UNIVERSITY OF MUMBAI
No. UG/295 of 2017-18

CIRCULAR:-

Attention to the Directors, of all University Institution and the Directors of all recognized Institutions of Management Studies invited to this office circular No. UG/07 of 2016-17, dated 12th May, 2016 relating to syllabus of Master of Management Studies. They are hereby informed that the proposal submitted by the Chairman, Board of Studies in System Management, under the Faculty of Commerce & Management, have been accepted by Academic Council at its meeting held on 30th July, 2017 **vide** item no.4.12 and that in accordance therewith, the revised syllabus as per the (CBCS) for M.M.S. in Digital Business Management (Sem. III & IV), and the same has been brought into force with effect from the academic year 2016-17, accordingly. (The same is available on the University's website : www.mu.ac.in)

MUMBAI – 400 032   (Dr. Dinesh Kamble)
7th December, 2017   I/c REGISTRAR

To,

The Directors, of all University Institution and the Directors of all recognized Institutions of Management Studies.

A.C/4.12 /30/07/2017

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No. UG/295 -A of 2017-18   MUMBAI-400 032,   7th December, 2017

Copy forwarded with compliments for information to:-

1) The Co-ordinator, Faculty of Commerce & Management,
2) The Director, Board of Examinations and Evaluation,
3) The Director, Board of Students Development,
4) The Co-Ordinator, University Computerization Centre,

(Dr. Dinesh Kamble)
I/c REGISTRAR

UNIVERSITY OF MUMBAI

Restructured & Revised Syllabus under

Credit based Semester and Grading System

For

Master of Management Studies (MMS)

2 Years full-time Masters Degree

Course in

Digital Business Management

(Effective from the academic year 2016 – 2017)

Title

Name of the Programme: - MASTER OF MANAGEMENT STUDIES (MMS) IN DIGITAL BUSINESS MANAGEMENT

Nature of the Programme: - MMS (Master of Management Studies) in Digital Business Management is a 2 year Full time Master's Degree course of University of Mumbai.

Eligibility Criteria

As per the directives of Directorate of Technical Education, Government of Maharashtra

Preamble

Digital Business Management programme provides the essential components of a traditional business degree, plus broad selection of cutting edge technology and advanced marketing techniques. It will help the students to succeed in a highly competitive business environment.

For years, we are witnessing the transition from an analog to a new digital society, (new technologies, business models, forms of organization and communication ...) with the disruptive changes that this implies; the way of doing business and structure the work. This has been a consequence of profound changes that have experienced the most economic sectors, new companies with new business cultures that have revolutionized the prevailing status quo in many economic sectors creating new totally different to the previous settings. We live in a changing stage characterized by complexity, ambiguity, volatility and the speed of the environment.

Society demands more transparency and honesty in the way we communicate and witness the exponential increase in information (external, unstructured, open and real time) to manage decision making. There are new technological tools that will meet in the Master in Digital Business Management allows you to manage more efficiently an organization. A very challenging environment that demands new skills, professional and personal skills required to assimilate in this program. Given the above, the Master in Digital Business Management Mumbai University focuses on the key aspects from both technical and human, to face this new environment guarantees. There is a need for professionals and digital entrepreneurs of our time

Need for Revision and Restructure of MMS in Digital Business Management Curriculum

The curriculum shift is a response to the industries digital infrastructure shift, from information islands to digital infrastructure of systems and services. The Curriculum in Digital Business Management is restructured to focus on digital tools and technologies that are essential in every aspect of the business. Thus, the new design is developed to meet the digital business needs and also to meet the emerging industry demand for masters who can manage digital business and networks. The revision of DBM curriculum is a paradigm shift from Digital marketing to Digital Technology based business programme to a new one focused on using Digital Technology for business process integration.

The Current Scenario

1. Changing global facets of businesses and economies
2. Dynamism in industry practices and evolution of digital technology
3. Emergence of new digital business models and business practices
4. Thrust on Application oriented and experiential learning
5. Expectations of Key stakeholders viz. Students, Industry and Academicians

This has led to
Gaps in Current Curriculum

1. Lack of specialized in depth knowledge in Digital technology based business models.

2. Lack of thrust on current Digital Business Management practices.

3. Absence of cross-functional skills and holistic thinking.

4. The challenge is to become a place, where leadership is promoted and nurtured with a long-term vision.

5. B-schools must be creative and introduce innovative courses for the overall development of the students.

Objectives for New Curriculum

The MMS in Digital Business Management programme prepares a student for a career in diverse sectors nationally as well as globally. **The MMS in Digital Business Management is a Combo programme, facilitates absorption & application of knowledge in Digital Information and Communication System Technology and as well as theory and practice across multiple functional areas of management and enables students to adopt an integrated approach towards real life situations and circumstances.**

1. To thrive in complex reality and to acquire a systemic understanding of what organizations are, how they work and how they can interact effectively with their commercial, social and physical environment

2. To nurture and develop higher consciousness, cognitive flexibility by developing a strong base to build professional career and to channel that knowledge into a targeted career direction

3. To Change mindset of the Learner and to develop well trained leaders and managers who are responsible citizens.

4. Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.

5. Make the course attractive for large number of students to specialize in the existing domains and other attractive new domains like education management, corporate law and consultancy streams.

6. Institutions should also inculcate multitasking abilities amongst students, learning foreign languages and advanced IT knowledge so that they can perform better in the chosen field nationally and internationally

7. Providing more flexibility to individual Institutes for introducing courses/electives.

The goal is aimed at to imbibe and enhance the following skill sets

1. Exposure to Global practices
2. Application of Digital technology and enhancement of Digital technology skills
3. Peer based learning and team work
4. Experiential Learning (Learning by Action and Application)
5. Team building basics and its orientation

With the breadth and depth of our **core** and **electives**, students can take a multi-disciplinary approach or delve deeply into a single area.

Highlights of the New Curriculum

1) additional choices in electives from 1st semester
2) Providing the much needed flexibility to individual Institutes to carve a niche for themselves
3) Reduction in the number of subjects in all semesters to enable students to delve deep into the domain specialization subjects and utilize the time for employment oriented training for their employability.
4) Commencement of Specializations from 3rd Semester.

5) Augmentation in the number of electives starting from 2nd semester to provide greater flexibility and choice from the career perspective.

Structure of the Revised MMS in Digital Business Management Curriculum

The courses under the revised structure and curriculum fall under two categories of **Core** and **Electives. The core subjects are from Digital Business Management domain.** The electives component will provide flexibility and allow the institutes to provide some initiatives in Human Resource Management, Finance Management, Marketing Management, and Operation Management. List of elective courses allows flexibility for institutes to teach courses keeping in mind industry needs and student's profile so as to enable them to position themselves based on their areas of expertise.

The essence of this structure is to encourage students to "**think like a mountain"**, starting with a broad canvas to assimilate knowledge from all facets of management and meticulously move towards acquisition and practice of excellence in a specific and desired domain of expertise.

Learning Pedagogy

1. Foundation Course is the cornerstone of the MMS in Digital Business Management program. It is offered before the commencement of MMS Digital Business Management programme to acquaint with the basics of the course.

2. The first semester is the foothill, where the odyssey begins. A common base of knowledge essential for all management professionals. The first semester shall be consisting of 8 subjects - 5 (five) core and 3 (three) elective from the 10 subjects.

3. Having cleared the foothills, students in the second semester endeavour to attain further skill sets through an integrated frame work, which guides them towards their desired field through subtle introduction of relevant subjects. The second semester would consist of eight subjects of which 5 subjects would be core subjects and 3 subjects would be electives from the 10 subjects.

Teaching Pedagogy

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches. **Some of these techniques are: -**

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions

MMS in Digital Business Management - Semester I (CBGS)
with effect from Academic Year 2016-17

CORE								
		Teaching Hours		**Assessment Pattern**				
Sr. No.	**Subject**	**No. of Sessions of 90 minutes**	**No. of Sessions of 90 minutes per week**	**Continuous Assessment**	**Semester End Examination**	**Total Marks**	**Duration of Theory Paper**	**No of Credits**
1	Perspective Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Statistics	27	2	40 IA	60 IA	100	3hr	4
4	Operations Management	27	2	40 IA	60 IA	100	3hr	4
5	Managerial Economics	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Effective and Management Communication	27	2	40 IA	60 IA	100	3hr	4
2	Business Ethics	27	2	40 IA	60 IA	100	3hr	4
3	Ecommerce	27	2	40 IA	60 IA	100	3hr	4
4	Organizational Behaviour	27	2	40 IA	60 IA	100	3hr	4
5	Introduction to Creativity and Innovation Management	27	2	40 IA	60 IA	100	3hr	4
6	Foreign Language (Other than English)	27	2	40 IA	60 IA	100	3hr	4
7	Negotiation and Selling Skills	27	2	40 IA	60 IA	100	3hr	4
8	IT Skills for Management and Technology Platform	27	2	40 IA	60 IA	100	3hr	4
9	Information Technology for Management	27	2	40 IA	60 IA	100	3hr	4
10	Personal Grooming / Personal Effectiveness	27	2	40 IA	60 IA	100	3hr	4
						Total No of Credits		**32**

UA: University Assessment   **IA: Internal Assessment**

Proposed Revision for MMS in Digital Business Management Syllabus wef AY 2016-17 (Batch 2016-18)

Semester I

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Perspective Management	1	Effective and Management Communication
2	Financial Accounting	2	Business Ethics
3	Business Statistics	3	Ecommerce
4	Operations Management	4	Organizational Behaviour
5	Managerial Economics	5	Introduction to Creativity and Innovation Management
		6	Foreign Language (Other than English)
		7	Negotiation and Selling Skills
		8	IT Skills for Management and Technology Platform
		9	Information Technology for Management
		10	Personal Grooming / Personal Effectiveness

Note:

All subjects / papers for Semester I will be internally assessed by the institute

1. . The Criteria for the internal marks is given below

> The marks of term work shall judiciously awarded depending upon the quality of the term work including that the report on experiments assignments. The final marks will be awarded if the term work warrants the satisfactory the appropriate completion of the assignments. The following weightage of marks shall be given for different components of term work
> - Class test [2 X 20] will be converted into   20 Marks
>   Assignments, Role Plays, Case Studies , Presentations, Projects, Quizzes
> - [2X10] will be converted into   10 Marks
> - Attendance and Class Participation   10 Marks
> [50%- 75% : 03 Marks; 76%-80% 05 Marks 81%- 90%: 07Marks 91% onwards: 10Marks]

2. Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

   Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the

3. University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atelast 6 months in advance before the commencement of the semester.

PROGRAM : MMS in Digital Business Management

Semester	:	I - Core		
Title of the Subject / course	:	Perspective Management		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	explain the relationships between organizational mission, goals, and objectives
2	To comprehend the significance and necessity of managing stakeholders
3	To conceptualize how internal and external environment shape organizations and their responses
4	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
5	To Understand organizational design and structural issues
6	To understand that citizenship involves taking To conscious steps for societal advancement at individual level and organizational level

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Fundamentals for personal and organisational success Fundamentals of personal 1leadership	Lecture, interaction, Discussion. Examining success stories through videos of industry pioneers followed by discussion	The student will be able to look at multiple perspectives that impact Business and life.
2	Management: Science, Theory and Practice – The Evolution of Management Functions of Management Nature and purpose of Planning Objectives, Strategies, Policies and Planning Premises – Decision making – Global Planning	Self-study, Discussion, Quiz	To demonstrate empirical understanding of various organizational processes and behaviors and the theories associated with them
3	Managing your career and understanding organisational dynamics: - Leadership functions and corresponding skills required - Choosing the right positions	Discussion	The student will be able to demonstrate leadership behaviours which will be three pronged: leading self, leading others and leading for change and impact.

Sr. No.	Content	Activity	Learning outcomes
	- Special dilemmas of early career - Landing stretch assignments - Building a network of relationships - Challenges faced by the minority - Developing ethical judgment - Assessing your career		
4	Managing in adversities / Management of crisis	Case Study	The Student will explore different approaches and their consequences during crisis management
5	Social Responsibility, Ethics and Sustainable Development	Discussion, Case study, Group work, Movie, Student Presentation, Debate on MBA Oath	To understand the role of managers and citizens in society
6	Mind control and spiritual Quotient	Literature Reading, Discussion	The Student will learn ways of staying positive and having a healthy mind
7	Role and Responsibilities of a Manager, Effective and Ineffective Managerial styles	Caselets, role plays and discussions	To understand the roles and functions of managers at various (entry, middle and the top) levels
8	Difference between management and leadership, Understanding Level 5 Leadership	Literature reading and Discussion	The student will understand the behavior, skills and mindset of a manager and of a leader.
9	Strategic Management – Definition, classes of decisions, levels of decision, Strategy, Role of different Strategists, Relevance of Strategic Management and its benefits, Strategic Management in India	Discussion, Student Presentations, Case study	The Student will understand various concepts and examples related to Strategic Management
10	Change Management	Discussion, Movies, Case study	The Student will learn about the various steps to be followed to bring about change
11	Total Quality Management	Discussion, Quiz	The Student will understand the concepts and examples of TQM

Text books

1	Principles and Practices of Management by DrKiranNerkar and Dr Vilas Chopde
2	Principles of Management – Davar
3	Essentials of Management – Koontz &Weihrich
4	Strategic Management – V S P Rao& V Hari Krishna

Reference books

1	The Leader Within – DreaZigarmi, Michael O'Connor, Ken Blenchard, Carl Edeburn
2	The Action-Centred Leadership – John Adair
3	Good to Great – Jim Collins
4	Leadership – Rudolph Guliani
5	The Mind and its Control – Swami Budhananda
6	Management – a competency building approach – HeilReigel / Jackson/ Slocum

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	I - Core		
Title of the Subject / course	:	Financial Accounting		
Course Code	:			
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To understand the basic concepts and fundamentals used in financial accounting.
2	To learn all the intricacies of corporate financial statements.

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject will provide basic knowledge of accounting which will be useful and required for the subjects in the area of finance in the upcoming terms

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Accounting Meaning and necessity of accounting Accounting cycle An overview of Financial Statements – Income Statement and Balance Sheet	Lecture and discussion	Clarity and understanding of the basic concepts of accounting and financial statements
2	Introduction and meaning of GAAP, IFRS and Ind AS Important Accounting Standards Concepts used in accounting Concepts related to Income Statement and Balance Sheet Accounting Equation and its relation to accounting mechanics	Theoretical discussion and explanation	Ability to apply the principles and concepts of accounting in preparing the financial statements
3	Accounting mechanics and process leading to preparation of Trial Balance and Financial Statements	Theoretical discussion and exercises	Ability to execute the accounting process-Recording- Classifying and Summarizing. Understanding the use of accounting software
4	Preparation of Financial Statements with Adjustment - 'T' form and vertical form of financial statements Detailed discussion and understanding of various items in Schedule III Preparation of Corporate Financial Statements and Notes to Accounts	Theoretical discussion and problem solving	Detailed and in depth understanding of all the items in the corporate financial statements
5	Revenue recognition and measurement Capital and revenue items Treatment of R & D expenses Preproduction cost Deferred revenue expenditure etc.	Theoretical discussion and exercises	Understanding the principles of revenue recognition and ability to distinguish between revenue and capital income and expenditure and their treatment in corporate financial statements
Sr.	Content	Activity	Learning outcomes

No.			
6	Fixed Assets and Depreciation Accounting	Theoretical discussion and problem solving	Understanding different methods of depreciation and their impact on profitability and asset valuation
7	Evaluation and accounting of Inventory	Theoretical discussion and problem solving	Understanding the concepts of inventory valuation and their effect on profit and cost of goods sold.
8	Fund Flow Statement Cash Flow Statement	Problems and exercises with theoretical discussion	Ability to prepare a statement of changes in financial position with respect to working capital and cash flow.
9	Corporate Financial Reporting – Reading of Annual Report, Presentation and analysis of audit reports and directors report. (Students should be exposed to reading of Annual Reports of companies both detailed and summarized version)	Assignment discussion	Ability to read Annual Reports, Presentation and analysis of audit reports and directors' report
10	Basics of Cost Accounting	Theoretical discussion	Understanding basic cost concepts and ability to prepare a simple cost sheet
11	Ethical Issues in accounting	Theoretical discussion	Understanding the difference between errors and frauds; creative accounting and the Corporate Governance Report.

