (2018).

Corporate Finance

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to introduce the issues, theory, and methodology that comprise a framework for rational decision-making by financial managers. The objective of this course is to use examples, problems, and cases to develop analytical ability and to illustrate the practical application of financial theory and analysis.

Course Outline

Unit I: Introduction to Corporate Finance

1. Definition, nature, goals, and scope of corporate finance.
2. The time value of money and its applications
3. Introduction to financial statement analysis

Unit II: Capital Budgeting

4. Making capital investment decisions: project cash flows, incremental cash flows,
5. Investment Appraisal criteria: accounting rate of return, payback period, net present value, and internal rate of return
6. Capital Rationing

Unit III: Raising Long Term Finance

7. Capital structure: determinants of capital structure; capital structure theory
8. Long term financial instruments: equity, debt, hybrids
9. Degree of operating, financial and combined leverage
10. Distribution Policy: determinants of dividend policy; buyback of shares.

Unit IV: Working Capital Management

11. Nature of working capital and determinants of working capital requirements
12. Short-term financial planning: determination of working capital requirements
13. Sources of short-term finance.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Financial Management (7e) by M.Y. Khan and P. K Jain (2017). McGraw Hill Education.

Financial Management (6e) by Prasanna Chandra (2017). McGraw Hill Education.

Corporate Finance (11e) by Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, Bradford D. Jordan. McGraw-Hill Education (2015).

Marketing Applications and Practices

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

The objective of this application-oriented course is to enable the students: (a) to learn cutting edge knowledge about sales and marketing theory and practice; (b) to develop knowledge and competence for effective market planning and execution; (c) to learn and appreciate challenges of complexities posted by the interrelationship of various market mix elements and ways and means of building effective response; and (d) appreciate the organizational context of marketing decision making and issues thereof.

Course Outline

Unit I

1. Students work in groups as a quantum growth back to back business plan for a brand or service of their choice. This could either with primary and/ or secondary research with help of marketing mix and applications recommendations. The financial plan/ marketing plan are the outcome of the presentation.

Unit II

2. Researching Markets and Marketing: This module enables you to acquire the knowledge and skills to research markets, and to conduct academic research in marketing, and prepares you for the later dissertation module.

Unit III

3. Developing a Critical Understanding of Marketing: This module aims to equip you with a comprehensive, integrative and critical understanding of marketing in terms of developing and implementing optional and effective marketing mix strategy and its implementation.

Unit IV

4. Case Studies.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Marketing Management (15e) by Philip T. Kotler and Kevin Lane Keller. Pearson (2015).

Supply Chain and Logistics Management

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to introduce the students to basics and fundamentals of supply chain, its various components including logistics, sourcing & procurement, supply chain network etc. The students will learn the key design and management principles of a supply chain and also latest developments and trends in supply chain. It will also cover various fundamental techniques and processes in a supply chain such as forecasting, inventory management, network design, planning etc.

Course Outline

Unit I

1. Supply Chain Management: Introduction to Supply Chain Management; The Importance of Supply Chain Management; The Foundations of Supply Chain Management; Current Trends in Supply Chain Management -- Expanding (and Contracting) the Supply Chain, Increasing Supply Chain Responsiveness, the Greening of Supply Chains, and Reducing Supply Chain Costs.

Unit II

2. Supply Issues in Supply Chain Management: Purchasing Management, Creating and Managing Supplier Relationships, Ethical and Sustainable Sourcing,
3. Operations Issues in Supply Chain Management: Demand Forecasting, Resource Planning Systems; Inventory Management; Process Management—Lean and Six Sigma in the Supply Chain

Unit III

4. Distribution Issues in Supply Chain Management: Domestic and Global Logistics; Customer Relationship Management; Global Location Decisions; Service Response Logistics;

Unit IV

5. Integration Issues in Supply Chain Management: Supply Chain Process Integration; Performance Measurement along the Supply Chain.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Supply Chain Management by Sunil Chopra, Peter Meindl

Marketing Analytics by Wayne Winston

Production & Operations Management by S N Chary

Operations & Supply Chain Management by Chase, Shankar, Jacobs

Human Resource Management

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to provide the student with an (a) understanding of the basic concepts, functions and processes of human resource management; (b) awareness of the role, functions and functioning of human resource department of the organizations; and (c) develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy

Course Outline

Unit I

1. Overview of Human Resource Management: Introduction to HRM; Organizational Structure and HRM

Unit II

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

Unit III

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

Unit IV

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

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Human Resource Management (7e) by Aswathappa (2015), McGraw Hill Education.

Human Resource Management (15e) by Robert L. Mathis, John H. Jackson, Sean R. Valentine, Patricia Meglich. Cengage Learning (2016).

Management Information System

Master of Management Studies (MMS) Semester II: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students: (a) to understand the basic concept data and information, framework/ structure and role of information and information systems for business determining information needs for an individual and organization for decision making process; (b) to understand the requirement and analysis of MIS across the functions of the management and sectors of the industry and business; and (c) to emphasis the information system development process and security/privacy of MIS.

Course Outline

Unit I

1. Basic Information concepts and definitions; Framework and role of Information and Information Systems (IS) in an organization, system concept; Characteristics of Information and Organization with respect to organization form, structure, philosophy, hierarchy etc.
2. Types of Information System (IS)-Transaction Processing System for Operational Control, Management Information System for Management Control, Decision Support System and, Executive Information Systems for Strategic Management, Knowledge Base Information System (Artificial Intelligent/ Expert System).

Unit II

3. Determining Information Needs for an Organization/Individual Manager, Overview of use of data and Information, analysis of information, Value of information for decision making and decision-making processes etc.
4. MIS across the functions of the Management and Sectors: Marketing Information Systems, Manufacturing Information Systems, Human Resource Information Systems, Financial Information Systems, Information System Required across the Sectors.

Unit III

5. Strategic roles of IS: Use of Information for Customer Bonding and Business Alliance; Breaking Business Barriers –Business Processes Reengineering; Improving Business Quality – Creating Virtual Company – Using Internet Strategically; Building Knowledge and Creating Company – Challenges of Strategic of IS – Enterprise – wide systems and E- Business; Applications for business and competitive advantages
6. Managing information systems: Enterprise Management Information Resource Management; Technology Management; IS planning methodologies – Critical Success factors; Business Systems Planning – Computer Aided Planning Tools.

Unit IV

7. Information System Development and Security: Information System development Process and Models; Sensitize students to the need for information security, Concepts such as confidentiality, Integrity and Availability, Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. Computer Crime –Privacy Issues. Case Studies and Presentations

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Management Information Systems for the Information Age (9e) by Maeve Cummings. McGraw-Hill/Irwin (2012).

Management Information System- Managing the Digital Firm by Laudon and Laudon.

Principals of Information System by Ralph M. Stair and Georg Reynold.

A Management Information Systems by O'Brien, James. Tata McGraw Hill, New Delhi,

Elements of Systems Analysis and Design by Marvin Gore. Galgota Publications.

MIS a Conceptual Framework by Davis and Olson.

Analysis and Design of Information Systems by James Senn.

Information Systems Today by Jessup and Valacich. Prentice Hall India.

Management Information Systems by Jaiswal and Mittal. Oxford University Press.

Semester III

Strategic Management

MMS | Semester III | 15 Sessions of Three Hours Each

Course Objectives

After completing this course, students should be able to

- Understand the basic concepts and terminology used in strategic management.
- Identify opportunities and threats as well as strengths and weakness in the operating environment of hypothetical and real-world organizations.
- Distinguish between different types and levels of strategy and strategy implementation.
- Gain insights into the strategy-making processes of different types of organizations
- Distinguish between strategic management and strategic planning
- Assess the impact of information technology on strategy
- Understand the contribution of various functional areas e.g. Production, marketing, purchasing and supply management to the overall well-being of the organization; use the case study approach to the analysis of business problems
- Understand issues related to strategic competitive advantage in diversified organizations.

Course Outline

Unit 1

1. Overview of Strategic Management Tasks of strategic management • Strategic analysis, content and choice • Factors that shape an organization's strategy • Essential features of an organization's strategy • Responsibility for strategic management • Evolution of strategy • The distribution of strategic management functions
2. Analysis of the Environment • The general environment • The economic environment • The technological environment • The legal environment • The socio-political environment • The internal environment: structure, culture and resources
3. The Functional Approach to Strategy Formulation • Production/Operations • Marketing Strategic Management Page 3 of 4 • Purchasing and supply • Human resources • Research and development • Information technology • The co-ordination of strategy.
4. Competitive Advantage • The identification of competitive forces • Drivers of change • Strategic cost and profit analysis • Technology-based competitive advantage • Value chains and benchmarking the costs of key activities • Balanced scorecards • Generic competitive strategies • Vertical and co-operative competitive strategies • Defensive strategies.

Unit II

5. The Formulation of Strategy • Industry and sector analysis • Alternative industry scenarios • the need for and extent for flexibility in strategy formulation • Matching strategy to a company situation • Group aspects of strategy formulation • The use of independent consultants.
6. The Implementation of Strategy • Budgets and budgeting control • Supporting chosen strategies through appropriate policies and procedures • Motivational aspects of

strategy • The identification of strategically relevant performance outcomes • The matching of organizational structures with strategy.

Unit III

7. Introduction to management control; Designing management control systems; management control and the organization's internal structure: Decentralization, control and incentives, Responsibility centres: revenue and expense centres, Responsibility centres: profit and investment centres, transfer pricing, shared service centres and cross-functional management.
8. The management control process: Planning and budgeting, Performance measurement and analysis, and Compensation, incentives and motivation.
9. Management control challenges: Management control challenges in service delivery, Management control of projects, Management control and interorganizational relationships

Unit IV

1. Strategy and Diversification • Definition and scope of diversification • Related and unrelated diversification strategies • Assessment of a diversification strategy • Relationship between diversification strategies and core activities and competencies • Strategic fit analysis • Resource fit analysis.
2. Management of change Definition and identification of issues • Response to change as a strategic issue • Power and culture as catalysts for change • Types of change and intervention strategies • Framework and its impact on change management • Strategists, implementers and recipients in the change process

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Strategic Management – Concepts and Cases by Mason A. Carpenter, Sanders and Salwan. Pearson

Management Policy & Strategy by G.A. Steiner, J.R. Miner & E.R. Gray. Maxwell Macmillan.

Management by R. J. Aldag and T. M. Stearns. South-Western Publishing Company.

Management Control Systems by Robert N. Anthony, Vijay Govindarajan (McGraw Hill/Irwin).

Finance Specialisation

Econometrics and Quantitative Models in Finance

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course is divided into two sections. Section I covers basic econometrics and Section II covers quantitative models as applied to functional specialisations. The objective of Section I is to prepare students for basic empirical work in economics. In particular, topics will include basic data analysis, regression analysis, testing, and forecasting. Section II aims at exposing the students to various fundamental and emerging models in finance, marketing, operations and supply chain management, and human resource management.

Course Outline

Section I: Econometrics

Unit I

1. Decision functions: Basic concepts--The loss function, Minimax, Expected utility principle; Data-based decisions--Risk, Optimality principles, Rationality principles and the Likelihood Principle, Nuisance parameters
1. Introduction to decision making: Choice; Preferences; Utility; Expected Utility; Updating beliefs; Bayes Rule.
2. Time Series Analysis: Simple Moving Average (SMA); Exponential Smoothing (SES); Autoregressive Integration Moving Average (ARIMA); Neural Network (NN).

Unit II

3. Game Theory - I: Two-player games; Some examples of static games; Strategies; Common Knowledge and Rationality; Solving Games; Dominant Strategies; Iterated Elimination of Strictly Dominated Strategies; Applications e.g. Second price sealed bid auction.
4. Game Theory - II: Nash equilibrium; K-level thinking, Beauty Contests; Mixed Strategies; Games of Conflict and Cooperation; Applications e.g. Bertrand competition.
5. Game Theory – III: Dynamic Games; Game Trees; Solving dynamic games; Common Knowledge and Strategic Reasoning; Backward induction; Sub-game perfection; Reciprocity, cooperation, and punishment in repeated interactions; Tit-for-tat; Applications e.g. cartel formation.

Section II: Quantitative Models in Finance

Unit III

6. Quantitative Models in Accounting: Cost Behaviour and Regression Analysis; Segregation of Costs of Joint and By-Products; Applications of Learning Curve in Accounting.
7. Event Study Methodologies with application to corporate announcements of dividends, bonus, stock splits, and mergers and acquisitions.