Text Books

1	Financial Accounting for Management – Dinesh D Harsolekar
2	Financial Accounting –Text and Cases – Dearden and Bhattacharyya
3	Accounting- Text and Cases – Robert Anthony, david Hawkins and Kenneth Merchant

Reference Books

1	Financial Accounting - Reporting & Analysis – Stice and Diamond
2	Full Text of Indian Accounting standard – Taxmann Publication
3	Financial Accounting for Managers – T.P. Ghosh
4	Financial Accounting – R. Narayanaswamy

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	I - Core		
Title of the Subject / course	:	Business Statistics		
Course Code	:			
Credits	:	4	Duration in Hrs.	: 40

Learning Objectives

1	To know statistical techniques
2	To understand different statistical tools
3	To understand importance of decision support provided by analysis techniques
4	To appreciate and apply it in business situations using caselets, modeling, cases and projects
5	To understand Managerial applications of Statistics

Prerequisites if any	Basic Mathematics
Connections with Subjects in the current or Future courses	Operations Research, Economics, Research Methodology, Quantitative Techniques, Project Management, Financial Management, production and operations management,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Revision of Data Representation, Central Tendency and Dispersion Kurtosis and Skewness	Problem solving, cases demonstrating typical uses of mean, mode median, Use of Microsoft Excel, available software	Learner will be able to apply these basic concepts in business situations, Analyse charts graphs to analyse business situations
2	Probability- Axioms, Addition and Multiplication rule, Types of probability, Independence of events, probability tree, Bayes' Theorem	Solving problems and Caselets, Writing short cases	Understand the uncertainty in business situations as probability
3	Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Classical News Paper boys problem(EMV, EVPI)	Problem solving , Creating decision tree, cases	Understand decision under risk, use of conditional expectation as basis for comparison
4	Probability distributions Binomial, Poisson, Normal	Problem solving, Microsoft excel, cases	Use of distributions in Quality control, Six sigma and process control
5	Sampling distribution	Problem solving, Microsoft excel	Importance of Central limit theorem
6	Estimation- Point estimation , Interval estimation	Problem solving, Microsoft Excel	Understand Confidence interval as way of hypothesis testing
7	Hypothesis testing- students t, Chi square, Z	Problem solving, Microsoft excel, cases	Use in research

Sr. No.	Content	Activity	Learning outcomes
8	Analysis of variance- one way, two way	Problem solving, Microsoft excel, cases	Use in research
9	Correlation and regression Analysis and significance	Problem solving, Microsoft excel, cases	Understand Model building

Text books

1	Statistics for Management	Richard Levin , David Rubin, Prentice Hall of India
2	Statistics for Managers	Levine, Stephen, Krihbiel, Berenson, Pearson Education
3	Complete Business Statistics	Aczel Sounderpandian, Tata McGraw Hill

Reference books

1	Statistics for Business and Economics	Newbold, Carlson, Thorne, Pearson Education
2	Statistics for Business and Economics	Anderson, Sweeney, Williams, Cengage Learning
3	Data Analysis and Decision Making	Albright, Winston, Zappe, Thomson

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	I - Core			
Title of the Subject / course	:	**Operations Management**			
Course Code	:				
Credits	:	4	**Duration in Hrs.**	:	40

Learning Objectives

1	To expose a student of Management to operations principles.
2	To understand basic operating principles in product and service industry
3	To be able to apply different analytical techniques of operations Management in different industry sectors like hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc.

Prerequisites if any	Exposure to MS-excel
Connections with Subjects in the current or Future courses	Manufacturing Resources planning and control, Quantitative models in Operations, Operations analytics, Operations applications and cases

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Operations Management, applications in product and service industry, use of competitive advantage	Lecture, examples	Understand the basic concepts and learn how to apply the same.
2	Process analysis in Industry	Lectures, cases	Understand the physical processes
3	Facility location	Lecture, examples	Understand characteristics of equipment, machines and workflow
4	Facility layout	Lecture, examples	Understand characteristics of equipment, machines and workflow
5	Inventory Management, EOQ,ABC analysis, Discount policy	Lecture, examples, cases	Understand how, when, what and how much to order, stock and cost Implications
6	Capacity and introduction to aggregate planning, PPC	Lecture, examples, cases	Understand capacity utilization, overall production planning and Control
7	Basics of MRP	Lecture, examples, cases	Understand concept of dependency
8	Sequencing techniques	Lecture, examples,	Understand and implement optimal ordering of jobs
9	Introduction to Service Operation management	lecture, examples, cases	Understand application of operation to services
10	Work study and method study	lecture, examples	Understand measurement of time Management
11	QC and SQC	lecture, examples	Understand quality and control methods, understand sources of variation and identify them on charts, process improvement

Sr. No	Content	Activity	Learning outcomes
12	ISO systems, Value engineering and analysis	lecture	Understand global standards, cost Reduction
13	Introduction to supply chain management	Lecture	Understand basic concept of supply Chain
	Cases and presentation		

Text books

1 Theory & Problems in Production & Operations Management- S N Chary, Tata McGraw Hill
2 Production & Operations Management -Kanishka Bedi , Oxford University Press

Reference books

1 Production and Operations Management-S N Chary, Tata McGraw Hill
2 Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
3 Operations Management for competitive advantage-Chase & Jacob, McGraw-Hill/Irwin

Assessment

Internal	40%
Semester end	60%

PROGRAMME : MMS in Digital Business Management

Semester	:	I - Core			
Title of the Subject / Course	:	**Managerial Economics**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs**	:	**40**

Learning Objectives

1	To enable the students to understand both the theory and practice of Managerial Economics,
2	To ensure that the students are in a position to appreciate the finer nuances of the subject.
3	To help the students in applying the knowledge so acquired in policy planning and managerial decision making.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) This would be a pre-requisite to the second semester paper on Business Environment, which mainly deals with macroeconomic issues, and, 2) Both Managerial Economics and Business Environment papers also constitute the base for studying Strategic Management, which is a University paper in the third semester.

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Managerial Economics: The meaning, scope and methods of Managerial Economics, Dominic Salvatore model of application of Economics to business decision making. Scarcity, choice & production possibility curve.	Lecture& case study	The students should be able to decipher, analyse and apply the theory and practice of Managerial Economics
2	Consumer Behavior- I: Demand, types of demand, factors affecting demand & demand function. Making of linear demand function & linear demand curve. Law of demand. Consumer's surplus	Lecture& case study	Students develop an understanding of a businessman need to locate various factors affecting demand of his product and plan marketing & business strategies accordingly. Students develop an understanding of the practical application of law of demand.
3	Consumer behavior – II: Concept of elasticity of demand and its significance for a businessman. Types of	Lecture& case study	Students develop an understanding of the various concepts and its applications.

Sr. No	Content	Activity	Learning outcomes
	Elasticity – Price Elasticity of Demand, Income Elasticity of Demand, Cross elasticity of demand & Promotional Elasticity of Demand, Demand forecasting – features, significance & methods		
4	**Supply** – concept of supply, factors affecting supply& the law of supply Determination of equilibrium price :effects of changes in demand & supply on equilibrium price	Lecture & case studies	Students should understand the analytics of supply and demand and its various uses.
5	Production Function: Concept, Isoquant &Isocost analysis	Lecture and a case study	Student should get an holistic understanding of production economy.
6	Laws of returns to scale, economies & diseconomies of scale		
7	Revenue Analysis, Cost analysis and break even analysis	Lecture	Students will follow the relationship between costs, revenues, profits and losses
8	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
9	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
10	Pricing practices: Factors affecting pricing decision. Marginal cost pricing, mark up pricing, transfer pricing, product line pricing, price skimming and penetration price.	Lectures & cases	Awareness of students about various pricing practices.
11	• Profit management • Role of profits in a market economy • Nature and measurement of profit, profit policies • The hypothesis of profit maximization and it's alternatives	Lecture	Students learn about the role of profit in business.

Sr. No	Content	Activity	Learning outcomes
12	• Demand for capital • Supply of capital • Capital Rationing • Capital Budgeting, Net Present Value(NPV), Internal Rate of Return(IRR). • Appraising - the profitability of projects	Lecture	Students should realize the importance of the different methods of capital budgeting as a tool of project management.
13	Presentations by students		Students should realize the importance of the different methods of capital budgeting as a tool of project management.

Text books

1	Managerial Economics in a Global Economy by Dominick Salvatore
2	Managerial Economics by Suma Damodaran
3	Microeconomics for Business by Satya P Das

Reference books

1	Economics by Paul Samuelson and Richard Nordhaus : Indian Adaptation, 19th Edition
2	Managerial Economics by Milton Spencer and Louis Siegelman
3	Managerial Economics: Concepts and Cases by Mote, Paul and Gupta

Assessment

Internal	40
Semester end	60

PROGRAM : MMS in Digital Business Management

Semester	:	I - Elective			
Title of the Subject / course	:	Effective and Management Communication			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	In all social behavior, communication is essential in building and maintaining human relationships.
2	In business, communication is essential for the smooth and efficient conduct of day-to-day transactions/activities.
3	In recent years the importance of communication has greatly increased as a result of the growing complexity of businesses, as also the impact of rapid industrialization, globalization and the advent of modern technologies.
4	English being globally the language of Management, those with good communication skills in English enjoy a distinct advantage in their work and careers.

Prerequisites if any	Decent working knowledge of the English language (including Grammar) is a must, keeping in mind that most business/management transactions in India and internationally are conducted in the English language.
Connections with Subjects in the current or Future courses	English is globally the most widely spoken language and it is the accepted language of the business world. It is the medium of instruction for this course, hence it impacts every subject and future courses.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and Theory of Communication: nature, function & scope; The 7 Cs of communication	2 sessions (3 hrs)	Historical background and the development of communication; Importance and role of communication in everyday life
2	The communication Process: classification , components and models of communication; Problems in communication (Filters)	2 sessions (3 hrs)	Mechanics behind the communication process, difficulties experienced in communication
3	Channels of communication: Formal v/s Informal, Upward, Downward, Horizontal, Grapevine; Barriers to communication.	2 sessions (3 hrs)	Different types of communication, impedance due to extraneous factors called "barriers"
4	Verbal and Non-verbal communication: Listening, Kinesics, Paralanguage, Proxemics	2 sessions (3 hrs)	Important non-verbal parameters in communication
5	Essentials of effective verbal communication: Voice modulation, Tone, Pitch,Knowledge and self confidence	2 sessions (3 hrs)	How to make your communication effective and attractive

Sr. No.	Content	Activity	Learning outcomes
6	Meetings: Types; purpose. Group Discussions: Do's and Don'ts; Committees: Types, Advantages and disadvantages, effectiveness.	2 sessions (3 hrs)	Communication in groups, guidelines to improve performance/effectiveness in group interactions
7	Public Speaking: Preparation, Attire, Posture and Delivery techniques	2 sessions (3 hrs)	How to become a convincing and forceful public speaker
8	Written communication: Business letters, Types, Essentials, Format, common errors. e-mail: format, language and courtesy, common errors.	2 sessions (3 hrs)	Ways to achieve impressive and meaningful written communication
9	Report Writing: Types of Reports, requirements, format	2 sessions (3 hrs)	Correct and effective Report-writing techniques
10	Communication and Culture: Intercultural sensitivities, Business etiquette when dealing with people from different nationalities.	4 sessions (6 hrs)	Understanding cultural diversity and Business etiquette with foreign clients
12	Impact of modern Technology on Business Communication: the paperless office, use of modern devices	2 sessions (3 hrs)	Methods of effective audio-visual communication
13	Cases, sample communications and exercises, audio-visual presentations	2 sessions (3 hrs)	Experiential learning through audio-visual means

Text books

1	Singh Nirmal, "Business Communication : Principles, Methods & Techniques," Deep & Deep Publications, Delhi.
2	Krishna Mohan & Meera Banerji, "Developing Communication Skills," MacMillan.
3	Murphy, Hildebrandt & Thomas, "Effective Business Communications," McGraw Hill.
4	Taylor & Chandra, "Communication for Business: A Practical Approach," Pearson
5	Mukherjee Hory Sankar, "Business Communication: Connecting at Work", Oxford University Press, 2013.

Reference books

1	Doctor & Doctor, "Business Communication," Sheth Publishers.
2	Raman & Singh, "Business Communication," Oxford University Press.
3	Madhukar R. K., "Business Communication," Vikas Publishing House
4	McKay, Davis and Fanning, "Communication Skills," B. Jain Publishers Pvt Ltd, New Delhi.

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	Business Ethics		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives
2	To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
3	To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
4	To expect an Integrity-driven work place scenario from students
5	To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission
6	To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

Prerequisites if any	A thorough understanding of the amalgam of Class Room and Work place driven learning of business studies.
Connections with Subjects in the current or Future courses	1. Perspective Management 2. Ethos in Indian Management 3. Corporate Social Responsibility 4. Organisational Behaviour

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Ethics : Types, Characteristics** Need, Theories, Merits and Limitations. Moral disintegration in contemporary times and need for it to be controlled.	Discussion, Text Book, Electronic Presentations	Getting to know of the basis and basics of Ethics
2	**Role and Features of Business.** How Business and Ethics are to be conjoined used integrally to each other. Merits of using Ethics in Business.Chanakya and Gandhi philosophy.	Discussion, Text Book, Electronic Presentations	The compulsive connection between Business and Ethics. How does it help the Business.
3, 4 & 5	**Theory of Ethics.**Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behaviour of managers; Code of	Discussion, Text Book, Electronic Presentations	Strong knowledge of the theory and written material on Ethics, Integrity and Ideologies

Sr. No.	Content	Activity	Learning outcomes
	ethics; Competitiveness, organizational size, profitability and ethics; Cost of Ethics in Corporate ethics evaluation.		
6	**Business and Ecology** / Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal , Economic & Environmental Sustainability	Discussion, Text Book, Electronic Presentations	Importance and respect for Ecological Environment. Green Legislations
7, 8	**Compliance and Legal Aspects of Ethics** General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct	Discussion, Text Book, Electronic Presentations, Seminar by Legal Experts / NGOs, Special Session by experts in Business and Law fields.	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.
9, 10	**Environment of Ethics** Economic Environment. Economic Growth and Business. Relationship between Profitability and Ethics. Role of Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International mores.	Discussion, Text Book, Electronic Presentations	Role of Government, Trade Bodies, Economy in Business Ethics.
11	**Corporate Governance and Ethics** Code of Conduct, Citizen's Charter, Employee Welfare, Labour Legislations and Privileges, Collective Bargaining, Fair Wage, Sexual Harassment at Workplace, Vishaka V State of Rajasthan guidelines, Future of Governance in Business.	Discussion, Text Book, Electronic Presentations	
12	Live Case Studies, Projects,		

Sr. No.	Content	Activity	Learning outcomes
& 13	Presentations, Submission by Students in Consultation with Industry and Academic Faculty mentors		

Reference books

1	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House.
2	Chandrashekhar, Ethics
3	Chakraborty, Business Ethics

Text books

1	W. H Shaw, Business Ethics
2	Satheesh Kumar, Corporate Governance
3	Hosmer and Richard, The Ethics of Management

Assessment

Internal	40%
Semester end	60%

PROGRAMM:MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	Ecommerce		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives	
1	To understand the Introduction to Electronic Commerce: Meaning, nature and scope
2	To understand the Business to Consumer E-commerce Applications
3	To Understand Business to Business E-Commerce and applications
4	To analysis the Electronic Payment Systems and Order Fulfillment
5	To focus on the Security Issues in E-Commerce
6	To understanding the Management Challenges and Opportunities of E- Commerce:

Prerequisites if any	Basic understanding of E- Commerce
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Management Challenges and Opportunities of E-Commerce to the business

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing,procurement, and online marketing and advertising E-commerce ,resources and infrastructure planning	Lecture	1. To understand basic concepts of online business 2. To know insides of Ecommerce 3. To know how technology helps bridging gaps in business
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order	Lecture & cases	

Sr. No.	Content	Activity	Learning outcomes
	receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment Management; Post sales services.		
3	Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing – Traditional web Promotion: Web counters; Web advertisements.	Lecture	
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e –commerce.	Lecture and cases	
	Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security. Salient provisions for Security and Privacy, ; Legal and Regulatory Environment for e-commerce, cyber laws in India and their limitations Taxation and e - commerce; Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm Management Challenges and Opportunities of Ecommerce		

6	New Business Model, Required Changes in Business Processes, Channel Conflicts, Ethical issues in e –commerce.
7	Case Studies and Presentations.

Text books

1	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee

Reference books

1	CIO magazine- www.cio.com
2	Technology Forecast- Price Waterhouse Coopers
3	McKinsey Quarterly- www.mckinseyquarterly.com
4	"XML Web Services Professional Projects" Authors: GeetanjaliArora&SaiKishorePublisher: Premier Press ISBN: 1931841365
5	"Service-Oriented Architecture: A field Guide to Integrating XML and Web Services" Author: Thomas ErlPublisher: Prentice Hall ISBN: 0-13-142898-5

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	Organizational Behaviour		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization as a whole.
2	to provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And also to provide understanding about related concepts such as Org. Structure, Design and Culture.
3	To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to OB	Lecture	Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
2	Personality: Meaning and Determinants of Personality	Lecture	Comprehend the meaning and determinants of personality and the effects of perception, attitude and values on work
3	Perception, Attitude and Value	Lecture	Understand the concepts of group dynamics, team effectiveness , team roles and conflict management
4	Motivation Concepts : Motives	Lecture	Distinguish between the various theories of motivation and their application in organizations
5	Group Behaviour and Group Dynamics	Lecture	Define the concept of leadership and distinguish between a number of different leadership theories
6	Organisational Design: Structure, size, technology	Lecture	Identify the different bases of power; and discuss how individuals and groups use power in organizations
7	Leadership: Concepts and skills of leadership	Lecture	Understand the impact of organizational culture and structure on organizational behavior
8	Organisation Development	Lecture	Define the concept and practice of change management and

Sr. No.	Content	Activity	Learning outcomes
			organizational development; with an analytical insight related to application of interventions strategically.
9	Understanding of the Concept of Defence Mechanism; Types of Defence Mechanism; Role of Defence Mechanism in Personality, Perception & Attitude; Significance & Relevance of Defence Mechanism for Interpersonal Relations and Group Dynamics	Video & Role Play	Enhanced understanding of the behavior of superiors, peers and subordinates especially in problem situations and the ways to deal with them more effectively.
10	Case Studies and Presentations		

Text books

1	Any textbook of Psychology of undergraduate course (only for Defence Mechanism)
2	
3	

Reference books

1	Understanding Organizational Behavior – Udai Pareek
2	Organizational Behavior – Stephen Robbins
3	Organizational Behavior – Fred Luthans
4	Organizational Behavior – L. M. Prasad (Sultan Chand)
5	Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6	Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7	Organisational Behaviour – Meera Shankar – International Book House Ltd
8	Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9	Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10	Organisational Behaviour – McShane – McGraw Hill Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	Introduction to creativity & Innovation Management		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To make students aware of their own creative potential and the various ways that each one can contribute to innovation in an organization context
2	To learn tools and techniques for creativity and Innovation
3	To appreciate the importance and impact of innovation in todays business context
4	To understand the process of innovation
5	To understand the various issues related to managing innovation in an organization context

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is creativity and innovation - importance and impact	Lecture/ small in-class exercises	☐ Students realize that everyone is inherently creative – and they need to nurture this creativity ☐ Students understand the difference and relationship between such terms as creativity, invention , innovation etc
2, 3 & 4	Tools for Creativity	Workshop style activities	Students are exposed to various tools and approaches to stimulating creativity and innovation. Some of these could include – Viewing from Multiple (stakeholder perspective), Lateral Thinking, 6 Thinking Hats, Brainstorming, Use of Analogies and metaphor, Problem reframing etc
5	Basic concepts of Innovation,Types of Innovation	Lecture	Students are now familiar with the various concepts and vocabulary related t innovation – such as incremental innovation, 4Ps of innovation, Disruptive innovation , Innovation in products, processes, experiences, business model etc
6	Historical perspective on innovation in products, processes, business etc	Lecture	Students begin to appreciate how innovations have taken place over the past several decades – the historical perspective sensitizes them to the various drivers and factors which led to or deterred these innovation. These could include but not limited to laws, government initiatives in terms of policy and R&D spends, technology

Sr. No.	Content	Activity	Learning outcomes
			available, etc. They also learn about various milestones – and realize that a timeline based study of any industry could help identify triggers/opportunities for innovation –
7,8	Over view of the Innovation process	Lecture/video eg IDEO's Shopping cart video/ small in-class exercise to help students actually experience the innovation process – from observation to ideation, concept development, prototyping etc	☐ Student learns the importance of each stage of the innovation process and how to work through each stage ☐ The stages understood include contextual inquiry/ immersive study, insight development, ideation , concept development, prototyping , validation
9	Innovation processes and practices in Highly Innovative companies	Lecture/Discussion	Students understand how various leading innovative companies such as IDEO, Apple, Samsung, 3M, Google etc innovate and develop a comparative understanding of their approach , tools and techniques and processes for innovation
10	Developing an Innovation culture	Lecture	☐ Students understand the basic concept of culture , the elements of and the unique attributes of a culture for innovation ☐ Students realize the barriers to innovation in an organization context and how these could be overcome
11	Managing an Innovation project	Lecture/ case /examples to highlight challenges faced in managing innovation	Students develop and understanding of the various problems faced in managing an innovation project in an organizational context and how can it be managed effectively as a project
12 13	Strategic innovation Management	Lecture	☐ Students realize how Innovation can provide a competitive advantage ☐ Students become familiar with strategic innovation methods/ frameworks used at a strategic level such as Blue Ocean Strategy, Scanario planning , Osterwalder's Business Model Canvas etc ☐ Students realize how innovation can help in creating Intellectual property which can be create entry barriers for competition ☐ Students also become familiar with the

Sr. No.	Content	Activity	Learning outcomes
			challenges of evaluating innovation either for recognition or funding
14	Presentations & Case Studies/		
15	Presentations & Case Studies/		

Text books

1	Innovation management – Besant and Tidd
2	Innovation and Entrepreneurship – Besant and Tidd
3	Ten Rules of Strategic Innovation – Vijay Govindrajan

Reference books

1	Ten Faces of Innovation – Tom Kelly
2	Design Lead Innovation by Prof Sten Ekman et all
3	Edward DeBono – books related to Lateral thinking, 6 thinking hats
4	The Innovator's Dilema – Clayton Christensen
5	Business Model innovation by Osterwalder
6	The Art of Innovation – Tom Kelly

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	I - Elective			
Title of the Subject / course	:	**Foreign Language (Other than English)Chinese**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	China is the world's fastest growing economy and hasbecomes the factory of the world, also the world's supply chain and logistics is heavily focused towards China. China being one of the few countries in the world which has not adopted English it becomes imperative to learn Chinese to enable business dealings with the country.
2	Many multinationals have invested in China, because of the cheap labor and other such comprehensive factors available here we can take the example of Apple which manufactures most of its phones in China There is hardly any country that does not have business dealings withChina. Thereforethe advantage of learning this language is huge.
3	The course should be able to enable basic communication in Chinese so that one can understand simple Chinese words and phrases
4	To be able to use Chinese in everyday situations such as greeting a person asking for directions in short to be able to interact in a simple manner.
5	Carry out simple conversations with Chinese people.
6	Read and write simple phrases in pinyin (spelling Chinese words with the western alphabet) Read signs written in Chinese and be able to read simple notices documents and articles written in Chinese
7	Understand the elements of Chinese characters and evaluate the advantages as well as limitations of a pictographic writing system in contrast with western writing systems Understand the construction of Chinese characters recognizing approximately 120 Chinese characters as well as the radicals
8	Reflect on cultural differences and similarities between Indian and Chinese societies, for example with regard to housing and family relationships and gender roles as well as treatment of minorities and the elderly.

Prerequisites if any	none
Connections with Subjects in the current or Future courses	none

Module

Sr. No.	Content	Activity	Learning outcomes
1	☐ Course introduction. ☐ Chinese pronunciation and the five tones. ☐ Chinese sentence structure and grammar.	1sessions 3 hours each	Preparatory foundation to be able to progress towards learning the language
2	☐ Simplified Chinese characters and Pinyin Romanization system. ☐ Greeting and Introducing each other. ☐ Meeting family members. ☐ The verbs 姓 (xìng), 叫 (jiào), 是 (shì) and有 (yǒu).	2 sessions of 3 hours	Able to converse in rudimentary Chinese Example (你好! !How do you do?) Able to make simple inquiry

Sr. No.	Content	Activity	Learning outcomes
	☐ The adverbs 不 (bù), 也 (yě), 都 (dōu). ☐ The particles 的 (de). ☐ Usage of 二 (èr)/两 (liǎng). ☐ Questions ending with 吗 (ma) and 呢 (ne), questions pronouns. ☐ Measure words.		(你是哪国人？Where do you come from?)
3	Routine and everyday aspects Dates & Time – taking someone out to eat on his/her birthday and inviting someone to dinner. Hobbies – Talking about hobbies and would you like to play ball? Visiting friends – visiting a friend's home and at a friend's house. Asking Directions Direction and Location Words Direction and Location Words Comparative Sentences with 没(有) (méi{yǒu}) 3 那么(nàme) Indicating Degree 4 到(dào) + Place + 去(qù) + Action Going to Chinatown Seeing a Doctor Seeing a Movie Turning Down an Invitation Renting an Apartment Traveling to Beijing Checking In at the Airport Arriving in Beijing	3sessions of 3 hours	Have a high comfort level if visiting China or if entertaining Chinese visitors to India
4	The adverbs还 (hái) and 才 (cái). The particles吧 (ba) and 了 (le). The conjunction 那么 (nàme). The modal verb 想 (xiǎng). The preposition 在 (zài). Numbers (0, 1–100). Dates and time. Word order in Chinese. Alternative questions, affirmative + negative (A-not-A) questions, questions with 好吗 (hǎo ma). 去 (qù) + action. Verb + object as a detachable compound. 一下 (yíxià) and 一点儿 (yìdiǎnr) moderating the tone of voice	2 sessions 3 hours	Learn to write simple words
5	covers the following topics: 开学, 宿舍，在饭馆儿，买东西, 选课. Adverbs 真 and 难道.	2 session 3 hours	Construct simple sentences

Sr. No.	Content	Activity	Learning outcomes
	Dynamic particle 了. Preposition 至于. The 是…的… construction. 除了…以外; 再说; 得很; 那(么). 一 + v; 又adj/verb, 又adj/verb. Emphatic 是; 无论…, 都… Conjunction 于是; adj/v+是+adj/v, 可是/但是…再, 又, and 还 compared. 要么…, 要么…. Also connecting sentences, existential sentences, conjunctions, topic-comment sentence structure, resultative compliments. Words and phrases include 恐怕 (I'm afraid; I think perhaps), 差不多 (about; roughly), 一般 (generally speaking), 不怎么样 (not that great; just so-so), 这(就)要看…(了) (that depends on...) , 比如(说) (for example), …什么的 (…Etc.), (要) 不然 (otherwise), 非…不可 (have to; must), 受不了 (unable to bear), 不过 (but), 这样 (in this way		
6	having students learn to **write** traditional or simplified characters progressing to simple paragraphs and essays	2 session 3 hours	Be able to write simple paragraphs or articles
7	☐ Geography, climate, people. ☐ Ethnicities, religion, government. ☐ Chinese culture & Business etiquette. ☐ Cultural differences & sensitivities	1 session 3 hours	Important to be able to understand and respond to cultural differences and respect them

Text books

1	Integrated Chinese, Level 1, Part 1, Textbook (website http://ic.cheng-tsui.com/)
2	Integrated Chinese, Level 1, Part 2, Textbook
3	Integrated Chinese, Level 1 Part 1 Character Workbook, 3rd Edition (Simplified & Traditional)

Reference books

1	New Practical Chinese Reader 2 Dvd (Only) (English And Chinese Edition)Jan 1, 2005by Liu Xun
2	Practical Audio-Visual Chinese 1 2nd Edition (Book+mp3) (Chinese Edition) Oct 1, 2008by Guo Li Tai WAN Shi Fan Da XueGuo Yu Jiao XueZhongXin
3	Colloquial Chinese: The Complete Course for Beginners (Colloquial Series)2nd Edition ISBN-13: 978-0415434157 ISBN-10: 0415434157

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	Negotiation & Selling Skills		
Course Code	:			
Credits	:	4	**Duration in Hrs** :	40

Learning Objectives

1	The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2	The module is designed to introduce the students to the basic elements of the selling
3	The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
4	It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation	Lecture	Developing basic understanding of students related to Negotiation.
2	Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator	Lecture	Providing deeper insight relatedto Negotiation framework
3	Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement	Lecture	Familiarizing students with basics of models in negotiation and strategies
4	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	Role Play on Negotiation	Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
5	Understanding Successful Selling Process & Models (7 Steps Model)	Lecture	Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
6	Customer Focussed Selling, Art of Persuasion	Lecture	Creating awareness about importance of customer in selling process

Sr. No.	Content	Activity	Learning outcomes
7	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	Guest Session with industry experts	Familiarizing students with different approaches required For selling different stakeholders
8	Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects	Lecture	Familiarizing students with different approaches required for selling to different segments of customers.
9	Strategic Selling for Start-ups	Guest Session with industry experts	Creating awareness about challenges and opportunities available in Start-ups domains
10	Body Language for Negotiation & Selling	Role Plays on Selling	To enhance effectiveness of a Salesperson by understanding Clues provided by body language.
11	Case Studies and Presentations		

Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	The Essentials of Negotiation – Harvard Business School Press
2	Negotiations Selling by Sameer Kulkarni – Excel Books
3	Negotiation & Selling by R. K. Srivastava – Excel Books

Reference books

1	Organizational Behavior by Fred Luthans (9th edition)
2	Managing Conflict & Negotiation by B. D. Singh – Excel Books
3	Getting to Yes by Roger Fisher & William Ury –Random House
4	Negotiation Handbook by P. J. Cleary – Printice Hall of India
5	ABC's of Selling Skills by Charles M. Futrell – McGraw Hill
6	Sales Management Analysis and Decision Making by Thomas Ingram & Raymond LaFarge – Published by DRYDEN
7	How to Handle Conflict & Confrontation by Peg Pickering – Natl Seminars Publications

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	IT Skills for Management and Technology Platform		
Course Code	:			
Credits	:	4	**Duration in Hrs**	:	40

Learning Objectives

1	To have the basics practical skills of information Technology(i.eHardware - Software , Database, Networking, Communication Technology)with its application and usage.

Prerequisites if any	Basic understanding of IT Skills for Management and Technology Platform
Connections with Subjects in the current or Future courses	Will connect and have application of information technology and technology platform skills

Module

Sr No.	Content	Activity	Learning outcomes
1	To, understand the conceptual background of Hardware - Software – (Systems Software, Application Software and Packages) Introduction and Fundamentals of operating system- Windows, Unix/Linux. Introduction and knowledge of Internet operations. World Wide Web , Emerging communication technologies	Lecture	
2	Introduction to Software Packages & practical knowledge of **Microsoft Word** **Microsoft Excel** – Formulas, Graphs, Basis statistical formulae. **Microsoft Power Point** – Creating effective presentations **Microsoft Access** - Introduction to DBMS concepts, creating a database, Basic queries. **Tally –** Journal Entry, Ledger posting, Preparation of Balance Sheet Emerging technology of office Automation systems **Lab Sessions of Document Preparation & Presentation Skills**	Lecture & cases	1. To know data analysis and database management with Microsoft Excel 2. To know management of data using Microsoft Access 3. To know how to prepare interactive business presentation
3	**Practical hands on experience of Internet and Web Technology**	Lecture	

	Internet Technology Understanding Websites Understanding Domain Names & Domain Extensions Web Server & Web hosting Web Designing ,Home page designing Website Content designing, Joomla, query, knowing & Adding Payment Gateways, Web Hosting, Mobile Technology & Business On-line Business Mechanism Hands on experience of Emerging communication technology **Lab Sessions**		
4	**Case Study and Practical Exercises With Lab Sessions**	Lecture and cases	

Text books

1	Work-study by ILO

Reference books

1	Rajaraman, V. (2004). Introduction to Information Technology.PHI.
2	Turban, Rainer and Potter (2003). Introduction to information technology.John Wiley and sons
3	Sinha, P.K., PritiSinha (2002). Foundation of computing.BPB Publications.
4	Ram, B. (2003). Computer Fundamentals. New Age Publication

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	I - Elective			
Title of the Subject / course	:	Information Technology for Management			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To understand the significance of information technology, conceptual framework of networking, communication technology, database etc. for individual & business management
2	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.