Unit IV

8. Models of asset returns, multi index models, single index model, systematic and specific risk, equilibrium models-capital asset pricing model, capital market line, security market line, estimation of beta; and arbitrage pricing theory.
9. Credit risk models: Jarrow–Turnbull model and Merton model.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Basic Econometrics (5e) by Damodar Gujarati, Dawn Porter, and Sangeetha Gunasekar (2017), McGraw Hill Education.

Game Theory: An Introduction by E. N. Barron. John Wiley and Sons (2009).

International Finance

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims to provide students with: (a) a basic knowledge of how international financial markets work; (b) an understanding of exchange rates and why currency values fluctuate, and methods used to manage risk in the global markets.

Course Outline

Unit I: Introduction to International Finance

1. International Monetary Systems and Exchange Rate Regimes
2. International Flow of Funds and Balance of Payments
3. Global Financial Crises

Unit II: Exchange Rates and Foreign Exchange Market

4. Understanding Exchange Rates
5. International Parity Conditions
6. Foreign Exchange Markets
7. Exchange Rate Determination and Forecasting
8. Foreign Exchange Exposure and Management

Unit III: International Banking and International Financial Markets

9. International Banking
10. Eurocurrency Markets
11. Syndicated Euro loans
12. International Bond Markets
13. International Equity Markets
14. International Trade Finance
15. Working Capital Financing and International Cash Management

Unit IV: International Investments

16. Foreign Direct Investments and International Portfolio Investments
17. International Cost of Capital, Capital Structure, and Capital Budgeting
18. Political and Country Risk Analysis
19. International Taxation

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

International Finance, 5e by Maurice Levi, Routledge, 2009.

International Finance, by Apte, Tata-McGraw-Hill, 2011.

Derivatives and Risk Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The derivatives component of the course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, and introduces a framework for pricing derivatives. The risk management component of the course will focus on variety of risks faced by financial managers and the tools available for managing these risks, such as market risk, credit risk and operational risk.

Course Outline

Unit I: Introduction to Derivatives

1. Concept of derivatives, definitions, purposes and criticisms;
2. Derivative markets; past and present; exchange traded and OTC derivatives;
3. Derivative market participants: hedgers, arbitrageurs and speculators.

Unit II: Forward, Futures, and Options Market

4. Comparison of forward and futures contracts
5. Determination of forward and futures prices.
6. Mechanics of option markets, underlying assets, and trading strategies

Unit III: Swaps and Credit Derivatives

7. Concept, characteristics and definition, types of swaps, swaption, credit risk and swaps, strategies and applications of swaps.
8. Credit default swaps, total return swaps, credit spread options, and collateralised debt obligations.

Unit IV: Risk Management

9. Overview of financial risk management
10. Management of Market Risk
11. Management of Credit Risk
12. Management of Operational Risk

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Options, Futures and Other Derivatives by John C. Hull (2010), Prentice Hall India

Reference Book

Financial Risk Management by Frank J Fabozzi (2010), John Wiley and Sons.

Financial Markets and Institutions

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims to help students to appreciate and understand how financial markets and institutions operate. It introduces financial institutions and other market participants, their roles in the financial system and the ways they interact with each other. A second and equally important objective is to help students to understand commonly used financial instruments and how they work.

Course Outline

Unit I: Introduction

1. Overview of Financial System
2. Functions of financial markets; structure of financial markets
3. Functions of financial intermediaries, types of intermediaries
4. Regulation of financial system

Unit II: Capital Markets

5. Capital markets: how the capital markets work; economic role of the capital markets; features of capital market instruments; capital market participants.
6. Equity markets: structure of equity markets; price discovery; efficient market hypothesis; behavioural finance
7. Regulation of equity markets; stock market indexes; the stock market as a predictor of economic activity.

Unit III: Money Market

1. Economic Role of the Money Markets; Features of Money Market Instruments
2. Process used to issue treasury securities.
3. Participants in money markets
4. How the Money Markets Work

Unit IV: Financial Institutions

5. Economic functions of financial institutions
6. Types of financial institutions
7. Risks financial institutions face.
8. Rationale for regulation of financial institutions

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Financial Markets and Institutions (8e) by Frederic S. Mishkin and Stanley Eakins (2017). Pearson Education.

Corporate Tax Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to introduce concepts of taxation; the issues in computation of taxable income under different heads of income tax; assessment of tax and filing of returns; and provide an understanding of goods and service tax.

Course Outline

Unit 1: Introduction

1. Definition and features of taxes; bases of taxation; canons of taxation; objectives of taxation; Income tax concepts: assessment year, previous year, person, assessee, income, total income, capital versus revenue receipts and expenditure, accounting methods; Residential status and its effect on taxation

Unit II: Heads of Income

2. Salaries: Basis of charge, permissible deductions, and computation of salary income.
3. House Property: Basis of charge, permissible deductions, and computation of income from house property.
4. Capital gains: Basis of charge, permissible deductions, and computation of income from capital gains
5. Profits and gain from business and profession: Basis of charge, permissible deductions, and computation of income from profits and gain from business and profession
6. Income from other sources: basis of charge, permissible deductions

Unit III: Tax Management

7. Assessment of income tax
8. Return of income tax: Types of returns, revised return, defective return, and belated return
9. Deduction of tax at source
10. Advance payment of tax

Unit IV: Goods and Service Tax

11. Basic concepts: concept of supply, time of supply and place of supply
12. Levy and exemption of GST
13. Valuation of taxable supply
14. Reverse charge mechanism
15. Input tax credit
16. Composition scheme

Textbook

Students' Guide to Income Tax Including GST (60e) by Vinod K Singhania and Monica Singhania (2018). Taxmann.

Portfolio Management and Fixed Income

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course objective is to acquaint students with the theoretical foundation of modern portfolio theory, the major groups of investors and their investment objectives and constraints, and to master practical skills in investment management, forming capital market expectations and forecasting markets activity to justify major investment portfolio management strategy for equity and fixed-income instruments.

Course Outline

Unit I: The Investment Background

1. The Investment Setting
2. The Asset Allocation Decision;
3. Organization and Functioning of Securities Markets; Security-Market Indexes.

Unit II: Developments in Investment Theory

4. An Introduction to Asset Pricing Models;
5. Multifactor Models of Risk and Return
6. Portfolio Evaluation.

Unit III: Fixed-Income Securities

7. Defining Elements: Overview of a Fixed-Income Security; Basic Features of a Bond; Yield Measures; Bond Indenture; Structure of a Bond's Cash Flows: Principal Repayment Structures; Coupon Payment Structures; Bonds with Contingency Provisions.
8. Fixed-Income Markets: Issuance, Trading, and Funding: Fixed-Income Markets; Fixed-Income Indices; Investors in Fixed-Income Securities; Primary and Secondary Bond Markets;

Unit IV: Fixed-Income Valuation, Risk and Return

9. Bond Prices and the Time Value of Money; Bond Pricing with a Market Discount Rate; Yield-to-Maturity; Bond Price and Bond Characteristics; Prices and Yields.
10. Sources of Return; Macaulay, Modified, and Approximate Duration; Effective Duration; Bond Convexity; Interest Rate Risk and the Investment Horizon; Yield Volatility; Credit and Liquidity Risk.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Analysis of Investments and Management of Portfolios (10e) by Frank Reilly, Keith Brown. Cengage Learning (2012).

Marketing Specialisation

Econometrics and Quantitative Models in Marketing

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course is divided into two sections. Section I covers basic econometrics and Section II covers quantitative models as applied to functional specialisations. The objective of Section I is to prepare students for basic empirical work in economics. In particular, topics will include basic data analysis, regression analysis, testing, and forecasting. Section II aims at exposing the students to various fundamental and emerging models in finance, marketing, operations and supply chain management, and human resource management.

Course Outline

Section I: Econometrics

Unit I

1. Decision functions: Basic concepts--The loss function, Minimax, Expected utility principle; Data-based decisions--Risk, Optimality principles, Rationality principles and the Likelihood Principle, Nuisance parameters
2. Introduction to decision making: Choice; Preferences; Utility; Expected Utility; Updating beliefs; Bayes Rule.
3. Time Series Analysis: Simple Moving Average (SMA); Exponential Smoothing (SES); Autoregressive Integration Moving Average (ARIMA); Neural Network (NN).

Unit II

4. Game Theory - I: Two-player games; Some examples of static games; Strategies; Common Knowledge and Rationality; Solving Games; Dominant Strategies; Iterated Elimination of Strictly Dominated Strategies; Applications e.g. Second price sealed bid auction.
5. Game Theory - II: Nash equilibrium; K-level thinking, Beauty Contests; Mixed Strategies; Games of Conflict and Cooperation; Applications e.g. Bertrand competition.
6. Game Theory – III: Dynamic Games; Game Trees; Solving dynamic games; Common Knowledge and Strategic Reasoning; Backward induction; Sub-game perfection; Reciprocity, cooperation, and punishment in repeated interactions; Tit-for-tat; Applications e.g. cartel formation.

Section II: Quantitative Models in Marketing

Unit III

7. Decision models in marketing
8. Consumer behaviour models: attitude; perception; and brand switch.
9. Organisation buying models
10. Pricing models
11. Distribution and locational decisions

Unit IV

12. Communication models: objective setting, promotion-mix, budget allocation.
13. Media planning models
14. Measuring effectiveness of advertising
15. Sales forecasting

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Basic Econometrics (5e) by Damodar Gujarati, Dawn Porter, and Sangeetha Gunasekar (2017), McGraw Hill Education.

Game Theory: An Introduction by E. N. Barron. John Wiley and Sons (2009).

Quantitative Analysis for Marketing Management by William R. King. McGraw-Hill (1967).

International Marketing

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations. There are two objectives for the International Marketing course: (a) to gain a solid understanding of the theoretical and conceptual principles of International marketing; and (b) to understand how to develop and manage a strategic international marketing initiative.

Course Outline

Unit-I

1. Introduction: The importance and Scope, Challenge of International Marketing; The Dynamic Environment of International Trade; The business Environment of Global Markets.
2. Assessing Global Market Opportunities: Researching International Markets; World Markets and Market Behaviour; Regional Market Groups and Marketing Implications.

Unit-II

3. International Marketing Decisions: product selection/ market selection, market entry strategies, entry and exit barriers in international marketing; impact of import export policy on international marketing decisions. Marketing Industrial Products and Business Services; International Distribution and Retailing; Pricing for International Markets; International Promotion and Advertising; cross cultural selling and Negotiations.

Unit-III

4. International Marketing Strategies: International Market Entry Strategies; International Segmentation and Positioning; International Branding Strategies; Exporting and International Logistics management.

Unit-IV

5. Challenges in international marketing and international business risk management.
6. Ethics and importance of triple bottom line in International Marketing.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

International Marketing (16e) by Philip R. Cateora, Mary C. Gilly, John L. Graham. McGraw Hill Education (2017).

Service Marketing and Retail Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The objectives of the course are to examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses.

Course Outline

Section I: Service Management

Unit-I

1. Introduction: Importance, Definitions, Products v/s services
2. Service Mix: 7 P's of marketing, Analysis of service, The GAP Model, 4 GAP analysis.
3. Consumer Behaviour: (a) Decision making process, classification of properties; (b) Customer expectation, customer reception; (c) The moment of truth; (d) Satisfaction versus service quality; and (e) The tipping point, law of FEW.

Unit-II

4. Research: Revision of concepts, how they are different for services.
5. SERVQUAL; CRM: Essentials, levels; Four strategies: (a) Service development and design? Redesign: (b) Service blueprint (process+ exercise); (c) Demand, Capacity; and (d) Pricing.

Section II: Retail Management

Unit-III

6. Introduction to Retail: (a) Definition, functions of retailer, rise of retailers in India; (b) Nature of change in retailing; and (c) Drivers of change in retail and challenges.
7. Retail models and theories of retail development
8. Retail strategic planning and managing retail operations
9. Retail franchising and retail store location analysis
10. Retail merchandise management: (a) Merchandising, roles and responsibilities, functions; (b) Merchandise planning, merchandise procurement; (c) Merchandise pricing and performance

Unit-IV

11. Retail advertising and promotion; Retail marketing and communication
12. Retail store design and visual merchandising; E-commerce and e-tailing

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Services Marketing: Integrating Customer Focus Across the Firm (6e) by Zeithaml.
McGraw Hill Education (2017).

Sales and Distribution Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to provide a customer centric approach to the sales and distribution function. The customer centric approach helps in (a) integrating advertising, salesforce and channel members by building non-conflicting and non-overlapping routes to fulfil the needs of the consumer and (b) developing frameworks for decision making keeping the customers as the primary focus. The course will use Indian environment as the backdrop but will also draw from international experiences whenever needed.

Course Outline

Unit-I

1. Principles of Sales Management
2. The Personal Selling Process
3. Sales Force Organization: Profiling and Recruiting Salespersons; Selecting and Hiring Applicants; Developing, Delivering, and Reinforcing a Sales Training Program; Leadership of the Sales Force; Sales Force Compensation

Unit-II

4. Forecasting Sales and Developing Budgets /targets
5. Designing Territories and Allocating Sales efforts; Objective and Quotas for sales Personnel;

Unit-III

6. Developing and Managing Sales Evaluation Programme; Sales Cost and Cost analysis.
7. Marketing Channels, their Structure; Channel Intermediaries-Role and Types; Wholesaling and Retailing; Logistics of Distribution; Channel decisions. Organizational Patterns in Marketing Channels:

Unit-IV

8. Assessing Performance of Marketing Channels; International Marketing Channels.
9. E-commerce and e-tailing.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Sales and Distribution Management (6e) by Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri. Pearson Education (2017).

Consumer Behaviour

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behaviour. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

Course Outline

Unit-I

1. Introduction: Defining consumer behaviour; Major influences on consumer behaviour; Consumers' impact on marketing strategy.
2. Consumer the Decision Maker: Consumer Behaviour and Marketing; Consumer Benefits, why study consumer behaviour, consumer decision making process, problem recognition and Information search, alternative evaluation choice, consumption and past purchase behaviour. The Howard-Sheth Input-Output model of buyer behaviour.

Unit-II

3. Ethnic, religious and group influences: Ethnic subcultures and consumer identity; Religious subcultures; Reference groups; Consumer-related reference groups
4. Psychological Influences on consumer decision making: Self-image & personality, personal values, lifestyles, psychographics and relationships.

Unit-III

5. Memory, Learning, perception, Motivation & Involvement Attitude – sources functions, theories & models.
6. Sociological influence on consumer decision making: Cultural & sub cultural influence, social class & reference group influence of family.

Unit-IV

7. Researching consumer behaviour models of consumer behaviour; consumer research strategies, methods of gathering consumer information's, measuring consumer characteristics
8. The basic principle of B2B, buyer decisions, service buying, e- buying, retail buying, global buying decisions.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Consumer Behavior: Building Marketing Strategy (12e) by Delbert I Hawkins, David L Mothersbaugh, Roger J Best. McGraw-Hill Higher Education (2012).

Integrated Marketing Communication

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning.

Course Outline

Unit-I

1. Introduction to Integrated Marketing Communication: Evolution, Drivers and Failures of Integrated Marketing Communication.
2. Integrated Marketing Communication Marketing Plans; Branding and Positioning; Creative Process: Creative Briefs; Copywriting; Campaigns.
3. Public Relations

Unit-II

4. Advertising for Newspapers, Magazines, Radio, and Television: The Strategic Use of Advertising in IMC; The Diversity of the Advertising Voice; Incentives and Deterrents of Radio Advertising; What to Consider When Designing for Advertisements for Newspapers, Magazines, Radio, and Television
5. Out-of-Home and Transit Advertising

Unit-III

6. Direct Marketing
7. Sales Promotion

Unit-IV

8. Internet Marketing and Social Media
9. Mobile Media Marketing.
10. Alternative Media Advertising

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Principles of Integrated Marketing Communications by Lawrence Ang. Cambridge University Press (2014).

Human Resources Management Specialisation

Econometrics and Quantitative Models in Human Resource Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course is divided into two sections. Section I covers basic econometrics and Section II covers quantitative models as applied to functional specialisations. The objective of Section I is to prepare students for basic empirical work in economics. In particular, topics will include basic data analysis, regression analysis, testing, and forecasting. Section II aims at exposing the students to various fundamental and emerging models in finance, marketing, operations and supply chain management, and human resource management.

Course Outline

Section I: Econometrics

Unit I

1. Decision functions: Basic concepts--The loss function, Minimax, Expected utility principle; Data-based decisions--Risk, Optimality principles, Rationality principles and the Likelihood Principle, Nuisance parameters
2. Introduction to decision making: Choice; Preferences; Utility; Expected Utility; Updating beliefs; Bayes Rule.
3. Time Series Analysis: Simple Moving Average (SMA); Exponential Smoothing (SES); Autoregressive Integration Moving Average (ARIMA); Neural Network (NN).

Unit II

4. Game Theory - I: Two-player games; Some examples of static games; Strategies; Common Knowledge and Rationality; Solving Games; Dominant Strategies; Iterated Elimination of Strictly Dominated Strategies; Applications e.g. Second price sealed bid auction.
5. Game Theory - II: Nash equilibrium; K-level thinking, Beauty Contests; Mixed Strategies; Games of Conflict and Cooperation; Applications e.g. Bertrand competition.
6. Game Theory – III: Dynamic Games; Game Trees; Solving dynamic games; Common Knowledge and Strategic Reasoning; Backward induction; Sub-game perfection; Reciprocity, cooperation, and punishment in repeated interactions; Tit-for-tat; Applications e.g. cartel formation.

Section II: Quantitative Models in Human Resource Management

Unit III

7. Principles of individual differences and quantitative approach to its measurement.
8. Psychological tests: use, scope, and limitations in organisational set-up.
9. Characteristics of scientific measurement techniques: reliability, validity, and standardisation.
10. Test construction procedures and scaling techniques.

Unit IV

11. Measurement of intelligence and general abilities
12. Aptitude testing
13. Behavioural assessment in personnel selection
14. Factor analysis, ANOVA, and regression analysis in personnel selection and behavioural assessment.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Basic Econometrics (5e) by Damodar Gujarati, Dawn Porter, and Sangeetha Gunasekar (2017), McGraw Hill Education.

Game Theory: An Introduction by E. N. Barron. John Wiley and Sons (2009).

Quantitative Models of Learning Organizations by Herbert Dawid, Karl Doerner, Georg Dorffner, and Thomas Fent. Springer, 2002.

International Human Resources Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms. After participating in the course, students will be able to: Define, explain and compare perspectives and theories related to IHRM.

Course Outline

Unit I

1. The Context for International HRM: Globalization, national systems and multinational companies
2. Human Resources in a Comparative Perspective, International Recruitment and Selection, Work Visa and Migration related issues, Financial Market Sophistication and impact on Workforce selection

Unit II

3. Cultural Environment: Hofstede's dimensions: Power Distance, Individualism or Collectivism, Masculinity or Femininity, Uncertainty Avoidance, Long-term or Short-term orientation; Gestland's dimensions: Deal focus versus relationship focus; Informal versus formal; Rigid-time (monochronic) versus fluid-time (polychronic); Expressive versus reserved
4. Cultural Issues in Performance Management, Developing International Staff and Multinational Teams, Approaches to International Compensation.

Unit III

5. Repatriation, Managing Global, Diverse Workforce, Industrial Relations in a Comparative Perspective, Economic Environment and Social Environment
6. MNCs and International HRM; Transfer of HR practices in MNCs; Outsourcing and human resource management.

Unit IV

7. International leadership development
8. Recruitment and selection of international managers
9. International pay and compensation.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

International Human Resource Management (4e) by Anne-Wil Harzing, Ashly Pinnington. Sage Publications India Private Limited (2017).

Organization Development and Change Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

Organizational development is the theory and practice of bringing planned change to organizations. These changes are usually designed to address an organizational problem to help the organization prepare for the future. The course objective is to enable students acquire knowledge and skills in solving organizational problems in order to bring about planned changes and improve performance in organizations.

Course Outline

Unit I

1. Overview of Organization Development: The Nature of Planned Change; The Organization Development Practitioner.

Unit II

2. The Process of Organization Development: Entering and Contracting; Diagnosing; Collecting, Analyzing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change; Evaluating and Institutionalizing Organization Development Interventions.
3. Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches.

Unit III

4. Technostructural Interventions: Restructuring Organizations; Employee Involvement; Work Design.
5. Human Resource Interventions: Performance Management; Talent Management; Workforce Diversity and Wellness.

Unit IV

6. Strategic Change Interventions: Transformational Change; Continuous Change; Trans-organizational Change.
7. Future Directions in Organization Development.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Organization Development and Change (10e) by Thomas G. Cummings and Christopher G. Worley. Cengage Learning (2015).

Learning and Development

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objectives of this course are to sensitise the students that: (a) there are forces that are reshaping workplaces and pressing managers to consider the role of learning in organisations; (b) learning occurs and may be analysed in different ways and different contexts; (c) there are many different elements, processes and skills involved in implementing a learning organisation; (d) organisational learning is interrelated with most organisational and management goals; and (e) the strategies for building learning organisations may vary with particular theoretical sets and mental models of the process.

Course Outline

Unit I

1. Introduction to learning organizations, characteristics, emerging business realities, why organizations need to learn,
2. Core disciplines: building the learning organization: personal mastery; mental models; shared vision; team learning

Unit II

3. Prototypes: openness; localness; a manager's time; ending the war between work and family; microworlds: the technology of the learning organization
4. Organizational learning: a capabilities-based view. Learning tools & systems: systems thinking, benchmarking and process mapping.

Unit III

5. Knowledge-based competition, knowledge-creation and acquisition processes. Measuring learning: the intellectual capital, architecting a learning organization

Unit IV

6. Fifth discipline, challenges in the transformation to a learning organization, problems organizational learning addresses

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Learning Organizations: Turning Knowledge into Actions by Marcus Goncalves. Business Expert Press (2012)

The Fifth Discipline by Peter M Senge. RHUK (2006).

Performance Measurement Systems and Competency Assessment

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to understand the importance of a clear understanding of results, measurement criteria, objectives and performance levels expected of jobs; the need to have accurate, objective and timely feedback to maximize employee performance; how to reinforce continuous improvement and teamwork, and which will motivate constructive behaviour; and how to manage each step of the performance cycle.

Course Outline

Unit I: What is Performance Management

1. The steps in The Performance Management Cycle
2. What is alignment of organization, department and individual
3. Designing the performance management system
4. Performance Management versus Performance Appraisal
5. Managing for Maximum Performance
6. What is Fairness? Important Practices
7. Elements of a Performance Management System
8. Components of a Performance-Focused Culture

Unit II: Performance-Planning

9. Understand performance-planning meeting
10. Creating performance goals
11. Why Performance Measures; Why use KPIs; Why Not Measure Everything; KPIs versus Metrics
12. How to measure support service
13. How to Know What to Measure

Unit III: Appraising Employee's Performance

14. Understanding the performance appraisal process
15. Three Types of Appraisal Interviews
16. Gather appraisal materials
17. Understanding self-evaluation
18. Gathering feedback and writing the performance appraisal
19. Prepare for an appraisal discussion
20. Identifying steps to lead an effective appraisal discussion
21. Respond to and resolve conflict
22. Identifying guidelines to improve listening skills
23. Reviewing highly emotional employees
24. Common challenges of performance appraisal

Unit IV: Performance Improvements

25. What People Performance Potential Model says
26. Plan performance improvements
27. Handling performance problems

28. Contributing factors to poor performance
29. Conducting a meeting
30. Maintaining documentation
31. Ongoing communication
32. Progressive Discipline and Counselling.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Performance Management: Toward Organizational Excellence (2e) by T V Rao. SAGE Response (2015).

Organisation Theory, Structure and Design

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to enable the students to understand: (a) the practical and integrative study of organization change and design defines basic activities in different types of function in the organization; (b) the relationship among organizational change, redesign, an organizational effectiveness; (c) how each type of technology needs to be matched to a certain kind of organizational structure if an organization is to be effective; and (d) the change process and the techniques that can be used to help an organization achieve its desired future state.

Course Outline

Unit I

1. Organizations and organizational effectiveness: Stakeholders, Managers, and Ethics
2. Organizing in a Changing Global Environment

Unit II

3. Basic Challenges of Organizational Design: Differentiation, Organizational Roles, Function Types, Vertical and Horizontal Differentiation.

Unit III

4. Designing Organizational Structure: Authority and Control: How and Why Vertical Differentiation Occurs, Problems with tall hierarchies, Principle of minimum chain of command, span of control, Parkinson law - The Principles of Bureaucracy
5. Designing Organizational Structure: Specialization and Coordination: Functional Structure, Control Problems in a Functional Structure, From Functional Structure to Divisional Structure, types of division structure.