Prerequisites if any	Basic understanding of Information Technology for management
Connections with Subjects in the current or Future courses	Will connect conceptual framework of Information Technology for Management at individual and organizational level.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Historical perspective of information technology and business.	Lecture	
2	Functioning of computer hardware and software components, characteristic from user and buyers perspectives.	Lecture & cases	
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 , fiber optics)	Lecture	
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.	Lecture and cases	1. Learning of basic concepts and components of IT 2. Learning different application of computer and IT in business 3. Application of It across the industries
6	Impact of information on business, business alignment across the function and sectors and society	Lecture & Cases	
7	Case study and presentation	Lecture & Cases	

Text books	
1	Information Technology for Management	by Rainer , Porter and Turban.
2	Introduction to information technology	byRajaramman.
3	Information technology for Management	DrChandrahaunschavan& B lal

Reference books
1	E- Business: road map for success, Ravi Kolkata and Marcia Robinson.
2	Competitive strategic by Michael Porter
3	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee
4	Principles of information Systems by ralph stair & George Reynolds

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	I - Elective		
Title of the Subject / course	:	Personal Grooming / Personal Effectiveness		
Course Code	:			
Credits	:	4	**Duration in Hrs** :	40

Learning Objectives

1	Identify personal thinking habits and their impact
2	Understand and address the barriers to personal effectiveness
3	Apply clear and effective communication skills
4	Develop effective time management skills and the ability to cope with stress

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Know Yourself – Self Discovery		Know yourself (Your Values, Abilities and Goals)
2	Developing a Positive Attitude and Values		Identify influences of their attitudes towards success, achievement, and disappointment both in personal and professional lives
3	Grooming - Corporate Etiquette and Manners		Enhancing corporate and social Image, learning grooming basics and personal hygiene management
4	The Art of Listening		An understanding of the key role listening plays in the ability to solve problems, work effectively with customers, and be a valuable team member.
5	Body Language		Using body language to increase your personal impact
6	The Art of Speaking		Ability to communicate competently in groups and organizations
7	GD and PI Skills		Augment skills related to this important dimension of the selection process in organizations
8	Written Business Communication		Organize and present information for maximum impact and clarity
9	CV. and Resume writing		Understand and write a functional resume , versus a chronological resume, writing cover letters

Sr. No.	Content	Activity	Learning outcomes
10	Working in Groups and Teams		Enhance capabilities to lead and succeed and for that you need to be a good team player
11	Time Management		Identify typical time-wasters and create solutions to overcome them
12	Stress Management		Ability to deal with stress and pressure effectively
13	Career Planning		How to develop a personal development plan

Text and Reference books

1	Super Self: Doubling Your Personal Effectiveness by Charles Given
2	The 3 Pillars of Personal Effectiveness by TroelsRichte
3	The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey
4	Personality Development and Soft skills by BarunMitra

Internal	40%
Semester end	60%

MMS in Digital Business Management - Semester II (CBGS)
with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Marketing Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Management	27	2	40 IA	60 IA	100	3hr	4
3	Operations Research	27	2	40 IA	60 IA	100	3hr	4
4	Business Research Methods	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Management	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Legal Aspect of Business	27	2	40 IA	60 IA	100	3hr	4
2	Event Management	27	2	40 IA	60 IA	100	3hr	4
3	Business Environment	27	2	40 IA	60 IA	100	3hr	4
4	Digital Perspective for Managers	27	2	40 IA	60 IA	100	3hr	4
5	Corporate Social Responsibility	27	2	40 IA	60 IA	100	3hr	4
6	Business Systems and Procedures	27	2	40 IA	60 IA	100	3hr	4
7	Entrepreneurship Management	27	2	40 IA	60 IA	100	3hr	4
8	Management Information Systems	27	2	40 IA	60 IA	100	3hr	4
9	Developing teams & Effective leadership	27	2	40 IA	60 IA	100	3hr	4
10	Intellectual Capital and Patenting	27	2	40 IA	60 IA	100	3hr	4
						Total No of Credits		**32**

UA: University Assessment   **IA: Internal Assessment**

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester II

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Marketing Management	1	Legal Aspect of Business
2	Financial Management	2	Event Management
3	Operations Research	3	Business Environment
4	Business Research Methods	4	Digital Perspective for Managers
5	Human Resource Management	5	Corporate Social Responsibility
		6	Business Systems and Procedures
		7	Entrepreneurship Management
		8	Management Information System
		9	Developing teams & Effective leadership
		10	Intellectual Capital and Patenting

Note:

All subjects / papers for Semester II will be internally assessed by the institute

2.   . The Criteria for the internal marks is given below

The marks of term work shall judiciously awarded depending upon the quality of the term work including that the report on experiments assignments. The final marks will be awarded if the term work warrants the satisfactory the appropriate completion of the assignments. The following weightage of marks shall be given for different components of term work

- Class test [2 X 20] will be converted into   20 Marks
  Assignments, Role Plays, Case Studies , Presentations, Projects, Quizzes
- [2X10] will be converted into   10 Marks
- Attendance and Class Participation   10 Marks

[50%- 75% : 03 Marks; 76%-80% 05 Marks 81%- 90%: 07Marks 91% onwards: 10Marks]

2   Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the

4   University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures at least 6 months in advance before the commencement of the semester.

PROGRAM : MMS in Digital Business Management

Semester	:	II - Core		
Title of the Subject / course	:	Marketing Management		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process.
2	The scope of marketing management is quite broad and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices.
3	This module is to learn the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.
4	This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department and every specialization.
5	The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning outcomes
1	Introduction to Marketing Concept Evolution of Marketing from Production to Sustainability & Customer Orientation		Students will develop basic understanding of concepts in the marketing with respect to historical development of the subject
2	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India Demand States & Marketing Tasks Company Orientation towards the Market Place		Making students familiar with the Fundamental concepts and vocabulary or practices from business perspective in the Organization.
3	Marketing Environment : Marketing Environment and Evaluation of Market Opportunities like Services, Rural & International		Understanding of the Marketing environment to help students to compare various opportunities available in various sectors.
4	Market Research & Marketing Information Systems and Demand		To familiarize students with various concepts related to

Sr. No.	Content	Activity*	Learning outcomes
	Forecasting and Market Potential Analysis		market research and its utility.
5	Consumer Buying Process & Organizational Buying Behaviour		Helping students to focus on Important issues related to success in consumer buying behavioural process vis a vis organizational buying behaviour process.
6	Pillars of Marketing - Market Segmentation, Target Marketing, Positioning & Differentiation		Imparting knowledge of various important marketing concepts.
7	Marketing Mix and Product Decisions – Product Life Cycle, & Brand		Various practices related to The important aspects of marketing in decision Making
8	New Product Development Process		Understanding mechanism of developing a new product related process
9	Pricing Decisions		To understand the pricing dynamics being practiced by the organizations in different Sectors
10	Distribution Decisions – Logistics & Channel Decisions (Retail, E-commerce, etc.)		Understanding of operational issues in order to support marketing-process
11	Promotion Decisions – Integrated Marketing Communications Concept: Advertising, Sales Promotions, Public Relations, Direct Marketing; Communication Tools		To familiarize students with various concepts related to Communication Design Process in effective marketing practices
12	Personal Selling & Sales Management		To understand the important aspects direct marketing in the Changing circumstance with the help of latest development
13	Overview of Marketing Strategies: BCG, Ansoff, GE, Shell Model, Porter Generic Model, 5 Forces Model, PLC, 7s Model of Marketing, A Little Model, Value Chain Model		To make students understand basics of various models and their application in their field of work
14	Case Studies and Presentations		

*Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	Marketing Management (A South Asian Perspective) by Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson Education
2	Marketing Management by R. Varshney, S. Chand
3	Marketing Management by Rajan Saxsena, Tata McGraw Hill

Reference books

1	Basic Marketing by Jr., William Perreault, Joseph Cannon and E. Jerome McCarthy
2	Marketing Management – Planning, Implementation and Control by V.S. Ramswamy and S. Namakumari, McMillian
3	Business Marketing Management by M. Hutt, Cengage Learning

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS in Digital Business Management

Semester	:	II - Core			
Title of the Subject / course	:	**Financial Management**			
Course Code	:				
Credits	:	4	**Duration in Hrs.**	:	**40**

Learning Objective

1	To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2	Students should learn to analyze corporate financial statements and other parts of the annual report.

Prerequisites if any	Knowledge of financial accounting
Connections with Subjects in the current or Future courses	This will work as the basic subject for the elective subjects coming in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Objective of financial management Functions and decisions of financial management Indian Financial system - Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system	Lecture and theoretical discussion	Understanding the basic concepts of corporate finance and Indian financial system
2	Financial performance analysis using Ratio Analysis	Lecture, exercises and assignment	Ability to analyse the financial statements of companies using ratios
3	Working Capital Management - Estimation and Financing Inventory Management Receivables Management Cash Management	Lecture, exercises and case discussion	Ability to calculate the working capital requirements; analyse working capital policies and understanding operating and cash cycle
4	Financial Planning and Forecasting Meaning and importance of financial planning Approaches to financial planning Preparation of Pro-forma Income Statement and Balance Sheet Computation of external financing requirements	Lecture and exercises	Ability to prepare pro-forma financial statements and calculate the EFR
5	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Capital Budgeting and Investment Decision Analysis	Lecture, exercises and case discussion	Ability to use various evaluation techniques like NPV, IRR, PI, payback period etc. for evaluating capital expenditure decision
6	Sources of Finance - Short Term and Long Term	Theoretical discussion	Understanding the features and characteristics of various financing options
7	Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach	Lecture and exercises	Understanding different capital structure theories and the impact of D/E ratio on EPS

Sr. No.	Content	Activity	Learning outcomes
8	Capital Structure Planning and Designing capital structure based on EBIT and EPS/MPS approach Factors affecting capital structure	Lecture and exercises	Ability to design the optimal capital structure
9	Capital Structure Planning and Leverage Analysis: Operating, financial and total Capital Structure Planning and cost of capital	Lecture and exercises	Ability to calculate DOL, DFL and DCL
10	Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach	Lecture and exercises	Understanding the impact of dividend payout ratio and retention ratio on company's financial position

Text Books

1	Financial Management – M.Y. Khan and P.K. Jain
2	Financial Management – Prasanna Chandra

Reference Books

1	Financial Management – I. M. Pandey
2	Principles of Corporate Finance – Myers and Brealey
3	Fundamentals of Financial Management – James Van Horne
4	Financial Management: theory and practice – Brigham Eugene F; Ehrhardt, Michael C.

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	II - Core		
Title of the Subject / course	:	Operations Research		
Course Code	:	For Office use		
Credits	:	4	Duration in Hrs	: 40hrs

Learning Objectives

1	To know optimizing techniques
2	To understand its use in decision making in business
3	To Identify and develop operational research model from realsystem
4	To appreciate the mathematical basis for business decision making

Prerequisites if any	Statistics for management, Operations and production management, economics
Connections with Subjects in the current or Future courses	Project Management, Quantitative Techniques,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Linear Programming- Formulation, Solution by graph, Simplex, Duality, post optimality and Sensitivity Analysis	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand application in business. Data Envelopment Analysis as extension of LPP model
2	Transportation problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special cases of LPP and apply in appropriate situation
3	Assignment Problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special case of LPP and apply in appropriate situation
4	Game theory- Zerosum games	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand Competitive environment of business
5	Decision Theory- Under Risk, Uncertainty, decision tree	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand project management techniques
6	Waiting lines model- $(M|M|1):(FIFO|\infty|\infty)$ with cost implication	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand queue model as a measure of performance of system
7	Simulation- queue system, inventory and demand simulation	Create models in Microsoft Excel	In want of assumptions of the model a working system can be created

Text books

1	Operation Research – AN introduction- HamdyTaha, Prentice Hall Of India
2	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill
3	Operations Research Theory and Applications- J K sharma, Macmillan Business books

Reference books

1	Principles of Operations Research –Wagner, Prentice Hall of India
2	Operations Research- Hilier, Liberman, Tata McGraw HIll
3	An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	II		
Title of the Subject / course	:	Business Research Methods		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To understand the importance of research and various methods that researcher used to investigate problems
2	Applying Modern Analytical tools for Business Management Decisions
3	To derive strategies from the research
4	To understand the challenges in collecting the data collection and analysis
5	To interpret the data to make meaningful decisions.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Research	Lecture	Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.
2	Research Problem and Formulation of Research Hypotheses	Lecture	Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.
3	Research Design	Lecture	Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design
4	Primary and Secondary Data	Field Work	Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method

Sr. No.	Content	Activity	Learning outcomes
5	Attitude Measurement and Scaling	Lecture	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
6	Questionnaire Design	Lecture	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method
7	Sampling and Data Processing	Case Study and SPSS / Excel	Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.
8	Univariate and Bivariate Analysis of Data	SPSS Lab / Excel	Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate Data
9	Testing of Hypotheses	Analyzing Primary Data	Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.
10	Chi-square Analysis	Analyzing Primary Data	Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions
11	Analysis of Variance	Lecture and Analyzing Primary Data	Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design
12	Research Report Writing and Ethics in research	Lecture	Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and

Sr. No.	Content	Activity	Learning outcomes
			Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations. Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research
13	Presentation / Report	PowerPoint	

Text books

1	Business Research Methods – Cooper Schindler
2	Research Methodology Methods & Techniques – C.R.Kothari
3	Statistics for Management – Richard L Levin

Reference books

1	D. K. Bhattacharya: Research Methodology (Excel)
2	P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
3	Saunder: Research Methods for business students (Pearson)
4	Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
5.	Business Research Method–Alan Bryman & Emma Bell–Oxford Publications
6.	Business Research Methods – Naval Bajpai – Pearson Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	II - Core		
Title of the Subject / course	:	Human Resource Management		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To prepare a student for a career in industry and services.
2	To facilitate learning in modern concepts, techniques and practices in the management of human resources
3	To expose the student to different functional areas of Human Resource Management to enhance the effectiveness.

Prerequisites if any	
Connections with Subjects in the current or future course	Foundation for Advance subjects in HRM

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Organizational Behaviour		Nature and scope of OB, Concepts of Personality, Perception, Attitude and Value, Concepts of Group Behaviour and Group Dynamics. Concept of Leadership and skills of Leadership
2.	Organization Design: Structure, Size and Technology	Lecture	Identify the different bases of power; and discuss how individuals and groups use power in organizations
3	Human Resource Management	Lecture	Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital. Understand the scope to HRM and its relationship to other social sciences
4	Organization of Personnel Functions	Lecture	Study the personnel function with respect to its organization , polices and responsibilities in an organization
5	Manpower Planning	Lecture	Understand the importance and the process of man power planning, the process of job analysis, compare and contrast methods used for selection and placement of Human resources.
6	Motivating Employees	Lecture	Understand the application of the different theories of motivation , explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition
7	Performance Appraisal Systems	Lecture	Discuss the importance and process of Performance Management, Organizational Strategic Planning and Succession Planning
8	Training & Development	Lecture	Describe the steps required to analyze needs , develop and evaluate an employee training and development programs in organizations

Sr. No.	Content	Activity	Learning outcomes
9	Management of Organizational Change	Lecture	Define the concept and practice of change management and organizational development; with an analytical insight related to application of OD interventions strategically
10	HRD Strategies for Long Term Planning & Growth	Lecture	Discuss different types of HRD strategies for increasing productivity and long term planning for an organization
11	Introduction to Digital HRM	Lecture and Explanation	Concept of e-HRM, requirements for smart HRM, understanding the concepts of e-recruitment, e-selection and e-learning, Systems application in HR (Payroll management and Performance Appraisal), Context of e HRM and its implementations, Business policy changes with e-HRM, e-HRM and smart restructuring of the HRM functions, cloud based HRM, HRM analytics, Social Media in HRM, future of e-HRM

Text book

1.	Understanding Organizational Behaviour --- Udai Pareek
2.	Organizational Behaviour -- Stephen Robbins
3.	Organizational Behvaiour – L.M. Prasad [Sultan Chand]
4.	Human Resource Management P. Subbarao

Reference Books

1.	Organizational Behaviour-McShane-McGraw Hill Publications
2.	Personnel Management – C.B. Mammoria
3.	Dessler: Human Resource Management(Prentice Hall India)
4.	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
5.	D. K. Bhattacharya: Human Resource Management (Excel)
6.	VSP Rao – Human Resource Management(Excel)
7.	Dessler: Human Resource Management(Prentice Hall India)
8.	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
9.	Gomez: Managing Human Resource (Prentice Hall India)
10	Organizational Behaviour –International Book House Ltd
11.	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	II – Elective			
Title of the Subject / course	:	**Legal Aspects of Business**			
Course Code	:				
Credits	:	4	**Duration in Hrs.**	:	40

Learning Objective

1	To learn about the important provisions of some of the important business laws
2	To get exposure to important provisions of Indian IT Act and Cyber Laws

Prerequisites if any	None
Connections with Subjects in the current or Future courses	Students in all the specialisations must have a minimum knowledge of important business laws. The applications of law will be in many subjects they will study in the Second Year

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Business Laws for Managers- The Indian Contract Act 1872 The Sales of Goods Act 1930 Negotiable Instruments Act The Consumer Protection Act 1986	Lecture And Case Laws (12 Hours)	Understanding the law and concepts of Parties to the contract, consideration and other legal concepts related to a contract Understanding the meaning of Sales of goods and the rights and duties of vendor and Consumer under the Act Understanding the various negotiable instruments available under the Act Understanding the rights and duties of consumers under the Consumer Protection Act
2.	**Cyber Laws**	Lecture And Case Laws (02 Hours)	Genesis, Object and scope, Encryption, Symmetric Cryptography, Asymmetric Cryptography, RSA Algorithm, Public Key encryption Digital Signature-Technology behind Digital Signature, Creating and Verifying a Digital Signature-Digital Signature and PKI-Digital Signature and the Law.
3.	**Introduction to Cyber crimes**	Lecture and Case Studies (6 Hours)	Definition, cybercrime and information security, Classes of cybercrime and categories, Cyber offences, Cybercrimes with mobile and wireless devices

4.	**Jurisdiction in the cyber world across the world**	Lecture and Case Studies (6Hours)	Cybercrime law in Asia, Cybercrime & federal laws, legal principles on jurisdiction and jurisdictional disputes W.R.T. the internet in united states of America, Cybercrime legislation in African region, Foreign judgments in India
5.	**Indian IT Act 2000**	Lecture and Case Studies (08Hours)	Information Technology Act, 2000(Complete including digital signature, certifying authorities and E-governance), Positive aspects, weak areas Amendments to the Information Technology Act, 2008 Challenges to Indian law and cybercrime scenario in India Protection of cyber consumers in India
6.	**Intellectual property Rights**	Lecture and Case Studies (3Hours)	Intellectual Property law basics Types of Intellectual Property Agencies responsible for Intellectual Property registration International organizations, Agencies and Treaties Increasing importance of Intellectual Property Law
7.	**Copyright issues in Cyberspace**	Lecture and Case Studies (3Hours)	Relevant provisions under Copyright Act, 1957 regulating copyright issues in Cyberspace;
			Online Software Piracy – legal issues involved;
			Analysis of sufficiency of provisions of Copyright Act to deals with Online Software Piracy.
			Trademark issues in Cyberspace – Domain Name; Cyber squatting as a form of Domain Name dispute; Case law.