Unit IV

6. Creating and Managing Organizational Culture: Organizational culture & Organizational values, how is an Organization's Culture Transmitted to its Members, Organizational Rites, Social Responsibility, Approaches to Social Responsibility.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Organizational Theory, Design and Change (7e) by R Jones Gareth and Matthew Mary. Pearson Education (2017).

Operations and Supply Chain Specialisation

Econometrics and Quantitative Models in Operations and Supply Chain Specialisation

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course is divided into two sections. Section I covers basic econometrics and Section II covers quantitative models as applied to functional specialisations. The objective of Section I is to prepare students for basic empirical work in economics. In particular, topics will include basic data analysis, regression analysis, testing, and forecasting. Section II aims at exposing the students to various fundamental and emerging models in finance, marketing, operations and supply chain management, and human resource management.

Course Outline

Section I: Econometrics

Unit I

1. Decision functions: Basic concepts--The loss function, Minimax, Expected utility principle; Data-based decisions--Risk, Optimality principles, Rationality principles and the Likelihood Principle, Nuisance parameters
2. Introduction to decision making: Choice; Preferences; Utility; Expected Utility; Updating beliefs; Bayes Rule.
3. Time Series Analysis: Simple Moving Average (SMA); Exponential Smoothing (SES); Autoregressive Integration Moving Average (ARIMA); Neural Network (NN).

Unit II

4. Game Theory - I: Two-player games; Some examples of static games; Strategies; Common Knowledge and Rationality; Solving Games; Dominant Strategies; Iterated Elimination of Strictly Dominated Strategies; Applications e.g. Second price sealed bid auction.
5. Game Theory - II: Nash equilibrium; K-level thinking, Beauty Contests; Mixed Strategies; Games of Conflict and Cooperation; Applications e.g. Bertrand competition.
6. Game Theory – III: Dynamic Games; Game Trees; Solving dynamic games; Common Knowledge and Strategic Reasoning; Backward induction; Sub-game perfection; Reciprocity, cooperation, and punishment in repeated interactions; Tit-for-tat; Applications e.g. cartel formation.

Section II: Quantitative Models in Operations and Supply Chain Specialisation

Unit III

7. Goal programming concepts
8. Advanced inventory models
9. Sequencing models

Unit IV

10. Integer programming
11. Dynamic programming

12. Development of decision support system.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Basic Econometrics (5e) by Damodar Gujarati, Dawn Porter, and Sangeetha Gunasekar (2017), McGraw Hill Education.

Game Theory: An Introduction by E. N. Barron. John Wiley and Sons (2009).

Quantitative Models for Supply Chain Management by Sridhar Tayur, Ram Ganeshan, and Michael Magazine. Springer (1999).

Operations and Supply Chain Strategies

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course introduces the concept of operations strategy and its various components and show how it relates to the overall business strategy of the firm. It illustrates how operations strategy pertains to adding value for the customer and helps identify the different ways in which operations strategy can provide an organization with a competitive advantage. It introduces the concept of trade-offs between different strategies and the need for a firm to align its operations strategy to meet the needs of the particular markets it is serving and explains the difference between order-qualifiers and order-winners as they pertain to operations strategy. The course describes how firms are integrating manufacturing and services to provide an overall “bundle of benefits” to their customers.

Further the course focuses on strategies in supply chain management and helps understand how various disciplines and techniques in supply chain management (like Inventory management, forecasting, network design etc.) can help derive competitive advantage for companies through case studies of world’s best supply chain driven organizations.

Course Outline

Section I: Operations Strategies

Unit I

1. Introduction
2. Operations Performance
3. Cost, Quality, Speed, Dependability & Cost
4. Process Design
5. Volume – Variety Matrix
6. Service – Process Matrix
7. Integration of Theory of Constraints
8. Facilities Location Strategy

Unit II

9. Quantitative Models to optimize Profits
10. Capacity Strategy
11. Supply Network Strategies
12. Process Technology Strategy
13. Operations Strategy and “Fit”
14. Operations Strategy and “Sustainability”
15. Operations Strategy and “Risk”

Section II: Supply Chain Strategies

Unit III

16. Advanced Inventory Analytics and Strategies
17. Using Forecasting, Service Level and Inventory Balancing Strategies to drive competitive advantage in supply chain
18. Pricing strategies and impact on Supply chain: (a) The Pricing Triangle (Cost-Competitors Price-Customer Value); (b) Key Pricing Concepts: Price Elasticity,

Marginal Utility, Demand Curve, Price Curve, Complimentary Products, Affinity Products, Price Bundling, Discount Structure, Price Skimming, Learning Curve, Markdown Pricing, Cannibalization, Price-Competitor Matrix, Price Shielding

Unit IV

19. Research based case studies on Top 25 Global Supply Chain Companies
 - a. Student groups will research on top 25 supply chain companies as published by Gartner, identify best practices and supply chain strategies
 - b. Each student team will present their findings and debate the strategies with the class and the professor; and submit their research assignment which will be evaluated as part of course work
20. Quantitative Illustrations in Supply Chain using Excel and R

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks & Readings

Operations Strategy (5e) by Nigel Slack, Michael Lewis, Mohita Gangwar Sharma. Pearson Education (2018).

Operations and Supply Chain Management (15e) by Chase, Shankar, Jacobs

The 21st Century Supply Chain Collection - HBR

- The Triple-A Supply Chain – Hau L. Lee
- Leading a Supply Chain Turn-around – Reuben E Sloan
- Aligning Incentives in Supply Chain – VG Narayanan and Ananth Raman
- Rapid-Fire Fulfilment - Kasra Ferdows, Michael A. Lewis and Jose A.D. Machuca

The Gartner Top 25 Supply Chain

The New Science of Retailing – Book – Marshall Fisher, Ananth Raman

Supply Chain Management – Sunil Chopra, Peter Meindl

Marketing Analytics – Wayne Winston

Strategic Materials Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims to (a) acquaint students with the strategic aspects, structure, and organization of purchasing; (b) explain the characteristics of a sound purchasing decision which includes quality, quantity, time, source, and price; (c) elaborate the key characteristics of specialized purchasing aspects such as negotiation, make or buy, outsourcing, and buy commodities, capital goods, for resale, and finally for government and public service organization; and (d) teach students the major aspects of inventory control and warehousing to insure a steady supply of materials to meet the needs of the organization. The course will also include advanced topics and upcoming evolutions in materials management.

Course Outline

Unit I

1. Introduction to Materials Management
2. Production Planning System
3. Master Scheduling
4. Material Requirements Planning

Unit II

5. Capacity Management
6. Production Activity Control
7. Purchasing
8. Forecasting and Demand Management

Unit III

9. Inventory Fundamentals
10. Order Quantities
11. Independent Demand Ordering Systems
12. Physical Inventory and Warehouse Management

Unit IV

13. Advanced topics in Materials Management: (a) Strategic Sourcing & Category Management; (b) Technology enabled Procure to Pay Process; (c) Buy vs Make vs Hire Decision making; (d) Types of Contracts and Contract Management; (e) Procurement Strategies to optimize spend; (f) Analytics in Procurement (Spend Analytics, Market Intelligence, Should-Cost Modelling, Bid Analytics, Invoice / Payment terms analytics); (g) International Procurement (Global sourcing); and (h) Code of Conduct for vendors

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Introduction to Materials Management by N. Chapman Stephen, Arnold J. R. Tony, Gatewood Ann K., M. Clive Lloyd. Pearson Paperback (2017).

Materials and Logistics Management by L. C. Jhamb (Everest Publishing House, Pune)

Purchasing and Materials Management by P. Gopalakrishnan (Tata McGraw Hill. New Delhi)

Operations Planning and Control

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course focuses on introducing advanced quantitative models used in operations management, introducing various quantitative models used in forecasting, explaining the modern ERP structure and integration of Operations module with other modules, elaborating on Operations Planning in ERPs and describing various aspects of decision making in plant location and plant layout.

Course Outline

Unit I

1. Advanced Sequencing and Scheduling Models

Unit II

2. Assembly Line Balancing
3. Forecasting - Quantitative techniques and their applications

Unit III

4. Advanced Operations Planning: (a) SNOP; (b) Capacity Planning Models; (c) Master Production Scheduling (MPS), Production Planning and Detailed Scheduling (PPDS); (d) MRP lot sizing rules and Nervousness

Unit IV

5. ERP for Operations - Intro to Tables, Masters, Orders and Transactions
6. Plant location and Layout

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Manufacturing Resource Planning by Oliver Wight

Elements of Production Planning and Control by Samuel Eilon

Concepts in Enterprise Resource Planning by Ellen Monk, Bret Wagner

Forecasting by Makridakis

Service Operations Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course provides a comprehensive and balanced introduction to service operations management. Building on the basic principles of operations management, the course examines the operations decisions that managers face in controlling their resources and delivering services to their customers.

Course Outline

Unit I

1. Introducing Service Operations Management: Understanding the Challenges for Operations Managers
2. Developing and Using the Service Concept
3. Understanding Customers and Relationships: Managing Customer Expectations and Perceptions; Designing the Customer Experience

Unit II

4. Managing Supply Networks and Supplier Relationships
5. Designing the Service Process
6. Measuring, Controlling and Managing

Unit III

7. Managing Service Resources
8. Driving Continuous Improvement
9. Creating and Implementing the Strategy

Unit IV

10. Understanding and Influencing Culture
11. Building a World-class Service Organisation

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Service Operations Management: Improving Service Delivery (4e) by Johnston Robert, Clark Graham, Shulver Michael. Pearson Education (2017).

World Class Manufacturing

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course is structured to demystify explanations of the simple techniques that fuelled Japan's industrial success, and to demonstrate how the same methods could be put to work as effectively in Indian factories.

The course is designed to cover what companies aspiring to achieve WCM status, must change; viz. procedures and concepts. This in turn leads to recasting relations among suppliers, purchasers, producers and customers. In order to overcome difficulties inherent in such changes, the course stresses the criticality of employee involvement and interaction – both on the shop floor and in decision making and problem-solving process.

The emphasis will be to explain through success (and failure) stories how companies can go about applying these bold concepts equally in all industries whether the product is computers, pasta or trucks, and to all divisions – from manufacturing and engineering to accounting and marketing.

Course Outline

Unit I

1. Introduction to World Class Manufacturing
2. Value Stream Mapping, Attack on non-obvious waste

Unit II

3. Automation -High Volume Low-Cost and Low-Volume, Low-Cost operations
4. Role of Operators - Data Recording, Data Analysis, Problem Solving
5. Role of Staff - - Industrial Engineering, Maintenance, Design, Quality Assurance

Unit III

6. Total Quality – Delighting the Customers - - Quality Strategies, TQM, Quality Audit and Awards
7. Role of Design – World Class Product Development - - DFMA, Cutting Engineering Lead Times
8. Suppliers – Partners in Business - Vendor Selection & Development

Unit IV

9. Pay & Recognition - Pay for Knowledge & Comparable Worth, Performance Rating
10. Action Agenda - Summary of all the actions required to be a WCM
11. Plant Visits
12. Discussions on the key aspects of WCM in the Reference Books

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

World Class Manufacturing: The Next Decade: Building Power, Strength, and Value by Richard J. Schonberger. Free Press (2013).

The Machine that changed the World by J P Womack, D T Jones, D Ross

World Class Manufacturing by The Lessons of Simplicity Applied” - Richard J Schonberger

Toyota Production System by Taichi Ohno

The Toyota Way by Jeffery Liker.

System and Digital Business Specialisation

Data Mining and Business Intelligent

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the introduction to data mining: introduction, definition of data mining, data mining parameters, how data mining works? (b) to understand the data mining techniques: introduction, statistical perspective on data mining, statistics-need and algorithms focused on business intelligence; and (c) to understand the business intelligence essentials.

Course Outline

Unit I

1. Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining.
2. Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Ethical issues.

Unit II

3. Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.
4. Business Intelligence an Introduction: Introduction, Definition, History and Evolution, BI Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of BI System, Real time Business Intelligence, BI Applications.

Unit III

5. Business Intelligence Essentials: Introduction, Creating BI Environment, BI Landscape, Types of BI, BI Platform, Dynamic roles in BI, Roles of Business Intelligence in Modern Business- Challenges of BI.
6. Multiplicity of BI Tools, Types of BI Tools, Modern BI, the Enterprise BI, Information Workers.