Text and Reference Books

1	Legal Aspects of Business – AkhileshwarPathak
2	Legal Aspects of Business – David Albuquerque
3	Business Law – N.D. Kapoor
4	Herman T. Tavani. Ethics & Technology, Ethical Issues in an Age of Information and Communication Technology,3rd Edition, John Wiley & Sons, Inc., 2011
5	Cyber Laws – Singh Yatindra
6	Cyber Crime – Bansal S K
7	Cyber law , E-commerce & M-Commerce – Ahmand Tabrez
8	The Indian Cyber Law, Second Edition 2001, Vishwanathan Suresh T., Bharat Law House.

PROGRAM: MMS in Digital Business Management

Semester	:	II – Elective			
Title of the Subject / course	:	Event Management			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To Appreciate event management as a professional endeavour
2	To understand the chain of events that goes into successful event management

Prerequisites if any	None
Connections with Subjects in the current or Future courses	Students in all the specialisations must have a minimum knowledge of Event Management

Module

Sr.No.	Content	Activity	Learning Outcomes
1.	**Scope and nature of Event Management:** Definition, Variables, Types of events, The impact of events, Timelines, What is an event worth?, What makes someone a good event manager? **Developing a concept and planning:** The need, Expectation determination, Developing concepts, The stakeholders, Planning processes	Lecture and Exercises	To understand importance of Event Management
2.	**Organizing the resources required:** Location, Organizing physical resources and services, Financial resources, Managing financial resources, Marketing resources, Outsourcing resource requirements **Catering - Food and Drink:** Determining food and beverage needs, Choosing a caterer, Other catering considerations.	Lecture and Exercises	Students will learn about the resources required for organizing the event through exercises
3.	**Promoting an event:** Marketing an event, Target marketing, How to determine the target, The marketing mix, How to promote a private event, How to promote a public event **Managing the clientele:** Accessibility, Queuing theory, Negative situations	Lecture and Exercises	Students will be able to do the marketing of Events
4.	**Risk management, legalities and contingency planning:** Planning for the unexpected, Risk analysis, Tools for identifying risks, Negating risk, Contingency planning, Legal issues, Insurance, Security at events **Delivering the event:** Some things to consider before setting-up day, After the event	Lecture and Exercises	To understand about the risks involved in the event management business
5.	**Organising celebrations and parties:** A children's party, A wedding, A reunion, A street party **Organising exhibitions:** Guidelines for planning a show or exhibition **Organising conferences and seminars:** Organising a conference **Working in the events**	Exercises	Actual experience

industry: Education, Job profiles			
Text Books			
1. Event Management, Wagen and Carlos, Pearson 2. Event Planning & Management. Diwakar Sharma, Deep and Deep Publications 3. Successful Event Management, Shone & Parry, Thomson Learning 4. Event Management , John Mason			
Reference Books			
1. The Business of Event Planning: Behind-the-Scenes Secrets of Successful Special Events, Allen, J, Canada: Wiley 2. Planning Special Events. , Armstrong, J S, New York: Josse Bass Wiley. 3. Professional Event Coordination , Rutherford Silvers, J and Goldblatt, J. New York: Wiley			

Assessment

Internal	40%
Semester end	60%

PROGRAMME :MMS in Digital Business Management

Semester	:	II Elective			
Title of the Subject / course	:	**Business Environment**			
Course Code	:				
Credits	:	4	**Duration in Hrs**	:	40

Learning Objectives

1	To sensitize the students to the multi-faceted environment of business. to
2	enable them to appreciate the finer nuances of the environment, and,
as 3	to improve their ability to operate effectively in the contemporary globalized world managers or entrepreneurs

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1: It would also deal with macroeconomic issues, and, thus become an essential sequel to Managerial Economics dealing with microeconomics in Semester I, and, 2: it would be an essential pre-requisite to the University paper on Strategic Management in Semester III.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Business environment - definition, nature and scope, distinction between internal and external environment of business, limitations of environmental analysis.	Lecture	The students should be able to decipher, analyse and understand the environment of business.
2	Socio-cultural environment of business: elements of culture, the impact of culture on business, multiculturalism	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
3	Political environment of business: The State and it's branches, political ideals including liberty, equality, fraternity and tolerance. The politics of coalition governments	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
4	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.
5	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.

6	Ecological issues and sustainable development	-- Do --	The students should be able to decipher, analyse and understand the environment of business.
7	National Income: Growth and development. Interconnectivity between macroeconomic variables & Business Cycles.\n\nThe concept of Inclusive growth\n\nSubsidies, JAM (Jandhan, Aadhar and Mobile) and the "Make in India Campaign".	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on Economy as well as on business.
8	Money and Banking: including money supply, demand for money, credit creation.	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business
9	Central Banking and Monetary Policy: instruments of credit control, objectives of monetary policy. **Inflation: the concept**, demand pull, cost push inflation. Inflation & monetary policy	Lecture	Students should be able to understand the various instruments of credit control, and its impact on economy and business.
10	Budget, budgetary deficit, fiscal deficit and fiscal policy: aims, objectives and efficacy.	Lecture and a case study	Students will develop understanding about the Union Budget and its impact on the various sectors
11	The LPG model (Liberalisation, Privatization and Globalisation) : genesis, features, problems and prospects	Lecture	Students should develop an understanding of the opportunities & challenges of the policies relating to LPG with reference to business.
12	Balance of Payments. International trade blocks, IMF, IBRD, WTO.	Lecture	Students should develop a holistic understanding of the external sector as well as multilateral organization.
13	Presentations by students		Students should develop a holistic understanding of the external sector as well as multilateral organization

Text books

1	Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th edition
2	Indian Economy by Mishra and Puri
3	Macroeconomics for Management students by A. Nag

Reference books

1	Business Environment and Public Policy by R A Buchholz
2	Economic Survey by Ministry of Finance, Government of India - Different issues
3	World Development Report by the World Bank - different issues

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	II - Elective			
Title of the Subject / course	:	**Digital Perspective for Managers**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs**	:	**40**

Learning Objectives

1.	To apply the latest digital tools and technology for achieving business goals.
2.	To learn more about current trends in Digital technology and Business
3.	To use social media and digital channels to strategically engage management, employees, partners and suppliers.

Prerequisites if any Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Digital Business Life Cycle-** Stages of Digital Business life cycle- Overview of Use of IT in Business, Definition and characteristics of Digital Business, Difference between Digital Marketing and Digital Business Management Management is going Digital	Literature review	To understand the distinctive characteristics of the Digital Business and Digital Business Management
2.	**Emerging Tools and Technologies for Managers** Overview of concepts such as ERP, SCM, CRM, Data Base Management, , Data warehousing, Business Intelligent, Knowledge Management	Lecture, Workshops and Seminars	Conceptual Understanding
3.	**Social Media** - Why Social Media, Building Relationship via FB, LinkedIn, Twitter and Youtube Heading comments, Social media content base creation, Application of social media in different areas of business, Face Recognition tools	Discussion and exercises on social media	Student should be able to understand importance of social media in modern business. Use of social media strategy in Marketing, Human Resource and Finance
4.	**Mobile Technology** - Concept of mobile web, mobile apps, mobile	Discussion and	Student should be able to understand use of smartphone in business, Use of

	marketing and mobile payments	exercises on Mobile apps	different Google apps, mobile apps, M-commerce and mobile payment systems
5.	**Analytics-** Web Analysis and intelligence tools, Introduction to Google analytics, Social media analytics, Social Media goals and KPI, Tools for Social Media Analysis Concept of Big Data Analysis	Discussion and exercises	Student should be able to understand use of analytics in decision making and importance of Big Data analysis in Consumer Driven Economy
6.	**Cloud Computing -** The digital collaboration tools, Leveraging the cloud for competitive advantage	Discussion	Student should be able to understand how cloud computing useful in collaboration of business and how it helps to cut costs
7.	**Cyber Security For Digital Business** Introduction to Cyber crimes, Difference between Hacking and Cracking, Types of Hackers Types of Cyber Crimes- E-mail crimes, Social Networking Crimes, Financial Frauds/Banking Frauids, Cell Phone Technology Crimes Cyber Safety-Do's and Dont's	Case Study and presentation	Student should be able to understand the precaution to be taken while doing Digital Business Management

Text books

1	Digital Business Concepts and Strategies-Eloise Coupey

Reference books

1	Digital Disciplines – Attaining Market Leadership Via the Cloud, Big Data, Social, Mobile and the Internet of things - Joe Weinman- Wiley Publication
2.	Social Media Analytics- Effective Tools for Building, Interpreting and Using Metrics-Marshal Sponder –McGraw Hill
3.	Business Models for Social Mobile Cloud: Transform your Business using Social Media, Mobile Internet and Cloud Computing –Ted Sholton -PWC
4.	Code Halos: How the Digital lives of People, Things and Organizations are Changing the rules of Business- Cognizant Technology Solutions

Assessment

Internal	40%
Semester end	60%

PROGRAMME: MMS in Digital Business Management

Semester	:	II - Elective			
Title of the Subject / course	:	**Corporate Social Responsibility**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs**	:	**40**

Learning Objectives

1	A fundamental assumption of Ethics & Social Responsibility is that organizations exists in uncertain, changing environment and continually confront new challenges and problems. Managers must find solutions to these concerns if organizations are to survive, prosper and perform effectively.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Corporate Social Responsibility (CSR) – Meaning and Scope	**Case Study**	1. To have a good understanding of the different ways in which CSR can be managed effectively and integrated throughout an organization and acquire the practical skills to develop, manage and measure the impact of a CSR strategy.
2.	CSR Models	**Case Study**	
3.	CSR and Business Ethics	**Case Study**	
4.	Role of Institutions in CSR	**Case Study**	
5.	Environmental Aspect of CSR: Environmental Issues for India and the world(Global Warming, Waste Disposal & Pollution) and CSR Efforts of Indian Companies for mitigation of these problems	**Case Study**	2. Understand the ways in which CSR interventions can be planned, implemented, monitored and evaluated in an organization
6.	CSR and Corporate Sustainability: Introduction to Sustainability; Sustainability and its Challenges	**Case Study**	3. Create an integrated approach to embed CSR within the core business and culture of an organization
7.	Global CSR	**Case Study**	
8.	Understanding Framework for Rating CSR: Global Reporting Initiatives, ISO 26000	**Case Study**	
9.	Project on CSR	**Case Study**	4. Comprehend the ways in which CSR can make meaningful contribution to a sustainable culture within an organization

Text books

| 1 | MadhumitaChatterji, *Corporate Social Responsibility*, Oxford University Press. |
| 2 | Krishnamoorthy : *Environmental Management* (Prentice – Hall India) |

Reference books

| 1. | Michael Blowfield and Alan Murray, *Corporate Responsibility*, Oxford University Press. |

Assessment

| Internal | 40% |
| Semester end | 60% |

Semester	:	II – Elective			
Title of the Subject / course	:	Business Systems and Procedures			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1.	To understand Business as an integrated system
2.	To develop process thing for developing procedures
3.	To Make students aware of various business functions and responsibilities

Prerequisites if any	None
Connections with Subjects in the current or Future courses	

Module

Sr.No.	Content	Activity	Learning Outcomes
1.	Systems and Procedures – Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering– Interviewing – Analysis – Writing – Implementation – Review- Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies.	Lecture and Practical	To understand the Standard operating procedures
2.	Understanding accounting procedures for Cash Sales - Credit Sales - Cash Receipts – Donations – Travelling Expenses – Writing off Bad Debts – Sale of Scrap. Principles of Internal Control – Study of Internal Control in Select Procedures such as Recruitment, Payment of Salaries and Wages, Verification of Inventories and Work in Progress, Verification of Fixed Assets and Investments	Lecture and Practical	To understand standard Accounting procedures
3.	Lean Office – Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map. Digital Office –Overview of Office Automation Systems – Use of technologies such as Bar Coding, RFID, Biometry and Mobile Computing for redesigning office procedures.	Lecture and Practical	To understand Lean office concept
4.	Study of the following Systems and underlying Procedures. Point of sale (POS) system in an organized retail store, Purchase Order System in a manufacturing organization, Attendance Recording System in a factory, Kitchen Order Ticket (KOT) System in a Restaurant, Just in Time Inventory System in a manufacturing organization.	Lecture and Practical	To know about systems in different industries
5.	Presentation of individual/group projects in Process Mapping, Improvement and Writing SOP's for an entire range of activities for a segment in a manufacturing/ service organization.	Practical	Hands on experience
Text Books			
	1. Business Process Management – A Rigorous Approach by Martyn A Ould , British Computer			

Society, First South Asia Edition.			
Reference Books			

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS in Digital Business Management

Semester	:	II – Elective		
Title of the Subject / course	:	Entrepreneurship Management		
Course Code	:			
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To acquaint the students with both the theory and practice of Entrepreneurship,
2	to expose the sudents to the finer nuances of the subject, and,
3	to re-orient the outlook of students towards new business ventures and start ups and also to help them to look at these as a possible career option.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) Entrepreneurship Management would both supplement and complement the knowledge gained after doing papers like Businss Environment in the second semester, and, 2) 2) it would also pave the way for studying papers like Strategic Management (Semester III) and Project Management (Semester IV).

Module

Sr. No.	Content	Activity	Learning outcomes
1	**(A) Entrepreneurial Perspective** : • Concept of entrepreneur, entrepreneurship and enterprise, advantages of entrepreneurship • Nature and development of entreprener and entrepreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
2	• opportunity -based entrepreneurship • social entrepreneurship • entrepreneurship by Dalits • technopreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
3	Gender bias and women entrepreneurs	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
4	Entrepreneurs, managers and intrapreneurs : similarities and differences	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
5	Innovation, creativity and entrepreneurship	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to

Sr. No.	Content	Activity	Learning outcomes
			realise and harness the potential of new ventures and start ups.
6	(B) **The Entrepreneurial Environment**: • Analysis of business opportunities in both the domestic and global economies, including the analysis of PEST factors	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
7	• Quick-start routes to establish a business (franchising, ancillarising and asquisitioning) • Support organisations for an entrepreneur and their role	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
8	• Legal framework for starting a business in India • The Make in India Campaign, the Digital India Campaign and the opportunities for start ups in India	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
9	(C) **The Enterprise Launching :** • Product / Project identification • Preparing a Business Plan	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
10	• Business financing, including venture capital finance and private equity	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
11	• Managing early growth of business • New venture expansion - strategies and issues	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
12	• International variations in entrepreneurship (including cultural and political differences) • Indian Family Business: genesis, features, issues and challenges	-- Do --	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
13	Presentations by students		To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.