Unit IV

7. Business Intelligence Life Cycle: Introduction, Business Intelligence Lifecycle, Enterprise Performance Life Cycle Framework, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy, Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success. Application of Business Intelligent and Data Mining for Business.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Introduction to Data Mining with Case Studies by G K Gupta.

Cloud Computing and Virtualization

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the enabling technologies and cloud computing models including infrastructure/ platform/ software; (b) to understand the cloud operating system, cloud architectures including federated clouds, scalability, performance, quality of service, data centres for cloud computing; (c) to understand the principles of virtualization platforms, security and privacy issues in the cloud, virtualization techniques and virtualization technology.

Course Outline

Unit I

1. Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business.
2. Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid.

Unit II

3. Cloud Operating System, Cloud Architectures including Federated Clouds
4. Scalability, Performance, Quality of Service, Data centres for Cloud Computing.

Unit III

5. Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology.

Unit IV

6. VMWare ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa

Cloud Computing: Principles and Paradigms by Rajkumar Buyya, Kames Broberg, Andrzej Goscinski

Big Data Analytics with R and Hadoop by Vignesh Prajapati. Shroff / Packt Publications.

Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma

Hadoop in Action by Chuck Lam. Dreamtech Press Publisher.

Advances Database and Data Warehousing

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the data warehousing components –building a data warehouse; (b) to understand the framework of the structure of the data warehouse, granularity; (c) to understand the normalization and denormalization triggering the data warehouse record; (d) developing the multidimensional data model; and (e) to understand the distributed data warehouse, the local and global data warehouse, undistributed data warehouse development.

Course Outline

Unit I

1. Data warehousing components –building a data warehouse, DBMS schemas for decision support – data extraction, clean-up, and transformation tools, monitoring the data warehousing environment.

Unit II

2. The structure of the data warehouse, granularity, partitioning as a design approach, structuring data in data warehouse, data homogeneity and heterogeneity, incorrect data in data warehouse.
3. Normalization and de normalization, triggering the data warehouse record, managing volume, direct operational access of data warehouse data, levels of granularity.

Unit III

4. Data warehouse technology: managing multiple media, interface to many technologies, management of metadata, multidimensional DBMS and data warehouse.
5. Types of data warehouse: the distributed data warehouse, the local and global data warehouse, undistributed data warehouse development.

Unit IV

6. Management analysis: cost justification and return on investments for a data warehouse, corporate information compliance and data warehousing, data warehousing, design review checklist.
7. Application areas of data warehousing and business issues and challenges.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Data Warehousing, Data Mining and OLAP by Alex Berson and Stephen J. Smith. Tata McGraw–Hill Edition, 2007

Data Mining Concepts and Techniques by Jiawei Han and Micheline Kamber. Elsevier, 2007.

Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach and Vipin Kumar. Pearson Education, 2007

Insight into Data Mining Theory and Practice by K. P. Soman, Shyam Diwakar and V. Ajay. Prentice Hall of India, 2006.

Introduction to Data Mining with Case Studies by G. K. Gupta. Prentice Hall of India, 2006.

Data Mining Methods and Models by Daniel T. Larose. Wiley-Interscience, 2006.

Digital Business

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the introduction to digital business, framework of drivers of digital business-, mobile, cloud computing, social media; (b) to understand the e-business- meaning, retailing in e- business-products and services, consumer behaviour; (c) developing the digital business support services- e-CRM, e-SCM, e-banking, ERP, mobile computing; and (d) to know about -building digital business applications and infrastructure, IAAS, SAAS, PAAS, information super highway, collaboration tools.

Course Outline

Unit I

1. Introduction to Digital Business. Background and current status, E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy.
2. Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things (digitally intelligent machines/services) Opportunities and Challenges in Digital Business.

Unit II

3. Overview of E- Business. E-Business- Meaning, retailing in e- Business-products and services, consumer behaviour, market research and advertisement B2B-E- Business-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, mobile commerce and pervasive computing.
4. Digital Business Support services- e-CRM, e-SCM, e-banking, ERP as e –business backbone, Mobile Computing.

Unit III

5. Understanding -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, information superhighway, collaboration tools.
6. Managing E-Business-Managing Knowledge, Management skills for e-business, Launching a successful online business and E - Business project, Legal, Ethics and Societal impacts of E- Business , Managing Risks in e –business Security Threats to e-business -Security Threats, Encryption, Cryptography, Digital Signatures, Digital Certificates.

Unit IV

7. E-Business Strategy- E- Business Strategy and Implementation, E Business strategy and global E- Business, Economics and Justification of E-business, Strategic formulation- Analysis of Company's Internal and external environment, Selection of strategy, E-business strategy into Action, challenges and E-Transition.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

E-commerce from Vision to Fulfilment by Elias M. Awad. PHI, 2002.

Digital Business and E-Commerce Management by Dave Chaffey, 2014.

Introduction to E-Business-Management and Strategy by Colin Combe. ELSVIER, 2006.

Digital Business Concepts and Strategy by Eloise Coupey. Pearson.

Trend and Challenges in Digital Business Innovation by Vinocenzo Morabito. Springer.

Digital Business Discourse by Erika Darics. Palgrave Macmillan, 2015.

Software Project Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development; (b) to understand the project management process, project integration management, the project charter, project planning framework, the contents of a project plan, the planning process; (c) to understand the introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project; (d) to know the organization and project planning, the project team, the project environment; and (e) to understand the managing project procurement and outsourcing , project procurement management, outsourcing.

Course Outline

Unit I

1. An overview of IT Project Management - Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), the business case, project selection and approval, project contracting, IT governance.

Unit II

2. Introduction, project management process, project integration Management, the project charter, project planning framework, the contents of a project plan, the planning process. The Work Breakdown Structure (WBS), the linear responsibility chart, Multidisciplinary teams.
3. Introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project schedule and budget. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk responses and evaluation.

Unit III

4. The Human Side of Project Management- Introduction, Organization and project planning, the project team, the Project environment. The Project Communication, monitoring and controlling the project, the project communications plan, project metric, project control, plan monitor control cycle, reporting performance and progress, Project Leadership and Ethics- Introduction, project leadership, ethics in projects, multicultural projects. Managing Change, Resistance and Conflicts.

Unit IV

5. Managing Project Procurement and Outsourcing Introduction, project procurement management, outsourcing. The Implementation Plan and Project Closure- Introduction, project implementation, administrative closure, project evaluation, project audit.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Information Technology Project Management by Jack T. Marchewka, Wiley India, 2009.

Project Management by S. J. Mantel, J. R. Meredith. Wiley India, 2009.

Software Project Management by Joel Henry. Pearson Education, 2008.

Project Management for Business and Technology by John M. Nicholas. Pearson Education.

Effective Project Management by Robert K. Wysocki and Rudd McGary. Wiley.

Project Management by Brown, K.A. McGraw Hill, 2002.

IT Project Management by Joseph Phillips. Tata McGraw-Hill

Software Project Management by Hughes and Cornell. Tata McGraw-Hill

Knowledge Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the introduction to meaning of data, information, knowledge; (b) to know the conceptual background and framework of knowledge management; (c) understand the knowledge management foundations and solutions knowledge management foundations; and (d) to know the organizational structure, culture, communities and knowledge management practices, information technology as an enabler.

Course Outline

Unit I

1. Introduction to Knowledge Meaning of data, information, knowledge and expertise
Meaning of epistemology, Types of Knowledge - Subjective and Objective views of knowledge, procedural versus Declarative, tacit versus Explicit, general. Specific. Types of expertise – associational, theoretical Characteristics of knowledge – explicitness, teach ability, specificity Reservoirs of knowledge Locations and Intellectual Capital.

Unit II

2. Introduction to Knowledge Management (KM) Meaning of Knowledge Management, Relevance of Knowledge Management in today's dynamic complex environment Forces Driving KM Organizational issues in KM Systems & their role Emergent KM practices Factors influencing Knowledge Management Future of Knowledge Management.
3. Knowledge Management Foundations and Solutions Knowledge Management Foundations: Infrastructure, Mechanisms, Technologies Knowledge Management Solutions and components: Processes (Discovery, Capture, Sharing, and Applications) Knowledge Utilization Process.

Unit III

4. Knowledge Management Infrastructure Organizational Structure Organizational Culture Communities of Practice Information Technology enabler and Infrastructure Common Knowledge.

Unit IV

5. Organizational Impact of Knowledge Management Dimensions of Knowledge Management Impact – People, Processes, Products and Organizational Performance Factors influencing impact – universalistic & contingency view Leadership and Assessment of Knowledge Management Leadership, Knowledge Management Assessment of Knowledge Management Solutions, Impacts Knowledge Workers Barriers to Knowledge Management and IT Dissemination.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Knowledge Management Challenges, Solutions, and Technologies by Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal. Prentice Hall, 2004.

Knowledge Management by Elias M. Awad, Hassan M. Ghaziri. Prentice Hall, 2004.

Knowledge Management in Organizations by Donald Hislop. Oxford University Press.

Applying Knowledge Management: Techniques for Building Corporate Memories by Ian Watson. Morgan Kaufmann, 2002.

Knowledge Management Tools and Techniques by Madanmohan Rao. Butterworth-Heinemann.

Semester IV

Business Ethics and Corporate Governance

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

This course aims to: (a) promote understanding of the importance, for business and the community, of ethical conduct; (b) provide the skills with which to recognise and resolve ethical issues in business; (c) enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting; and (d) encourage reflection on the ethical dimension of your own decision-making in workplace and other settings.

Course Outline

Section I: Business Ethics

Unit I

1. Ethics: Personal Ethics; Business Ethics; Role of Ethics; Personal Ethics & Societal Ethics;
2. Developing Personal Code of Conduct: Formula for success; Mind set: Building self-confidence; Happiness; Stress Management

Unit II

3. Ethics of Business vs. Business Ethics: Historical perspective of Business Ethics; Buddha on Business Ethics; Ethics of Professional Manager.
4. Objectives of Business Ethics; Importance of Business Ethics; Conflict of Modern Business Ethics; Role of Profit in Business Ethics; Role of charity and honesty;
5. What is CSR? Distinction between Fair Trade Practice and Unfair Trade Practice; Corporate Ethics

Section II: Corporate Governance

Unit III

6. What is good Corporate governance? Measures of Corporate Governance under the Companies Act, 2013; Rules of Corporate Governance under Listing Agreement; Corporate Governance as practiced by Indian Boards.
7. Important principles of Corporate Governance practiced in developed countries like USA and UK; Enron Corporation scandal in 2001; Sarbanes Oxley Act, 2002; Current Issues in Corporate Governance; Corporate Governance - Ethical challenge
8. Definition of Corporate Governance under OECD and Cadbury Committee; The Combined Code of Corporate Governance of UK – July 2003; Business Risk Management

Unit IV

9. Evolution of Corporate Governance in India
10. Kumar Mangalam Committee Report on Corporate Governance
11. Naresh Chandra Committee Report on Corporate Governance
12. Narayan Murthy Committee Report on Corporate Governance
13. Important International Reports on Corporate Governance

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Corporate Governance (11e) by Monks and Minnows. McGraw Hill Education (2018).

Business Analytics

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to provide an understanding of the fundamental concepts of the emerging field of business analytics and provides vital tools in understanding how data analysis works in today's organizations. Students will learn to apply basic business analytics principles, communicate with analytics professionals and effectively use and interpret analytic models to make better business decisions.

Course Outline

Unit I

1. Foundations of Business Analytics

Unit II

2. Descriptive Analytics
3. Visualizing and Exploring Data

Unit III

4. Predictive Analytics
 - a. Predictive Modeling and Analysis;
 - b. Forecasting Techniques;
 - c. Simulation and Risk Analysis;
 - d. Introduction to Data Mining

Unit IV

5. Prescriptive Analytics:
 - a. Linear Optimization;
 - b. Applications of Linear Optimization;
 - c. Integer Optimization;
 - d. Nonlinear and Non-Smooth Optimization;
 - e. Optimization Models with Uncertainty
6. Making Decisions: Decision Analysis

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Business Analytics (2e) by R. Evans James. Pearson Education (2017).

Finance Specialisation

Corporate Valuation and Mergers and Acquisition

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

An objective of the course is to expose the student to core valuation concepts, tools and skills required for valuation of a business enterprise.