Text books

1	Entrepreneurship Management by P N Singh and J C Saboo.
2	Entrepreneurship by Rajeev Roy
3	Entrepreneurship by Robert Hisrich, Michael Peters and Dean Shepperd

Reference books

1	Beyond Entrepreneurship by James C Collins and William C Lazier
2	Dynamics of Entrepreneurial Development by Vasant Desai
3	Entrepreneurship Development in India by B Ghosh

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	II – Elective			
Title of the Subject / course	:	**Management Information System**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs.**	:	**40**

Learning Objectives	
1	To understand the basic concept data and information , Framework / structure and role of Information and Information Systems for business
2	Determining Information Needs for an individual & Organization for decision making process.
3	To understand the requirement & analysis of MIS across the functions of the Management and Sectors of the industry and business
4	To emphasis the Information System Development Process and Security /Privacy of MIS

Prerequisites if any	Need & understanding of Management Information System
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Determining Information Needs for an Organization/Individual managers for decision making process

Module			
S.no.	**Content**	**Activity**	**Learning outcomes**
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	Lecture	1. Role of Information system in various organization 2. Sector wise application of Information System 3. Role of Information System in analyzing as well as decision making process 4. To understand the application of MIS across the function and different industrial sector
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)	Lecture & cases	
3	Determining Information Needs for an Organization/Individual Manager, Overview of use of data and	Lecture	

	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 i.e Marketing Information Systems Manufacturing Information Systems Human Resource Information Systems Financial Information Systems Information System Required across the Sectors.	Lecture and cases	
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 & 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.		
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		
8	Case Studies and Presentations		

Text books	
1.	Management Information System- Managing the Digital Firm , by Laudon and Laudon
2.	Principles of Information System , by Ralph M. Stair and Georg Raynold

Reference books	
1.	O'Brien, James A Management Information Systems, Tata McGraw Hill, New Delhi,
2.	Marvin Gore, Elements of Systems Analysis & Design, ,Galgota Publications.
3.	MIS a Conceptual Framework by Davis and Olson
4.	Analysis and Design of Information Systems by James Senn
5.	Case Studies : Case on ABC Industrial Gases – Author : Prof PradeepPendse
6.	Jessup &Valacich: Information Systems Today (Prentice Hall India)
7.	Management Information Systems – M.Jaiswal&M.Mittal – Oxford Publications.

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS in Digital Business Management

Semester	:	II			
Title of the Subject / course	:	**Developing Teams and Effective Leadership**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs**	:	**40**

Learning Objectives

1	Developing and managing a team
2	Understand how to adapt your leadership style to effectively lead and influence others
3	Strategies for coping with team challenges
4	Define your leadership philosophy and learn how to communicate it
5	Earning trust and building relationships
6	Leading virtual teams

Prerequisites if any	Base knowledge of Management and HRM
Connections with Subjects in the current or Future courses	Organizational Behaviour and Leadership Theories

Module

Sr. No.	Content	Activity	Learning outcomes
1	Team Building	Role play	Types of Teams and Team Building Stages
2	Role of leader in team development	Role play	Manage your team, your boss, and your colleagues more effectively
3	Art of using negotiations, power and influence	Case studies	Influencing others from a position of authority
4	Stress Management and Time Management	Case studies	Effective management of time and strategies to handle stress
5	Leading Virtual Teams	Videos, Case studies	Strategies for leading a virtual team
6.	Lab Sessions	• Students are divided in group of 5 students each. Students identify 12 Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class • With the help of games and activities bring out observations on Leadership qualities and traits. a. The games and activities shall focus on students; b. Developing leadership skills c. Raising awareness of group and people skills d. Developing empowering style of leadership e. Compile reflections of the students on Leadership qualities such as ; Enthusiasm, Integrity, Toughness, Fairness, Warmth, Humility, Confidence &Fostering Collaboration, Managing Conflict, Using Diversity, Risking Innovation etc.	

		• Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.

Text books

1	Management - Hellriegel, Slocum and Jackson
2	Leadership Theories - Composite
3	

Reference books

1	Leadership – Warren Bennis
2	Organizational Behaviour – Ashwathapa
3	Personnel management – ArunMonappa

Assessment		
Internal	40%	
Semester end	60%	

PROGRAM : MMS in Digital Business Management

Semester	:	II - Elective			
Title of the Subject / course	:	**Intellectual Capital and Patenting**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs**	:	**40**

Learning Objectives

1	To ensure the fact that students of Business and Managerial Studies are aware of the concept and respect of Intellect and Intellectually driven properties.
2	To know and study about the concept and types of Intellectual Property Rights.
3	To understand and appreciate the need to honour and not infringe upon the Intellectual Property Right of others.
4	To inculcate in the minds of the young managers, entrepreneurs and professionals, the processes and patterns that are emerging in the field of Intellectual Property.
5	To encourage the business fraternity to develop new products, ideas, constructs and properties on a continual basis.
6	To study, understand and acknowledge the trends across the globe in areas of Patenting and Intellectual Property Rights especially in the areas where India is a major player viz. Information Technology, Media, Automobiles and Education.

Prerequisites if any	Suited better for students who have studies Sciences or Law till their Graduation level but it certainly isn't a limiting factor.
Connections with Subjects in the current or Future courses	1. Understanding Innovation 2. Management for Technology 3. Business Intelligence 4. Information Technology Governance and Compliance 5. Business-to-Business

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to the concept of Intellect, Intellectual Property, Right, Duties and Intellectual Property Rights.	Class Room Discussions, Media Presentations	To appreciate the meaning of Intellectual Property
2, 3	Understanding of Philosophical and Legal Concept of Intellectual Property, Its importance, characteristics, features, impact.	Class Room Discussions, Case Studies, Media Presentations.	Understanding of the philosophical, ideological and Legal framework as used in the context of Intellectual Property.
4	The Economics behind Intellectual Property and Intellectual Property Rights.	Class Room Discussions, Case Studies, Media Presentations.	The relationship between Business and Intellectual Property Right and to appreciate the fact that the outlay incurred on protection of Intellectual Property isn't a Cost but an Investment for the Business
5, 6,	Types of Intellectual	Class Room	Understanding the actual scope and

Sr. No.	Content	Activity	Learning outcomes
7, 8	Property, namely, Trade Marks, Geographical Indications, Copyright, Industrial Design. Their respective definitions, characteristics, importance, scope, registration, infringement and protection. Indian Laws related to IPR.	Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights.	extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
9, 10,11	Patent : Definition, Importance, Development, Type, Features and Essentials. Process of Registration, infringements : types, Protection. Licensing process : Software Licensing, General Licensing, Compulsory Licensing. Indian Laws related to Patent.	Class Room Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights. Also, have representatives of Organisations, R & D experts who have developed worked on Patents in particular and Intellectual Property Rights sphere in general.	Understanding the actual scope and extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
12	International Protocols, Conventions, Trends and Scenario of Intellectual Property Rights. TRIPS, GATT etc.	Class Room Discussions, Case Studies, Media Presentations.	Appreciating and Understanding the Global view of IPR
13	IP Management, Concept of IP Management, Intellectual Property and Marketing, IP asset valuation	Class Room Discussions, Case Studies, Media Presentations.	Management and Intellectual Property. Monetisation and Evaluating IP.

Text books

1	Indian Patents Act, Indian Copyright Act, Indian Trademarks Act, Indian Designs Act.
2	TRIPS Agreement
3	Cornish : Intellectual Property.

Reference books

1	Nair and Kumar : Intellectual Property Rights.
2	Narayanan : Patent Law
3	Saxena : Trade Related Issues of Intellectual Property Rights and Indian Patents Act.

Assessment

Internal	40%
Semester end	60%

MMS Revised Guidelines under Credit Based Semester and Grading System:

(10 point grading system)

EXAMINATION / ASSESSMENT AND GRADING

Semester wise performance assessment of every registered learner is to be carried out through various modes of examinations. These include Internal Assessment and End Semester Examination. Internal Assessment includes class tests, home assignments based on live problems, course projects either in a group or individually. The modes of evaluation and distribution of weightage for each of the assessments is given in the syllabus manual of the programme. Normally weightage of Internal Assessment and End Semester Examination is 40 and 60 percentage respectively.

Mode of Assessment/Evaluation

Mode of Evaluation for Theory Course:-

The various modes of assessment used for rating learners' performance in a theory course include

1. Internal Assessment and End Semester Examination. Relative weightage for Internal Assessment is typically 40 percent and will be evaluated by the faculty as per his/her Teaching Learning Plan submitted at the beginning of the academic year.

2. The end semester examination will be held at the end of the Semester planned by the Institute and the relative weightage for this would be 60 percent. It is normally of 3 hours duration and will cover the full syllabus of the course. **The end semester examination is mandatory.** The **grade** for **theory courses** can be **awarded** only after **successful completion** of both **Internal Assessment** and **End Semester Examination** of the respective course.

Mode of Evaluation of Projects

If the performance of a student is to be evaluated through Project work for any course since for a subject like "Creativity & Innovation" the Internal Examination OR End Term Examination (written) may not be suitable method of evaluation then the project evaluation to be done as per the following guidelines keeping the ratio of Internal and End term Examination intact to 40 and 60 respectively.

The learner (individual / Group) to be given a **Project** – (Problem or a situation) for which he needs to Prepare the solution. This Project is to be graded, at the end of the respective semester. The projects are supervised or guided, and need regular interaction (atleast once a week) with the mentor/guide. Project group has to submit a project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute. The project report will not be accepted if students fail to complete the project successfully and submit on or before the deadline given for the project submission.. The **grade** for **Project** can be awarded only after **successful completion** of **Term Work** and **Oral Presentation / viva-voce** as per the schedule.

For Example, if a faculty wants to evaluate the learners' performance through a project for 100 marks. He can devise the marks allocation as 40 marks for "the conceptual understanding of the Topic, Introduction and methodology he wishes to adopt and 60 marks for the actual data collected, usage of methodology he thought of , preparation and presentation of the report with conclusions and presentation to the panelists.

Another example is a subject, "Developing Teams and Effective Leadership". These skills should be learnt by doing rather than by learning theory and writing examination. Therefore, an institute offering this subject may evolve a suitable method of evaluation and break it into internal and end semester evaluation.

Grading of Performance

Letter Grade and Grade Point Allocation

The Revised Credit and Grading System will be effective from the academic year 2016-2017 for the Faculty of Management of University of Mumbai. In every Course, based on the combined performance in all assessments, in a particular Semester as per the curriculum/syllabus, the student is awarded a letter grade. These letter grades not only indicate a qualitative assessment of the learner's performance but also carry a quantitative (numeric) equivalent called the Grade Point. The letter grades and their equivalent grade point applicable for **MMS** program are given below:

A learner who remains **absent** in any form of **evaluation/examination, letter grade** allocated to him/her should be **AB** and corresponding **grade point** is **zero.** He/She should reappear for the said evaluation/examination in due course.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

SGPA/ CGPA Calculation

Semester Grade Point Average (SGPA)

The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA). The SGPA is the weighted average of the grade points obtained in all the courses by the learner during the Semester. For example, if a learner passes five courses (Theory/Projects etc.) in a semester with credits C_1, C_2, C_3, C_4 and C_5 and learners grade points in these courses are G_1, G_2, G_3, G_4 and G_5 respectively, then learners' SGPA is equal to:

$$SGPA = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

The SGPA is calculated to two decimal places. The SGPA for any semester will take into consideration the "*F* or *AB*" grade awarded in that semester. For example if a learner has failed in course 4, the SGPA will then be computed as:

$$SGPA = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4*ZERO + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

Cumulative Grade Point Average (CGPA)

An up to date assessment of the overall performance of a learner from the time s/he entered the University of Mumbai is obtained by calculating a number called the Cumulative Grade Point Average (CGPA), in a manner similar to the calculation of SGPA. The CGPA therefore

considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for. The CGPA is calculated at the end of every semester to two decimal places and is indicated in semester grade report cards. The CGPA will reflect the **failed status** in case of **F grade(s),** till the course(s) is/are **passed**. When the **course(s)** is/are **passed** by obtaining a **pass grade** on subsequent examination(s) the **CGPA** will only reflect the **new grade** and not the **fail grades** earned earlier.

Example: Up to semester *r* a learner has registered for *n* courses, among which s/he has "*F*" grade in i^{th} course. The semester grade report at the end of semester *r* therefore will contain a CGPA calculated as:

$$CGPA = \frac{C_1G_1 + C_2G_2 + C_3G_3 + ...C_i*ZERO + ...+ C_nG_n}{C_1 + C_2 + C_3.... + C_{i+} ...+ C_n}$$

Even if a learner has **failed** in a course **more than once,** the course will figure **only once** in the **numerator** as well as the **denominator**. At the end of semester *r+1* s/he has appeared for examination for *k* number of courses including the ith **backlog course** and has cleared all the courses including the **backlog course,** the CGPI at the end of this semester is calculated as,

$$CGPA = \frac{C_1G_1 + C_2G_2 + C_3G_3 + ...C_i*G_i + ...+ C_nG_n}{C_1 + C_2 + C_3.... + C_{i+} ... + C_n}$$

There will also be **a final CGPA** calculated which considers **all the credits earned** by the learner specified for a particular programme.

Illustration of Computation of SGPA and
CGPA Computation of SGPA and CGPA
i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

SGPA $(S_i) = \Sigma(C_i \times G_i) / \Sigma C_i$

where C_i is the number of credits of the *i*th course and

G_i is the grade point scored by the student in the *i*th course.

ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \Sigma(C_i \times S_i) / \Sigma C_i$$

where S_i is the SGPA of the ith semester and
C_i is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. A Successful learner who has passed in all the courses of each Semesters i.e Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table given below:

Grade Table: - Grade Allocation under 10 point grading scale in CBSGS.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

Example to illustrate the computation of SGPA and CGPA

Semester I

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	95	O	10	4	40	
Sub-2	59	C	5	4	20	SGPA = 108/16 = 6.75
Sub-3	59	C	5	4	20	
Sub-4	68	B+	7	4	28	
Credits Earned				**16**	**108**	
Remarks:					**Grade: B+**	Range 65-69.99

Semester II

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	60	B	6	4	24	
Sub-2	65	B+	7	4	28	SGPA= 120/16 = 7.50
Sub-3	66	B+	7	4	28	
Sub-4	80	O	10	4	40	
Credits Earned				**16**	**120**	
Remarks: Successful					**Grade: B+**	Range65-69.99

Semester III

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	62	B	6	4	24	
Sub-2	68	B+	7	4	28	SGPA = 128/16 = 8.00
Sub-3	85	O	10	4	40	
Sub-4	78	A+	9	4	36	
Credits Earned				**16**	**128**	
Remarks: Successful					**Grade: A**	range 70-74.99

Semester IV

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	89	O	10	4	40	SGPA = 96/12 = 8.00
Sub-2	63	B	6	4	24	
Sub-3	72	A	8	4	32	
Credits Earned				12	96	
Remarks: Successful				Grade: A		range 70-74.99

Calculation of CGPA

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA= 452/60 = 7.53	Grade: A
II	7.5	16	120		
III	8	16	128		
IV	8	12	96		
Total Credits Earned		60	452		range70-74.99

Heads of Passing

Internal Assessment (IA) and End Semester Examination (ESE) should be two separate heads for passing. E.g. 40 marks (IA), 60 marks (ESE). Passing standard will be 50% in each individually, i.e 20 marks in (IA) and 30 marks in ESE.

3.6 Promotion of Learner and Award of Grades

A learner will be declared **PASS** and be eligible for **Grade** in M.M.S. course (**Post Graduate Programme**) if a learner secures **at least 50% marks separately in each head of passing as** mentioned above.

Report Card will contain only Grades and no numerical marks.

At the end of each Semester the Grade card which states the performance of the learner in that Semester, is prepared and issued to the leaner. The Grade Card will contain the courses undertaken by the learner, credits of each course, Grade obtained by the learner and SGPA / CGPA in the format given by the University.

Carry Forward of Marks

In case of a learner who does not fulfill criteria mentioned in section 3.4 and fails in the **Internal Assessment** and/or **End Semester Examination** in one or more courses:

- A learner who **PASSES** in the **Internal Assessment** but **FAILS** in the **End Semester Examination** of the course shall reappear for the **End Semester Examination** of that course. However his/her marks of the **Internal Assessment** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.
- A learner who **PASSES** in the **End Semester Examination** but **FAILS** in the **Internal Assessment** of the course shall **reappear** for the **Internal Assessment** of that course. However his/her marks of the **End Semester Examination** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.

Re-examination of Internal Assessment and End Semester Examination

Re-examination for **Internal Assessment and End Semester Examination** should be completed, as per the schedule planned by the respective institutes, before the commencement of next semester theory examination.

Example: A learner who is supposed to reappear for *Internal Assessment or End Semester Examination* in semester-I course will appear for the re-examination before commencement of End Semester Examination of semester -II. However, if a learner has to appear for the re-examination for a subject in semester II then the examination should be conducted and the result should declared by the institute before the examination forms for the semester III are sent to the University.

Re-examination of Internal Assessment will be based on single examination having same marks as of original assessment. A learner who supposed to reappear for Internal Assessment will be given some work by the concerned teacher. The work assigned can be of the form of a course project/ assignment problems/ test/ tutorials etc. A learner will do the submission of the assigned work in the predefined period. Records should be maintained properly for all the re-examinations as well as Internal Assessments.

Rules for Standard of Passing and Allowed to Keep Terms (ATKT)

1. Under the newly introduced credit based grading system of MMS programme, a learner in order to pass has to obtain minimum 50% marks in aggregate consisting of minimum 50% marks in each set of the examinations separately i.e. internal examination and external examination, as per the standard of passing.

2. Learner(s), who do not obtain minimum 50% marks in subject(s)/paper(s)/course(s) either in the internal assessment or in the external examination or both, shall be declared as "Fail" as per the standard of passing of examination.

3. A learner failing in not more than two subjects/papers/courses in the Semester I exam shall be allowed to keep terms in Semester II of the MMS programme.

4. A learner who has failed in more than two subjects/papers/courses in the Semester I exam, shall not be permitted to proceed to Semester II of his/her first year MMS programme. He/ She will, however, be eligible to re – appear for the subjects in which he /she has failed in the first semester by re – registering himself/herself in the supplementary examination to be conducted by the institute.

5. A learner who has passed in both the semester examinations conducted by the institute i.e.: Semester I and Semester II examinations shall be eligible for admission into Semester III of the MMS programme.

6. A learner failing in not more than two subjects/papers/courses in the Semester III examination shall be allowed to keep terms in Semester IV of the MMS programme.

7. A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of his/her second year MMS programme. He/She will, however, be eligible to re – appear in the subjects in which he /she has failed in the third semester by re – registering himself/herself in the supplementary examination to be conducted by the institute/university or both.

8. A learner who has passed in all of the semester examinations of MMS i.e Semester I, Semester II, Semester III, Semester IV examinations shall not be allowed to re − register himself/herself for improvement of his/her semester examination results.

9. A learner who has not appeared in the internal examinations conducted by the institute for due to hospitalization shall as a special case be permitted to appear in those subject(s)/course(s)/paper(s) in the supplementary examination conducted by the institute after he/she furnishes a valid medical certificate certified by the rank of a civil surgeon or superintendent of Government hospital to the satisfaction of the Principal/Director of the institute.

SEMESTER EXAMINATIONS

The MMS degree programme under the new credit based grading system shall be of two years duration consisting of Four (04) Semesters. The semester examinations for the Master of Management Studies will be held at the end of every semester i.e at the end of Semester I, Semester II, Semester III and Semester IV. The Semester I examination will be held in the Second half of the academic year in which the learner was admitted (i.e November/December), Semester II examination will be held in the first half of the calendar year (April/May), The Semester III examination will be held in the Second half of the academic year (i.e November/December), Semester IV examination will be held in the first half of the calendar year (April/May) respectively.

UNIVERSITY OF MUMBAI , MUMBAI

MMS in Digital Business Management - Semester III (CBGS)

with effect from Academic Year 2016-17

COMMON SUBJECTS

Sr. No.	Subject	No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3hr	4
2	Strategic Management	27	2	40 IA	60 UA	100	3hr	4
3	Enterprise Management Systems	27	2	40 IA	60 IA	100	3hr	4
4	Big Data Business Analytics	27	2	40 IA	60 IA	100	3hr	4
5	Digital Entrepreneurship	27	2	40 IA	60 IA	100	3hr	4
	Summer Internship Project							4

ELECTIVE GROUPS		3 ELECTIVES OUT OF 5						
	FINANCE							
1	Accounting for Managerial Decisions	27	2	40 IA	60 IA	100	3hr	4
2	Financial Markets and Institutions	27	2	40 IA	60 IA	100	3hr	4
3	E-Banking Management	27	2	40 IA	60 IA	100	3hr	4
4	Security Analysis and Portfolio Management	27	2	40 IA	60 IA	100	3hr	4
5	Derivatives and Risk Management	27	2	40 IA	60 IA	100	3hr	4
	MARKETING							
1.	Digital Marketing	27	2	40 IA	60 IA	100	3hr	4
2.	Sales Management	27	2	40 IA	60 IA	100	3hr	4
3.	Marketing Strategy	27	2	40 IA	60 IA	100	3hr	4
4.	Product and Brand Management	27	2	40 IA	60 IA	100	3hr	4
5.	Services Marketing	27	2	40 IA	60 IA	100	3hr	4

MMS in Digital Business Management

	HUMAN RESOURCE MANAGEMENT							
1	Training and Development	27	2	40 IA	60 IA	100	3hr	4
2	Compensation and Benefits	27	2	40 IA	60 IA	100	3hr	4
3	Competency Based HRM and Performance Management	27	2	40 IA	60 IA	100	3hr	4
4	Labour Laws and Implications on Industrial Relations	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Planning and Application of Technology in HR	27	2	40 IA	60 IA	100	3hr	4
	INFORMATION SYSTEMS MANAGEMENT							
1	Information System Security and Audit	27	2	40 IA	60 IA	100	3hr	4
2	Knowledge Management	27	2	40 IA	60 IA	100	3hr	4
3	Software Engineering	27	2	40 IA	60 IA	100	3hr	4
4	Cloud Computing & Virtualization	27	2	40 IA	60 IA	100	3hr	4
5	Data Mining and Business Intelligence	27	2	40 IA	60 IA	100	3hr	4
	OPERATIONS MANAGEMENT							
1	Operations Analytics	27	2	40 IA	60 IA	100	3hr	4
2	Service Operations Management	27	2	40 IA	60 IA	100	3hr	4
3	Manufacturing Resource Planning and Control	27	2	40 IA	60 IA	100	3hr	4
4	Materials Management	27	2	40 IA	60 IA	100	3hr	4
5	Technology Management and Manufacturing Strategy	27	2	40 IA	60 IA	100	3hr	4
					Total Credits			36

UA: University Assessment   **IA: Internal Assessment**

UNIVERSITY OF MUMBAI , MUMBAI

MMS in Digital Business Management – Semester IV (CBGS)

with effect from Academic Year 2016-17

COMMON SUBJECTS

Sr. No.	Subject	Teaching Hours		Assessment Pattern				No of Credits
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	
1	Digital Transformation Management	27	2	40 IA	60 UA	100	3hr	4
2.	Final Project [3nos]	**300 Marks**						**12**
	General Management							
	Digital Business Management							
	Elective Group							

ELECTIVE GROUPS		1 ELECTIVES OUT OF 3						
	FINANCE							
1	Corporate valuation and Mergers &Acquisitions	27	2	40 IA	60 IA	100	3hr	4
2	Wealth Management	27	2	40 IA	60 IA	100	3hr	4
3.	International Finance	27	2	40 IA	60 IA	100	3hr	4
	MARKETING							
1	Digital Consumer and Digital Branding	27	2	40 IA	60 IA	100	3hr	4
2.	Business to Business Marketing	27	2	40 IA	60 IA	100	3hr	4
3.	Consumer Behaviour	27	2	40 IA	60 IA	100	3hr	4
	HUMAN RESOURCE MANAGEMENT							
1	OD and Change Management	27	2	40 IA	60 IA	100	3hr	4
2	Strategic HRM with Global Perspective	27	2	40 IA	60 IA	100	3hr	4
3	Organization Structure, Theory & Design	27	2	40 IA	60 IA	100	3hr	4

MMS in Digital Business Management

	INFORMATION SYSTEMS							
1	Internet of Things	27	2	40 IA	60 IA	100	3hr	4
2	Strategic Information Technology Management	27	2	40 IA	60 IA	100	3hr	4
3	Managing Technology Business & IT Resource Management	27	2	40 IA	60 IA	100	3hr	4
	OPERATIONS							
1	Total Quality Management	27	2	40 IA	60 IA	100	3hr	4
2	International Logistics	27	2	40 IA	60 IA	100	3hr	4
3	Strategic Sourcing in Supply Management	27	2	40 IA	60 IA	100	3hr	4
					Total Credits			20

UA: University Assessment   **IA: Internal Assessment**

COMMON SUBJECT

Semester	:	III-Core		
Title of the Subject / course	:	**International Business**		
Course Code	:			
Credits	:	**4**	**Duration**	:	**40**

Learning Objectives

1.	To develop a deep understanding of International Management
2.	To develop the analytical ability of the student to attain an insight into International Management contexts

Prerequisites if any	Business Management
Connection with subjects in the current or future courses	International Marketing Strategic Management

Module

Sr. No.	Content	Activity	Learning Outcome
1.	Introduction ➢ Objective ➢ Scope ➢ Perlmutter's EPRG Model	**Lecture**	Understanding the scope of international business
2.	Country Analysis ➢ PESTEL analysis ➢ The Atlas of Economic Complexity ➢ Porters Diamond ➢ Country Risk analysis	**http://atlas.cid.h arvard.edu Activity on PESTEL of emerging markets Lecture**	Evaluating country attractiveness, impact on business models
3.	Cross Cultural Management ➢ Hofstede's Cultural Dimension ➢ CAGE Framework Pankaj Ghemawat ➢ Culture and Leader Effectiveness: The GLOBE Study	**Case/ lecture**	Understanding cultural differences and Impact on business operations
4.	Mode of Entry ➢ Market/Country Entry Strategic Alliances/- JV / M&A	**Case / lecture**	Optimal way to enter a market

Sr. No.	Content	Activity	Learning Outcome
5.	Investment Decisions ➢ Drivers of FDI – Special emphasis on emerging markets ➢ Offshore Banking ➢ Forex Management – ADR-GDR's- EU bonds	**Case / lecture**	International finance decisions and impact on operations
6.	WTO Regional Trade Agreements ➢ Building Blocks of WTO ➢ Major agreements of WTO	**Case / lecture**	Basics of WTO from the perspective of a business manager
7	Managing of Multinationals ➢ Organization Structure -Matrix -Geographic -Product ➢ International HRM -Expatriate Management -Staffing of Subsidiaries ➢ Integration Response Models -Types of subsidiaries -Control of subsidiaries ➢ Global manufacturing and supply chain - Optimizing of Supply chain - Offshoring V/S Outsourcing	**Cases / Lectures/Assignment**	Multinational and subsidiary development and management. Impact of I-R model on subsidiary management.

Text Books
1) International Business - Mike W. Peng; Klaus E. Meyer - Cengage Learning
2) International Business Environment, The: Text and Cases- J Stewart Black ; Anant K Sundaram – Prentice Hall India
3) International Business –Charles W L Hill - McGraw Hill

Reference Books
1. International Management - Arvind V Pathak - TMH
2. The Cultural Dimension of International Business – Gary P Ferraro – Pearson
3. Multinational Management – John B. Cullen _ Thomson
4. International Business: Challenges and Choices - Alan Sitkin, Nick Bowen – Oxford Press

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	**Strategic Management**			
Course Code	:				
Credits	:	4	**Duration**	:	40

Learning Objective

1	To appreciate the role of Strategic thinking in changing business environment
2	To understand the process of Strategy Formulation, Implementation & Evaluation
3	Focus on application & decision making

Prerequisites if any	
Students to refresh themselves on critical concepts and models in the areas of wrt HR, Marketing, Finance, Operations	The subject provides knowledge about corporate level strategies with cross functional perspective. Hence basic orientation of all relevant business disciplines is appreciated

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Strategic Management and schools of Strategic formulation and implementation & evaluation	Lecture and Case discussion	Familiarization with terminologies and processes of Strategic Management
2	Globalization, addressing a VUCA environment with a bottoms – up approach (Volatile, Uncertain, Complex and Ambiguous time)	Lecture and Case discussion	Understanding of Strategic Management so as to enable the students shoulder responsibilities in the ever changing global arena
3	PESTEL & SWOT as tools for strategic formulation	Lecture and Case discussion	Environmental scanning and appreciation of external business environment for effective strategy formulation
4	BCG matrix / GE matrix, 7S McKinsey models as tools for strategic formulation	Lecture and Case discussion	SBU portfolio management and strategic coherence
5	Ansoff matrix, Grand strategy as tools for strategic formulation	Lecture and Case discussion	Acquaintance with tools of strategic fit
6	Porter's Generic strategies and Value chain	Lecture and Case discussion	Understanding industry analysis and sustainable competitive advantage
7	Internal Competences & Resources Core, Distinctive, Strategic & Threshold Competence, Competence vs Capability, Resource Analysis , Value Chain Analysis, Strategic Outsourcing Core competence and synergy,	Lecture and Case discussion	Leveraging Sustainable unique advantage with path dependence

Sr. No	Content	Activity	Learning outcomes
	Distinctive competencies, VRIO Analysis		
8	Red – Blue - Purple Ocean strategy	Lecture and Case discussion	Identifying strategic gaps in the market and filling them with unique advantage
9	Competing in Global Markets: Differences in Cultural, Demographic and Markets, Multi Country and Global competition concepts, Strategy Options Competing in Emerging Markets	Lecture and Case discussion	Understanding organizational growth options, strategizing and implementing them
10	Mergers and Acquisitions, Strategic alliance & Joint Ventures, Vertical Integration, Offensive , Defensive Strategies,	Lecture and Case discussion	Understanding non- financial perspective and strategic parameters in the globalized World
11	Strategy Evaluation and Control Types of Control, Evaluation & Control Criteria Pre & Post Implementation	Lecture and Case discussion	Understanding of evaluation and control processes to ensure effective implementation
12	Change management and Turn – around strategies	Lecture and Case discussion	Multi directional, innovative ways of business growth, aligning organizational forces to achieve desired objectives
13	Case studies & presentation		

Texts Books

1. Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Ed, Tata McGraw – Hill, N. Delhi

2. David Fred R, "Strategic Management: Concepts & Cases", 10th Ed, Pearson – Prentice Hall, N. Delhi

3. Thomson, Strickland, Gamble & Jain, "Crafting & Executing Strategy", 14th Ed, Tata McGraw – Hill, N.Delhi

4. Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South – Asian Perspective", 9th Ed, Cengage Learning, Delhi

Reference Books:

1. Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Ed, Tata McGraw – Hill, N. Delhi

2. David Fred R, "Strategic Management: Concepts & Cases", 10th Ed, Pearson – Prentice Hall, N. Delhi

3. Cherunilam Francis, "Strategic Management: A Book on Business Policy & Corporate Planning", Himalaya Publishing House, Mumbai, 2008

4. Johnson & Scholes, "Explaining Corporate Strategy", 6th Ed, Pearson Education, Delhi

Semester	III-Core	
Title of the subject/course	**Enterprise Management Systems**	
Course Code		
Credits	4	**Duration in Hrs**	40

Learning Objectives

To learn ERP systems in structure, modules, benefits, implementation and post implementation issues through real life cases

Prerequisites if any	
Connections with Subjects in the current or Future courses	Knowledge of the subject included in II semester Electives- Digital perspective for managers

Module

SL. No.	Content	Activity	Learning Outcomes
1.	**Introduction**	**Lecture**	Overview of enterprise systems –Features of ERP (Basic and Advanced) , Need of ERP, Advantages of ERP, Growth of ERP Evolution - Risks and benefits - Issues to be consider in planning design and implementation of cross functional integrated ERP systems- Return on Investment
2.	**Enterprise Management Systems**	**Lecture**	The Components – what is an Enterprise and its dynamics – how does it work. What subsystems are required to make it responsive and successful? How does ITplay a part? Understanding Business IT.
3.	**Applications areas of an Enterprise viz. ERP**	**Lecture**	Applications areas of an Enterprise viz. ERP, across various industry verticals and businesses such as BFSI, Retail, Telecom, Healthcare, across manufacturing and/or Marketing organizations, Government bodies etc...
4.	**Enterprise Content Management**	**Lecture**	Role of content management – New Organization and Startup the challenges and Role of IT and systems Building Cashless and Process oriented Organizations
5.	**Enterprise Portals**	**Lecture caselets**	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals
6.	**Enterprise Application Integration**	**Lecture cases**	Challenges in integrating various enterprise applications. Modern technologies for application integration.
7.	**Application Areas of ERP in SCM,& CRM**	**Lecture cases**	Supply Chain Management(SCM) – Need for Supply chain integration, Application overview of supply chain solution, advanced SCM and ERP Integration
8.	SCM,CRM and ERP combined with E-enabled organizations		Case Studies and Presentations – Case study to cover full enterprise layer with SCM, CRM and ERP combined with E-enabled organisation

Reference and Text books

1.	Integrated Business Processes with Enterprise Systems by SimhaMagal published by Wiley
2.	Enterprise Systems for Management by LuvaiMotiwalla published by Pearson
3.	ERP Demystified: Alexis Leon, TMH New Delhi ,2nd Ed.
4.	ERP Ware: ERP Implementation Framework : V.K. Garg &N.K. Venkita Krishnan, PHI.
5.	ERP Concepts & Planning : V.K. Garg &N.K. Venkita Krishna, PHI, 2nd Ed.
6.	David L Olson, Managerial issues of ERP systems, Tata McGraw Hill
7.	Work Study by ILO

Assessment

Internal	40%
Semester end	60%

Semester	III-Core
Course Name	**Big Data and Business Analytics**
Course Code	For office use
Credits	4
Duration	40 hrs

Learning Objectives	
1	To understand the introduction to Database Management Systems and its applications
2	To understand the Introduction to Big Data and Business Analytics and its applications
3	To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods
4	To understand Data Mining & decision Making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics tc.
5.	To understand the Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications

Prerequisites if any	Basic understanding of operations, framework
Connections with Subjects in the current or Future courses	Will connect conceptual framework to BigData and business Analytics.