Course Outline

Unit I: Overview of Corporate Valuation

1. A framework for business analysis and valuation using financial statements
2. Strategy analysis
3. Accounting analysis: accounting adjustments
4. Financial analysis
5. Prospective analysis: Forecasting

Unit II: Valuation Theory

6. Concepts foundation and implementation
7. Discounted dividends; discounted cash flow (DCF) analysis;
8. Discounted abnormal earnings;
9. Valuation based on price multiples.

Unit III: Business analysis and valuation applications

10. Equity security analysis
11. Credit analysis and distress prediction
12. Valuation for Mergers and acquisitions

Unit IV: Mergers and acquisitions

13. Accounting for mergers (Pooling Vs Purchase), their impact on size of B/S and market prices, Goodwill impairment
14. Steps in doing LBO; Reverse merger
15. Are M&A successful - application of event - study methodology and summary of empirical results
16. How and when carry forward losses of target company can be taken by Acquiring Company (Sec 72A of Income Tax Act)
17. Laws relating to M&A - Companies Act, Competition Law, Takeover Code, Insolvency and Bankruptcy Code

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Valuation: Measuring and Managing the Value of Companies (6e) by McKinsey & Company Inc., Tim Koller, Marc Goedhart, David Wessels (2015). John Wiley and Sons.

Business Analysis Valuation: Using Financial Statements (5e) by Krishna G. Palepu, Paul M. Healy. Cengage Publications (2015).

Mergers, Acquisitions, and other Restructuring Activities (8e) by DePamphilis. Elsevier (2016)

Infrastructure and Project Finance

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

This objective of the course is to provide an understanding and appreciation of a financing technique that is widely used to finance infrastructure projects today.

Course Outline

Unit I: An Overview of Infrastructure

1. Demand for Infrastructure;
2. Sustainability and Infrastructure;
3. Definition and Characteristics of Infrastructure; Types of infrastructure companies;
4. Value chain elements; Sources of revenue and financing; Competition and regulation.

Unit II: Infrastructure Investments

5. Infrastructure as an Asset Class;
6. Investors in infrastructure; Risk-return profiles of unlisted infrastructure;
7. Benchmarking infrastructure investments;
8. Portfolio diversification through infrastructure.

Unit III: Organisational Models

9. Privatisation Models;
10. Partnership Models;
11. Business Models;
12. Contractual Models;
13. Financing Models.

Unit IV: Risk Management:

14. General Risks; Project/Asset-specific Risks; Sector-specific Risks
15. Project Finance Basics; Project Finance and PPP; Basic Structure of Project Finance; Structuring Project Financings - Advisory, Project assessment, Risk analysis and allocation, Financing, Implementation and monitoring.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Infrastructure as an Asset Class: Investment Strategy, Sustainability, Project Finance and PPP (2e) by Barbara Weber, Mirjam Staub-Bisang, Hans Wilhelm Alfen. John Wiley & Sons (2016).

Project Financing: Asset-Based Financial Engineering (3e) by John D. Finnerty (2015). John Wiley and Sons.

Structured Finance

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objective of this course is to develop good understanding of securitization structure, economics of structured finance, various structured instruments and valuation techniques.

Course Outline

Unit I: Overview of Structured Finance

1. Financing with Asset-Backed Securities
2. Asset Based Securitisation (ABS): Ratings and Cost-Benefit Analysis
3. Collateralized Debt Obligations: Structure and Pricing;
4. Collateralized Loan Obligations

Unit II: Credit Derivatives

5. Synthetic ABS and related instruments,
6. Credit swaps
7. MTNs and equity-linked structured notes
8. Design and pricing of convertible, hybrids and mezzanine debt
9. Structuring leveraged finance

Unit III: Economics of Financial Innovation

10. Competition and the Product Cycle in Financial Innovations;
11. Sources of Innovations;
12. Transactions and Monitoring Costs; Regulation, Taxes,
13. Constraints; Market Segmentation;

Unit IV: Understanding New Instruments

14. The Building Block Approach;
15. Hedging and Managing New Instruments.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Elements of Structured Finance by Ann Rutledge, Sylvain Raines (2009), Oxford University Press.

Structured Equity Derivatives: The Definitive Guide to Exotic Options and Structured Notes by Harry M. Kat (2011). John Wiley and Sons.

Management of Financial Services

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to (1) examine the present status of the financial services sector; (2) provide an insight into the operating and managerial issues concerning various financial services; and (3) track the developments in the functional areas of financial services industry.

Course Outline

Unit I: An Overview of Financial Services

1. Nature of financial service
2. Classification of financial services
3. The Unique Challenges of management of Financial Services
4. Financial Services as Products; Financial Services as Services

Unit II: Banking and Non-Banking Finance Companies

5. Business and revenue model of banking companies, retail banking
6. and corporate banking, bank financial statements
7. Off-balance-sheet activities of commercial banks undertake.
8. Evaluating the performance of the commercial banking industry

Unit III: Mutual Funds

9. The nature of mutual funds: attributes of the open-end mutual fund, mutual funds and the competitive environment; mutual fund regulation and issues
10. Size, structure, and composition of the mutual fund industry, historical trends, different types of mutual funds, mutual fund objectives,
11. Mutual fund fees and expenses: loads, expenses, and management fees
12. Distribution channel

Unit IV: Other Financial Service

13. Credit information bureaux
14. Credit rating
15. Lease Financing; Hire-purchase finance, and housing finance
16. Factoring and forfeiting business
17. Insurance Business: Life insurance, general insurance and re-insurance.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Bank Management and Financial Services (8e) by Peter Rose and Sylvia Hudgins (2017). McGraw Hill Education.

Mutual Funds: Portfolio Structures, Analysis, Management, and Stewardship by John A. Haslem (2009), John Wiley and Sons.

Alternative Investments

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objective of this course is to explore the world of alternative investments, such as hedge funds, private equity, venture capital funds, real estate, and commodities either directly or through funds of funds.

Course Outline

Unit I: Overview of Alternative Investments

1. History, evolution, types, regulations,
2. Comparison of alternative investments with traditional investments;
3. Categories of alternative investments; Aspects of risk and return; alternative investment funds

Unit II: Commodities and Real Estate

4. Investing in Commodities: Gaining Exposure to Commodities; Commodity Prices Compared to Financial Asset Prices; Economic Rationale; Commodity Futures Indexes.
5. Investing in Real Estate: The Benefits of Real Estate Investing; Real Estate Performance; Real Estate Risk Profile; Real Estate as Part of a Diversified Portfolio; Core, Value-Added, and Opportunistic Real Estate.
6. Investing in Real Estate Investment Trusts; Advantages and Disadvantages of REITs; Different Types of REITs; Economics of REITs.

Unit III: Hedge Funds and Venture Capital Funds

7. Introduction to Hedge Funds: Categories of Hedge Funds; Hedge Fund Strategies; Considerations in Investing in Hedge Funds; Hedge Fund Performance; Hedge Fund Investment Strategy.
8. Investing in Venture Capital Funds: Venture Capital Investment Vehicles; The Life Cycle of a Venture Capital Fund; Specialization within the Venture Capital Industry; Stage of Financing.

Unit IV: Mezzanine Debt and Distressed Debt

9. Investing in Mezzanine Debt: Mezzanine Funds; Venture Capital and the Distinction Between Mezzanine; Financing and Different Forms of Private Equity; Advantages of Mezzanine Debt to the Investor.
10. Investing in Distressed Debt: Distressed Debt and Bankruptcy; Distressed Debt Investment Strategies; Risks of Distressed Debt Investing.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Alternative Investments by Chambers, Black, Lacey. CFA Institute (2018).

Marketing Specialisation

Marketing Strategy

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at creating and sustaining superior performance in the marketplace. It focuses on the two central issues in marketing strategy formulation – the identification of target markets and the creation of a differential advantage. In doing that, it recognises the emergence of new potential target markets born of the recession, increased concern for climate change and disruption from on-going technological advances. It examines ways in which firms can differentiate their offerings through the recognition of environmental and social concerns and innovation.

Course Outline

Unit I: Marketing Strategy

1. Market-Led Strategic Management
2. Strategic Marketing Planning
3. The Changing Market Environment
4. Customer Analysis
5. Competitor Analysis
6. Understanding the Organisational Resource Base

Unit II: Identifying Current and Future Competitive Positions

7. Segmentation and Positioning Principles
8. Segmentation and Positioning Research
9. Selecting Market Targets

Unit III: Competitive Positioning Strategies

10. Creating Sustainable Competitive Advantage
11. Competing Through the New Marketing Mix
12. Competing Through Innovation
13. Competing Through Superior Service and Customer Relationships

Unit IV: Implementing the Strategy

14. Strategic Customer Management and the Strategic Sales Organisation
15. Strategic Alliances and Networks
16. Strategy Implementation and Internal Marketing.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Marketing Strategy and Competitive Positioning (6e) by Graham Hooley, Nigel F. Piercy, Brigitte Nicoulaud, and John M. Rudd. Pearson.

Marketing Research

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objective of the course is to provide a fundamental understanding of marketing research methods employed by well-managed firms. Emphasis will be on the interpretation and use of results rather than on the mathematical derivations. The course focuses on helping managers recognize the role of systematic information gathering and analysis in making marketing decisions and develop an appreciation for the potential contributions and limitations of marketing research data.

Course Outline

Unit I

1. Introduction to Marketing Research
2. The Marketing Research Process and Defining the Problem and Research Objectives
3. Research Design

Unit II

4. Secondary Data and Packaged Information
5. Qualitative Research Techniques
6. Evaluating Survey Data Collection Methods

Unit III

7. Understanding Measurement, Developing Questions, and Designing the Questionnaire
8. Selecting the Sample
9. Determining the Size of a Sample

Unit IV

10. Dealing with Fieldwork and Data Quality Issues
11. Using Descriptive Analysis, Performing Population Estimates, and Testing Hypotheses
12. The Research Report

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Marketing Research (8e) by C. Burns Alvin, Veeck Ann, F. Bush Ronald. Pearson Education (2017).

Product and Brand Management

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

Brands are among the most valuable assets of a company. A strong brand can have a significant impact on consumer purchasing decision by communicating the value of and providing differentiation for products and services. The course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Outline

Unit I

1. Brands & Brand Management
2. Identifying and Establishing Brand Positioning and Values: Customer-Based Brand Equity; Brand Positioning

Unit II

3. Planning and Implementing Brand Marketing Programs: Choosing Brand Elements to Build Brand Equity; Designing Marketing Programs to Build Brand Equity; Integrating Marketing Communications to Build Brand Equity; Leveraging Secondary Brand Associations to Build Brand Equity.

Unit III

4. Measuring and Interpreting Brand Performance: Developing a Brand Equity Measurement and Management System; Measuring Sources of Brand Equity: Capturing Customer Mindset; Measuring Outcomes of Brand Equity: Capturing Market Performance

Unit IV

5. Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies; Introducing and Naming New Products and Brand Extensions; Managing Brands over Time; Managing Brands over Geographic Boundaries and Market Segments.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

The New Strategic Brand Management: Advanced Insights and Strategic Thinking (5e) by Jean-Noël Kapferer. Kogan Page (2012).

Digital and Social Media Marketing

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The proliferation of new technologies such as mobile, cloud computing, and artificial intelligence (AI) have transformed customer behaviour and disrupted marketplaces — both for B2B and B2C markets. As a result, our marketing practices must also evolve. The course aims at exposing the students to the digital economy and using social media channels for marketing their products and services.

Course Outline

Unit I

1. Understanding the Digital Media Landscape: Digital Media Types; Paid Media; Owned Media.
2. Understanding Digital Analytics Concepts: Determining Your Owned and Earned Social Metrics; Owned Social Metrics; Earned Social Media Metrics;

Unit II

3. Creating Facebook Marketing Strategy - From Objectives to ROI; Competitive Research; Strategy Presentation by Participants; Types of Facebook Ads; Facebook Ads vs. Google Adwords.
4. Twitter Strategy Framework: From Objectives to ROI; Twitter for PR, Brand Building, Customer Engagement and Thought Leadership; Leveraging Lists, Hashtags & Trends; Tools to listen and measure Influence on Twitter: Tweet Deck, Klout, PeerIndex, Creating Twitter Marketing Strategy.
5. Leveraging LinkedIn for B2B Lead Generation; Lead Generation through Individual Profiles; Lead Generation as Enterprise: Company Page, Ads, Developer API, Groups.
6. Planning & Creating Multi-channel Social Media Strategy: How to choose relevant Social Media Channels? Creating multi-channel Social Media Strategy

Unit IV

7. Search Engine Marketing: Understanding Google search; Rule based personalization of marketing at internet scale; Overview of Google Adwords, Microsoft AdCenter and Yahoo Search Marketing.
8. Tools of the Trade: Identifying a Social Media Listening Tool; Data Capture; Spam Prevention; Integration with Other Data Sources; Mobile Capability; API Access.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson. Wiley (2016).

Rural and Social Marketing

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

Rural marketing course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. Social marketing examines the adaptation and adoption of commercial marketing principles and practice into the field of social change marketing.

Course Outline

Section I: Rural Marketing

Unit I

1. Introduction to Rural Marketing: Principles of marketing as applied to rural marketing; Evolution of rural marketing; Rural marketing mix; Differences in urban and rural customers; Rural consumer behaviour.
2. Rural Marketing Environment: Rural environment; Rural market segmentation, targeting and positioning; Innovation for rural markets; Products and services in the rural markets; Channels of distribution and trade management, Rural retailing.

Unit II

3. Communication and Pricing: Rural communication and communication strategies for rural market; Advertising and sales promotion strategies; New product launch techniques for rural markets; Pricing in rural markets.
4. Emerging Trends in Rural Marketing: Rural marketing of financial services; Rural marketing of consumer durables; Rural marketing of FMCG products; Role of the government in rural marketing.

Section II: Social Marketing

Unit III

5. Understanding Social Marketing: Defining Social Marketing; Steps in the Strategic Marketing Planning Process.
6. Analyzing the Social Marketing Environment: Determining Research Needs and Options; Choosing a Purpose and Focus; and Conducting a Situation Analysis.

Unit IV

7. Selecting Target Audiences, Objectives and Goals: Segmenting, Evaluating and Selecting Target Audiences; Setting Behavior Objectives and Goals; Identifying Barriers, Benefits, the Competition and Influential Others.
8. Developing Social Marketing Strategies: Crafting a Desired Positioning; Product - Creating a Product Platform; Price - Determining Monetary and Nonmonetary Incentives and Disincentives; Place - Making Access - Deciding on Messages, Messengers and Creative Strategies; Promotion - Selecting Communication Channels.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Rural Marketing by Pradeep Kashyam (Pearson Education India).

Social Marketing in India by Sameer Deshpande (Sage Response).

Human Resource Management

HR Analytics and Knowledge Management

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course is divided into two sections. Section I of the course aims at evaluating and prioritizing the skills needed to sustain performance; build an agile workforce through flexible capability planning; determine how the organization can stimulate and reward behaviours that matter; apply a proven succession planning strategy that leverages employee engagement and drives top-line revenue growth; and recognize risks and formulate responses that avoid surprises. Section II of the course focuses on how knowledge is created, captured, represented, stored and reused so as to fully leverage the intellectual assets of a firm. The tools and techniques for knowledge acquisition, assessment, evaluation, management, organization and dissemination are applied to business situations. Topics include knowledge generation, knowledge coordination and codification, knowledge transfer and reuse, technologies and knowledge management and knowledge management strategies. The goal is to enable you to learn about this practice in the context of managing the design, development and operation of information technologies that can facilitate knowledge management.

Course Outline

Section I: HR Analytics

UNIT- I

1. Introduction to HR Analytics and Maturity Framework and People Practices, Reporting and Data Visualization, Data Analysis - transforming information into insights and then actions. Creating business understanding for HR, Featured Technology Tools and HRIS Systems
2. Descriptive, Predictive and Prescriptive Analytics in HR Evolution of Analytics in decision making, Data Quantification and Analytic Techniques, Statistical Analytics and Predictive Outcomes, Brief of Regression and Correlation Measures, Forecasting & predictions techniques

UNIT-II

3. Strategy Maps aligning with Organization Vision and Developing HRHR metrics examples in recruitment & On-boarding, Key Metrics across Retention, Recruitment and Performance Management. Employee Retention Analysis, Employee Satisfaction Survey; Balance Scorecard
4. Metrics & HR Score cards Analytics in HRM planning and staffing, payroll & compensation management Analytics in HRM planning, Analytics in Payroll and compensation management
5. Employee Effectiveness & Efficiency measure – the behavioral 360-degree performance; Aligning HR analytics with organizational strategy and ROI; Best Practices in Training & Development Analytics, Best Practices and Analytics in workforce planning and staffing, Best Practices in Learning & Development Analytics.

Section II: Knowledge Management

Unit III

6. Knowledge Management Cycles:

- a. People - Identify Skills that need to be introduced / needed that will help preserve the institutional knowledge.
- b. Process - Identify process (Company practices / team practices) that if put in place will help preserve the institutional knowledge.
- c. Technology - Identify Software that if adopted will help preserve the institutional knowledge.

Unit IV

7. Knowledge Management Models

- a. Knowledge Capture and Codification
- b. Knowledge sharing and Communities of Practice
- c. Knowledge Application and Knowledge Management tools.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya. Sage Publications India Private Limited (2017).

Knowledge Management in Organizations by Hislop. Oxford University Press (2013).

Human Resource Planning and Audit

Master of Management Studies (MMS) Semester III: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling students to: (a) determine how the organization's human resource needs are determined and to facilitate understanding on how the organizational talents are effectively utilized; (b) appreciate how an organization may be aligned through differentiation and integration of its human resources to perform competitively; (c) examine the methods used in forecasting human resources and their relative implications; and (d) appreciate the need and importance of human resource development through various training methods, management development techniques, career development and organizational learning.

Course Outline

Unit I

1. Basics of Human Resource Planning
2. Introduction to HRP System: The Emerging Context
3. Process and Functions of Human Resource Planning (HRP)

Unit II

4. Methods and Techniques of Demand Management
5. Methods and Techniques–Supply Management
6. Contemporary Trends in Managing Demand and Supply

Unit III

7. Job Evaluation: Concepts and Methods
8. Competency Approaches to Job Analysis
9. Recruitment and Selection
10. Dislocation and Relocation of Employees Orientation
11. Career and Succession Planning
12. Performance and Potential Appraisal

Unit IV

13. Human Resource Information Systems
14. Human Resource Audit
15. Human Resource Accounting

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Human Resource Planning by James W. Walker. McGraw-Hill Series in Management (1980).

Managing Diversity at Workplace

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course objectives are to: (a) recognize why diversity and inclusion are important to team and organizational success; (b) identify the strengths and challenges of diversity in the workplace; (c) analyse how the dimensions of one's identity shape their views, values, and perceptions in the workplace; (d) manage hidden biases; (e) contribute to an inclusive workplace environment; and (f) establish processes to plan and integrate diversity and inclusion in your organization.

Course Outline

1. The Importance of Diversity and Inclusion in the Workplace
2. What Is Diversity and Inclusion?
 - a. How Diversity and Inclusion Improves Employee and Organizational Performance
 - b. Challenges Within a Diverse Workplace
 - c. Examining Identity and Its Impact on the Workplace
3. Dimensions of Individual Identity
 - a. The Influence of Culture in the Workplace
 - b. The Influence of Hidden Biases
4. Discovering Hidden Biases Through Self-Awareness
 - a. The Effects of Hidden Biases in the Workplace
 - b. Three Strategies to Manage Hidden Biases
 - c. Building an Inclusive Workplace
5. Fostering an Inclusive Workplace
 - a. Addressing a Non-Inclusive Workplace Environment

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Diversity at Work by Arthur P. Brief. Cambridge University Press (2008).

Compensation and Benefits

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at equipping the students with the role of Executive Board in Compensation decision making of the organization. To introduce students with the linkages between talent management and compensation.

Course Outline

UNIT – I

1. Introduction, Compensation committee, Design principles of Executive Pay Philosophy.
2. Latest trends in CEO Pay, Concern areas, Risk Management and Executive Pay, counter measures for Risk: Deferred compensation plans. Board Compensation, Shares, Vesting terms, Performance based equity plans, ownership guidelines, Board meeting, fees, Gifts etc. Corporate Governance, Transparency with shareholders
3. Executive Compensation, Strategy, Long Term Incentives, Market Based plans, non-qualified Stock options, Incentive Stock options, Restricted Stock, Phantom Stock, Performance Based plans. Conceptual Issues, Compensation Risk, Compensation Time Horizon, Expectancy and Agency Theories Base Pay and Annual Bonus

UNIT – II

4. Regulation of Executive Compensation: Shareholder rights and Directors obligations, Compensation Discussion and Analysis, Golden Parachute.
5. Executive Employment Agreements: Formats, Clauses and Law. Major challenges of the compensation committee and related regulations. Customizing Compensation System. Various Pay systems for Work life effectiveness and Total rewards strategy, Compensation and Motivation, Expatriate Compensation practices, Global compensation processes.

UNIT – III

6. Key elements of Performance Management Process Pay for performance, position, competence and failure, CEO Evaluation process: timing, delivery of evaluation, feedback. Developing Evaluation Criteria, Executive Performance Measures

UNIT – IV

7. Forced Ranking: Forced Distribution and Compensations. Balanced Scorecard and Compensation, Performance Metrics and Compensation, Work force productivity and ROI.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Compensation & Reward Management by Biswanath Ghosh. Sterling Publishers (UK), 2012.

Strategic Human Resource Management

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The objective of this course is to develop the perspectives of strategic human resources management and to understand the relationship of HR strategy with the overall strategy

Course Outline

UNIT – I

1. Strategic Human Resource Management – Concept, Definition, Need and Importance, Levels of Strategy & Strategic Planning, Steps involved, Developing HRM Plan.
2. Human Aspects of Strategy Implementation – Organizational Culture, Factors influencing culture, role of Leadership.
3. Organizational Structure and Design – Fundamentals of Organization Design. Importance of Organizational Structure. Attributes of Structure- Differentiation and Integration, various Organizational Structures

UNIT – II

4. Recruitment and Retention Strategies – Introduction, Online Recruitments, Outsourcing Recruitments, Headhunting. Assessment Centres, Employee Retention Challenges, Methods of Retention, Retrenchment Strategies – Introduction, Impact, Retrenchment and Redundancy. Downsizing, Employee Leasing

UNIT – III

5. Managing Human Capital in executing strategy, HR architecture as a strategic asset ,The measurement challenge – aligning performance measurement and strategy implementation , Clarifying and measuring HR strategic Influence, Creating and implementing an HR scorecard, Cost benefit analysis for HR interventions, Roles of CEO, Executive team, line managers and HR function, and workforce metrics, Strategic competencies for HR professionals

UNIT – IV

6. International HRM – Concept of International HRM, why is it needed, -Reasons for the Emergence of IHRM., Cultural Dimensions, Cross –cultural Adjustments and functioning.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbook

Strategic Human Resource Management by Randall S Schuler & Susan E Jackson,

Operations and Supply Chain Management Specialisation

Strategic Quality Management

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at exposing the students to understand the Quality Management concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management. Course Outcome 2: Students will be able to implement the basic principles of Quality Management in manufacturing and service-based organization. The course will also cover concepts of Lean Six Sigma as applied to Quality Management as well as applicable to broader management application areas in business

Course Outline

Unit I

1. Introduction and evolution of quality movement: Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby; Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo
7. Statistical quality control basics
8. Sampling & reliability

Unit II

9. Quality tools and techniques
10. Quality Improvement and Total Employee Involvement
11. JIT manufacturing and Lean manufacturing through waste elimination
12. Six Sigma tools, quality circles

Unit III

13. Statistical Process control, process capability studies
14. Cost of quality – Juran / Crosby
15. CMM / PCMM
16. International Quality Certifications and Awards
17. Quality Management in services – the SERVQUAL Model.

Unit IV

18. Lean Six Sigma: (a) Introduction to Lean Methods – Lean principles, types of waste; (b) Introduction to Six Sigma methodology; (c) Lean Six Sigma Approach, Sigma level, 99.9% problem; (d) Value stream mapping; (e) DMAIC approach; (f) Design for Six Sigma (DFSS); (g) Quality Function Deployment (QFD); (h) FMEA, DFMEA, PFMEA; (i) SIPOC framework and business process improvement; (j) Customer requirements CTQ, VOC.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Total Quality Management (TQM) (5e) by Besterfield Dale H., Besterfield Carol, Besterfield Glen, Besterfield Mary, Urdhwareshe Hemant, Urdhwareshe Rashmi. Pearson Paperback (2018).

Management Control Systems for Supply Chain

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course provides to the students a thorough understanding of the core concepts and key topics of management control and related performance measurement and incentive systems, processes and critical trade-offs in their design and use, as applied to supply chain management.

Course Outline

Unit I

1. Management and Control
2. Action, Personnel and Cultural Controls

Unit II

19. Control System Tightness
20. Control System Costs

Unit III

21. Designing and Evaluating
22. Planning and Budgeting

Unit IV

23. Incentive Systems
24. Management Control-Related Ethical Issues

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).

Supply Chain Risk Management: An Emerging Discipline by Gregory L. Schlegel and Robert J. Trent. CRC Press (2014)

Emerging Trends in Operations and Supply Chain Management

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The field of operations and supply chain management has been evolving continuously over the last three and a half to four decades. The course aims at providing an exposure to the students to the major trends in operations and supply chain management.

Course Outline

Unit I

1. Digital Manufacturing
2. 3D Printing – Additive Manufacturing
3. Industries 4.0

Unit II

4. Artificial Intelligence
5. Internet of Things
6. Augmented and Virtual Reality

Unit III

7. Blockchain
8. Robotics
9. Driverless Vehicles

Unit IV

10. Advanced Analytics and Big Data – Predictive & Prescriptive
11. Cloud Computing
12. Focus on supply chain visibility
13. Sharing economy
14. Evolving customer channels

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Trends in Supply Chain Design and Management: Technologies and Methodologies by Hosang Jung, Fengshan Frank Chen, Bongju Jeong. Springer (2010).

Blockchain Meets Supply Chain: Rewiring Business Operations for the Digital Age by Ken Cottrill, Peter Harris. Amazon Asia-Pacific Holdings Private Limited (2019).

Business Process Reengineering

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

This course deals with different concepts, approaches and applications for business process re-engineering. It illustrates how to take giant strides to attain market dominance in a dynamic business world. The course shows how automation of re-engineered processes can increase competitive advantage for a firm. Using several case studies, the course also shows how different companies have streamlined their processes, reduced their cost of operations, have created cross functional process excellence to increase value proposition to all stakeholders

Course Outline

Unit I

1. The Evolution of BPR: BPR Strategies; BPR Success and Failures; Factors Relating to BPR Success; Factors relating to change management systems and culture; Committed and strong leadership; Factors relating to organizational structure; Factors related to BPR program management; Factors related to BPR Failure; Problems in communication and organizational resistance; Lack of organizational readiness for change; Problems related to creating a culture for change

Unit II

2. Process Management & Improvement: Process management and improvement tools including Six Sigma, Total Quality Management (TQM) and other process management and improvement methods. The difference between these methods and BPR is emphasized by explaining BPR's revolutionary approach while others are evolutionary.

Unit III

3. Business Process Design Framework: Business process design framework based on process modelling and simulation. This framework provides students a systematic approach which they can apply to reengineering of processes. The framework consists of eight steps including case for action and vision statement; process identification and selection; obtaining management commitment; evaluating design enablers; acquiring process understanding; creative process design; process modelling and simulation, and implementation of the new process design.
4. Business Process Tools and Techniques: Workflow design principles and tools used for business process analysis. Some of the graphical tools which are covered in this lecture include general process charts, process activity charts, process flow diagrams, flow charts. Workflow design principles and tools such as establish product orientation in the process, eliminating buffers, one-at-a-time processing, balancing bottleneck flows, minimizing sequential processing and handoffs, scheduling based on job characteristics and minimizing multiple paths.

Unit IV

5. Advanced & Emerging topics in BPR: (a) Digital Transformation of Business processes; (b) Cognitive science in Business Process re-engineering; (c) BPR and

Brilliant Factory processes; (d) Use of Artificial Intelligence in BPR; (e) E-Governance; (f) SMAC and BPR; (g) Process performance and digital technologies – KPI redefinition.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Business Process Reengineering: An Integrated and Holistic Approach by Hadi Al-Abrow. Lambert Academic Publishing (2012).

Project Management

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at examining the elements of sound project management and apply the generally recognized practices to successfully manage projects, including identifying the key processes and requirements of project management, initiating a project, planning for time, cost, project risks, communication, and change control, and execute, manage, control and close a project.

Course Outline

Unit I

1. Introduction to Project Management
2. Organization Strategy, Project Selection, Structure and Culture
3. Estimating Project Times and Costs

Unit II

4. Developing a Project Plan
5. Managing Project Risk
6. Scheduling Resources and Costs
7. Reducing Project Duration

Unit III

8. Leadership: Being an Effective Project Manager; Managing Project Teams
9. Outsourcing: Managing Interorganizational Relations
10. Progress and Performance Measurement and Evaluation
11. Project Closure

Unit IV

12. Advanced topics in Project Management: (a) An Introduction to Agile Project Management; (b) Application of Theory of Constraints to Project Management – Critical Chain Project Management; (c) Earned Value Methodology; (d) Introduction to Project Finance; (e) Emerging Technologies in Project Management.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Project Management: The Managerial Process (6e) by Erik Larson, Clifford Gray. McGraw Hill Education (2017).

System and Digital Business Specialisation

Enterprise Systems

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the enterprise resource planning (ERP) - meaning and concept of ERP, functional view of business processes and how they are integrated using an ERP, merits and demerits of ERP; (b) to understand the enterprise content management – role of content management; (c) to understand the applications areas of ERP, in various industry verticals and business; (d) to understand enterprise portals – concept of an enterprise portal; and (e) to understand the enterprise application integration- challenges in integrating.

Course Outline

Unit I

Applications areas of ERP, in various industry verticals and business such as Banking and Finance, Retail, Telecom, Healthcare, in a common manufacturing cum Marketing organizations, Government etc.

Enterprise Content Management – role of content management – ERP and other transaction related records, web content, and other unstructured content. Integrating Content management in organizational workflows and ERP systems etc Examples of content management tools.

Unit II

Applications areas of ERP, in various industry verticals and business such as Banking and Finance, Retail, Telecom, Healthcare, in a common manufacturing cum Marketing organizations, Government etc.

Unit III

Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.

Enterprise Application Integration- Challenges in integrating various enterprise applications. Modern technologies for application integration.

Unit IV

Application Areas of ERP in SCM, and CRM. Supply Chain Management (SCM) – Need for Supply chain integration, Application overview of supply chain solution, advanced SCM and ERP integration.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Enterprise Systems for Management by Motiwala. Pearson (2008).

ERP Systems and Organisational Change by Bernard Grabot, Anne Mayère, and Isabelle Bazet. Springer (2008).

Strategic Information Technology and Information Technology Resource Management

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the strategic use of information technology for competitive advantage; and (b) to understand emerging trends of information technology to devise organization /business strategy.

Course Outline

Unit I

1. Information Technology and Competitive Advantage: Role of Information systems in organization, key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment; Information Technology vs. Information systems; Two different approaches for gaining Competitive Advantages- Market Based Approach and Resource Based Approach; Strategic Role of IT in gaining Competitive Advantages.

Unit II

2. Use of ERP in Business Process. Business Process Reengineering.
3. Using Information for Decision Making: How organization leverage data/ information for competitive advantage.

Unit III

4. Research on Internet Use: Marketing Online- Online Advertising, Social Media and digital Marketing.
5. Technology Trends. Emerging trends of information technology to devise business strategic; Web related technologies, web media, how to use world wide web for business and marketing purpose; Mobile technology impact of mobile technologies on business and mobile strategy for a business.

Unit IV

6. Creating a Technology Strategy: Developing an IT Strategy; Writing your own strategy- Develop your web, web media and mobile strategy.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Strategic Management of Information Systems by Keri Pearlson and Carol Saunders.

Strategic Management and Information Systems by Wendy Robson.

A Guide to Expert Systems by Donald Waterman.

Strategic Management of Technology and Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright.

Informational Technology (IT) Governance and Compliance

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the need for informational technology governance (COBIT Framework); (b) importance and need of informational technology governance and compliances; and (c) to know the laws, like Informational Technology Act, and Sarbanes Oxley Act.

Course Outline

Unit I

1. Need for IT Governance (COBIT Framework). Introduction to the COBIT Framework as an umbrella Framework., COBIT Domains, Key Process Areas and Process, Implementing COBIT in an organization, An Audit perspective of COBIT

Unit II

2. Importance and need of informational technology governance and compliances, Overview of various Standards and governance framework

Unit III

3. Overview of other compliances: Informational Technology Act, Sarbanes Oxley and the Graham Bleach Act,

Unit IV

4. Standards such as BS-7799/ISO 27000, ITIL/ITSM, RBI and other Banking Regulations and Basel III (for Banks).

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Enterprise Governance of Information Technology: Achieving Alignment and Value, Featuring COBIT 5 by Steven De Haes and Wim Van Grembergen. Springer, 2015.

Strategies for Information Technology Governance by Wim Van Grembergen. IGI Publishing, 2003.

Information System Security and Audit

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the need for information security and audit in an organization identifying information assets in an organization; (b) to understand the framework of concept of systems audit; (c) understand the system and infrastructure maintenance; (d) to know the insights of security administration and operations; and (e) to understand the global and Indian perspective.

Course Outline

Unit I

Need for Information Security and Audit in an organization Identifying Information Assets in an organization. Broad Strategies for managing Information Security risks and importance of information security and audit.

Concept of Systems Audit: Emerging concept of Systems Audit, Time and Cost effectiveness, Convenience, Competent Authorities involved, Role of Systems Auditor, Internal and External Systems Auditor, Role of ERP in Systems Audit, Prerequisites of Systems Audit.

Unit II

System & Infrastructure Maintenance: Review of the existing information flows in the organization, systems in the organization, inputs, process, validation and output, modifications, authorizations, maintenance process, disposal process, Review of Master Files, checking of authorization codes, Logical access and Physical access, maintenance of the confidentiality of the information, Difference between physical and system records.

Unit III

Security Administration & Operations' Audit: Security Threats of the information – Physical and System based, Disaster recovery plans for the information, design and implementation of information validation, role of management in the operations and information security, integrity of information processing, connect of existing internal checks /controls with the information systems Lecture and cases

Unit IV

Global & Indian perspective: Certifications available in Systems Audit, Institutes/Organizations providing the Certifications, connect between traditional audit and systems audit, organizations opting for systems audit, demand and supply gap for system auditors, linkage with the accuracy and reduction of scandals, advanced usage of IT in Systems Audit.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Auditing in a Computerized Environment by Mohan Bhatia. Tata McGraw-Hill.

Contemporary Auditing by Kamal Gupta. Tata McGraw-Hill.

Analysis and Design of Information Systems by V. Rajaraman. Prentice Hall of India

System Applications and Negotiations

Master of Management Studies (MMS) Semester IV: 15 Sessions of Three Hours Each

Course Objectives

The course aims at enabling the students to: (a) to understand the importance, scope and need of case study and applications areas of information technology/information system for business; and (b) to have the practical applications areas of information technology & information system across the various functions and sectors of the industry

Course Outline

Unit I

1. Importance, scope and need of case study and applications areas of information technology and information systems for business.
2. Applications areas of information technology & information System across the various functions of management: Marketing, Finance, Human Resource, Manufacturing and Operations, Supply Chain Management, Logistic, Customer Relationship Management and also as per various different functions of the organizations.

Unit II

3. Applications areas of information technology & Information System across the various sectors of the industry: Manufacturing, Pharmaceuticals and Fine Chemicals, Chemicals & Petro – chemicals, FMCG – home appliances, Food processing, Dairy and dairy products, Mills - paper, pulp, board, textile, Leather - Tanning of leather to making of finished goods, Agricultural Products – grains, jute, cotton, oil seeds, plantation of vegetables, fruits, Heavy industries - automobiles, aircraft, ship building & maintenance, cranes, Constructions – bridges, dams, roads, Power industries – thermal, nuclear, hydro power stations, Merchandising, stockiest, Trading, etc. Insurance, Banking and Finance, Service industry – Hospitals, hotels, Travel and Tourism, transport, Film – manufacturing, distribution, production units, laboratories, editing, exhibitors, Gem and Jewellery – Import of raw export of finished diamond, artificial diamonds, gems and stones.

Unit III

4. Government - Ministries, Departments like defense, police, RTO, passport, visa, customs, central excise, railways, and the IT industry.

Unit IV

5. Significance, need, scope, techniques of negotiations.

Assessment

Final Examination: 60 marks | Internal Assessment: 40 marks

Textbooks

Strategic Management of Information Systems by Keri Pearlson and Carol Saunders.

Strategic Management and Information Systems: An Integrated Approach by Wendy Robson.

A Guide to Expert Systems by Donald Waterman.

Strategic Management of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright

Strategic Technology Management by Betz.