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Introduction to DBMS-Meaning and purpose of database system, File system view of data, relational databases, database architecture, transaction management	Theory and Lab sessions	
2.	Data Models-The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-relationship model Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams	Theory and Lab sessions	
3.	DBMS Basics- DBMS three level, Basic concepts : data, information, metadata, definition of DBMS, entities, attributes ,relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity Advantages and disadvantages of DBMS Client/Server Architecture : two and three tier architecture Relational Database Model Database languages and SQL	Theory and Lab sessions	

4.	Introduction to Data Analytics Need for Business Intelligence Data Management, Data Visualization, Data Warehousing, ETL Data Processing Chain From Business Intelligence to Business Analytics	Lecture	
5.	Business Analytics Cycle Introduction, Analytical Tools & Methods, Integration Social Analytics, Operational Analytics Big Data Analytics, Hadoop, Informatics, Cognos etc. Business application of big data analytics	Lecture & cases	
6.	Data Mining & decision Making Predictive Analysis Forecasting Optimization Simulation Gamification.	Lecture	
7.	Business Metrics in Action Data science in Startups Basics of Problem-Solving Design Patterns in Statistical Computing Excel for Data Science.	Lecture and cases	
8.	Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools &Applications.	Lecture and cases	

Text & Reference books	
1. A Silberschatz, H Korth, S Sudarshan, "*Database System and Concepts*", *fifth Edition* McGraw-Hill ,	
2. Rob, Coronel, "*Database Systems*", *Seventh Edition*, Cengage Learning.	
3. Introduction to database systems C.J.Date, Pearson.	
4. Principles of Database Management James Martin, PHI.	
5. Fundamentals of Database Systems Elmasri Navathe, Pearson,5th ed.	
6. Business Analytics: Data Analysis and Decision Making by S. Christian Albright	
7. Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr	
8. Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli	
9. Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli	
10. Work Study by ILO	
11. Business Analytics: Data Analysis and Decision Making by S. Christian Albright	
12. Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr	
Assessment	Internal-40%
	Semester end 60%

Semester	:	IIICore		
Title of the Subject / Course	:	Digital Entrepreneurship		
Course Code	:			
Credits	:	4	**Duration in Hrs.**	:	40

Learning Objectives

Present the performance of the enabling factors, a degree of digitalization of enterprises
Promote the awareness campaign on Digital Entrepreneurship and Digital transformation management

Prerequisites if any	Digital perspective for managers
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	**The Digital Economy**	Theory Lecture	The new world order , The new economy A new enterprise , Themes for the new economy
2.	**Technological Ecosystems and Digital Workplaces**	Theory Lecture	Digital ecosystem , Vertical and horizontal value chains Human –Machine interface , Definition and design of digital workplaces
3.	**Digital Enterprise**	Theory Lecture	Business impact of digital technologies such as mobile, IOT, BYOM, Cloud computing and Big Data Analysis-Opportunities and challenges in different sectors Smart home, smart city, smart retail . Supply chain and e-commerce Embedded digital payments ,Crowd sourcing, Smart electric cars
4.	**Digital Business Models**	Theory Lecture	Digital retail business model Digital financial service business model Digital hospitality business model Digital health business model Digital Government and cities
5.	**Monetizing the Digital Enterprise**	Theory Lecture	Operating model practices Mechanisms for scaling digital enterprise Building innovative mechanisms in digital enterprise Mechanisms for monetization and digital enterprise pay back
6.	**Digital Transformation**	Theory Cases	What is Digital Transformation, How digital transformation can generate competitive advantage for firms, Concept of Digital Maturity and Digital Life cycle
Reference and Text Books			
1.	Essentials of Entrepreneurship and Small Business Management Thomas W. Zimmerer St. Leo University Norman M. Scarborough Presbyterian College with Doug Wilson University of Oregon		
2.	Digital rights management: implications for libraries DM Davis, T Lafferty - The bottom line, 2002		
3.	Don Tapscot,(1995),The Digital Economy, Mc Graw- Hill Publication		
4.	Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan.		

5.	Software development in startup companies: A systematic mapping study" N Paternoster, C Giardino, M Unterkalmsteiner… - bth.se

Assessment

Internal	40%
Semester end	60%

FINANCE ELECTIVES

SEMESTER III

w.e.f. 2016-17

Semester	III-Elective[Finance]		
Title of the subject/course	Accounting for Managerial Decisions		
Course Code			
Credits	4	**Duration in Hrs**	40

Learning Objectives

To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision making To understand the advanced tools used in financial statement analysis and financial reporting. Students should learn to do in-depth analysis of the performance of a company

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject would provide basic understanding of cost and cost accounting which would help students in some of the advance subjects in in finance disciplines.

Module

SL. No.	Content	Activity	Learning Outcomes
1.	Introduction to Cost and Management Accounting	Theoretical discussion	Understanding the concepts related to Financial, Cost and Management Accounting Role of Cost in decision making Analysis and classification of cost
2.	Preparation of Cost sheet and Elements of cost - Materials, Labour and Overheads Allocation and apportionment of overheads	Discussion and Exercises	Understanding the difference between direct and indirect cost as well as apportionment and allocation of cost Preparation of cost sheet
3.	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	Theoretical discussion	Understanding the computation methods of cost under various costing methods
4.	Marginal Costing and Cost-Volume-Profit Analysis, Marginal costing versus absorption costing, Computation of breakeven point, margin of safety and P/V Ratio Differential Costing and Incremental Costing	Theoretical discussion and problem solving	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety
5.	Budgeting and Budgetary Control	Discussion and	Ability to prepare various types of budgets and analyze the functional

	Concept of budget, budgeting and budgetary control, Types of budget	exercises	as well as the master budgets
6.	Understanding of different concepts in Costing:- Standard Costing and Variance Analysis, Responsibility Accounting and Transfer Pricing, Activity Based Costing and Activity Based Management, Target Costing, Lifecycle Costing, environmental Costing, Service Costing	Theoretical Discussion	Understanding of the different concepts in Costing
7.	Economy-Industry-Company Analysis Top-down and bottom up approach Different macro-economic variable Inflation rate Interest rates Commodities exchange rates and their impact on equity markets	Theoretical discussion	Understanding the macro factors affecting company's performance
8.	Cash Flow Analysis Measuring operating / financing and investing cash flows Cash flows and life cycle state of a company Cash flows and financial flexibility (linkages to dividend policy and over retention of profits)	Theoretical discussion and problem solving	Ability to measure the financial health of a company using cash flow analysis
9.	Assessing Business Performance Operational efficiency ratios (gross profit, net profit margins and various turnover ratios) Liquidity rations – current ratio, acid test ratio Profitability ratios, valuation ratios EPS/ROE/ROCE/Total shareholder returns, linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, price to book value, EV/EBDITA multiple. EVA, MVA	Theoretical discussion and problem solving	Ability to measure the financial health of a company using on ratio analysis
10	Free Cash flows to Equity / Firm Capitalization leasing expense	Theoretical discussion	Understanding the mechanism of calculating cash flow and specific ratios

	and R&D expenditure, correct treatment for amortization expense and deferred taxes Measuring correct ROE & ROC after adjusting for inter-corporate investments. Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple	and exercises	after considering some special items in financial statements
11	Forecasting FCFE / FCFF and Security Valuation	Problem solving and Discussion	Ability to calculate the intrinsic value of the firm using FCFF and FCFE models

Text Books

1 Cost Accounting for Managerial Emphasis – Horngren, Datar, Foster
2 Management Accounting – Robert Kaplan, Anthony A. Atkinson
3 Cost and Management Accounting – Ravi. M. Kishore
4   Principles of Corporate Finance – Myers and Brealey
5 Financial Management – M. Y. Khan and P. K. Jain
6 Financial Management – Prasanna Chandra

Reference Books

1 Management Accounting for profit control – I. W. Keller, W. L. Ferrara
2 Accounting & Finance for Managers – T P Ghosh
3 Management Accounting – Paresh Shah – Oxford Publications
4 Cost Accounting – Jawaharlal and SeemaSrivastava
5 Management and Cost Accounting – Colin Drury
6 Fundamentals of Financial Management – James Van Horne
7 Financial Management and Policy Managerial Finance – E. F. Brigham & J. F. Houston

Assessment

Internal	40%
Semester end	60%

Semester	:	III- Elective[Finance]			
Title of the Subject / course	:	Financial Markets and Institutions			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1. To understand different components of the Indian Financial System and their functions.
2. To comprehend various products issued through different financial institutions in the primary and secondary market
3. To understand the fixed income market, the different instruments and concepts related to it.
4. To understand the regulations and its framework involved in financial system

Prerequisites if any	Financial Management
Connections with Subjects in the current or Future courses	International Business, Derivatives and Risk Management

Module

SL. No.	Content	Activity	Learning Outcomes
1.	Overview of Indian Financial System	Theoretical discussion	Understanding Indian Financial System
2.	Stock Exchanges of the Country -Primary Markets and Secondary Markets	Theoretical discussion	SE functioning and various products issued by different financial institutions in primary market Products involved in domestic and foreign markets, institutions involved, stock and other exchanges, clearing house mechanisms and clearing corporation, broking houses and portfolio management services.
3.	Derivatives	Theoretical discussion	Products forwards, futures, options and swaps, Exotic options, Financial Market activities-hedging and Arbitrage
4.	Intermediaries	Theoretical discussion	Mutual funds, insurance firms and hedge funds, commercial banks and investment banks
5.	Fixed Income Securities	Problem solving and Discussion	Bond Characteristics, bond types, coupon types, computation of different yields and bond price, relationship between, yield and price, floaters and inverse floaters Spot rates and forward rates, zero coupon yield curve, theories of term structure of interest rates. Fixed income risk measures-duration, modified duration, convexity and price value of basis point
6.	Foreign Exchange Markets	Theoretical Discussions	General understanding of currency markets and its role in the financial system
7.	Regulators of Financial System in		Need and Significance of IFS regulations, Role of RBI- Credit control measures, qualitative and quantitative credit control and regulatory measures taken by RBI to

	India		facilitate financial inclusion
			Issue of Capital and Disclosure Regulations[2009] SEBI [Prohibition to Fraudulent and Unfair Trade Practices Related to Securities Market]Regulations 2003 SEBI Substantial Acquisition and Takeover Regulations[2011] Mutual Fund –SEBI [Mutual Funds] Regulations 1996 SEBI [Credit Rating Agencies Regulation]1999 Anti Money Laundering, Listing and delisting of securities FDI Policy-SEBI [Foreign Portfolio Investors Regulations]2014, SEBI[Alternate Investment Fund Regulations]2012 IRDA-Role and Functions FEMA1999 Objectives, Definitions, current account and capital account transactions, establishment of branch, office etc in India, realization and repatriation of foreign exchange, authorized person, penalties and enforcement, foreign contribution (Regulation)Act, 2010.

Text Books

1	Bharati V. Pathak, The Indian Financial System-Markets, Institutions and Services.
2	Mishkin and Eakins, Financial Markets and Institutions.
3	L M Bhole and Jitendra Mahakud, Financial Markets & Institutions.
4	Siddharth Shankar Shah , Indian Financial System and Markets.
5	Shashi K. Gupta and Nisha Aggarwal , Financial Services
6	Guruswamy , Merchant Banking and Financial Services.

Reference Book

1 Fabozzi, The Handbook of Fixed Income Securities.
2. Anthony Saunders, Financial Markets and Institutions
3. Meir Kohn, Financial Institutions and Markets
4. Madura , Financial Institutions & Markets
5. Seth, P.R Kulkarni, Justice A.B , Banking Regulation Act (Commentary
6. Guide to FEMA with Ready Reckoner and RBI Circulars .Ramamurthy RBI Act
7. Ritika Garg and Bharat Agarwal ,Guide to Prevention of Money Laundering Act with Rules and Notifications

Assessment	
Internal	**40%**
Semester end	**60%**

Semester	III Elective[Finance]		
Course Name	**E-Banking Management**		
Course Code	For office use		
Credits	4		
Duration	40		
Learning Objectives			
1	To make the students conversant with e-banking products in terms of delivery, security and control with reference to India		
Prerequisites if any		Knowledge of e-commerce	
Module			
Sr.No.	Contents	Activity	Learning Outcome
1	Introduction to E-Banking	Theoretical Discussion	Impact of Information Technology on Banking-Changing Financial Environment and IT as a strategic response Hardware and Software.
2	Applications in Banking	Theoretical Discussion	Centralized Banking System/Core Banking System / System Administration, Database Administration, Application Server and Application Administration, Network Administration, Domains, Data Downloads/Uploads, Band widths, Data Centre, Data Storage Devices, Data Backups/ Restoration;
3	Delivery Channels	Theoretical Discussion	ATM, EFTPOS, Phone Banking, Internet Banking, SMS Banking, Mobile Banking, Credit/Debit Cards, Smart Cards, E-Commerce-Secure Electronic Transfer(SET), Payment Gateways (Credit card/Debit cards), Authentication of payments, etc.
4.	Security, Controls and Guidelines-	Theoretical Discussion	Threats to Information System: i)Physical (Insiders/outsiders) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spamming, denial of service attacks, etc., Information System Security Measures, policy, controls
5.	Managerial Perspective	Theoretical Discussion	Management challenges, Treading the Organizational Maze, Managing Relationship with Customers, Managing, External Relationships Marketing and Sales, and Regulation management. Human Involvement-Information System as Social Systems, Scoping E-Banking Management-The critical Assessment of

			System Boundaries Knowledge Management for E-Banking- Introduction, Meaning, Philosophies and theoretical roots, Applying KM to e-Banking, A critical Systems framework for KM in e-business and Future of KM and e-Banking
6.	Basel guidelines	Theoretical Discussion	for E-Banking, various RBI Committee Reports on Information systems
7	Case studies	Compulsory	
Reference Books			
1	Banking with Technology, Uppal RK, New Century Publications, New Delhi		
2	Information System for Modern Management Murdick RG, Ross JHE and Clagget JR Prentice Hall of India, New Delhi		
Text Books			
1	Internet Banking and Shopping	G.Chapman	
2	E-Banking and emerging multidisciplinary processes	Mohommad Ali Sarlak	
3	Indian Banking-Nature and Problems,	Vasantha Desai, Himalaya Publishing	
Assessment			
Internal	40%		
Semester end	60%		
Termwork **Assignments on Articles from** • Reserve Bank Bulletins • Economic Times and Business Standard • Journal of Banking and Finance International Journal of Banking, account and Finance			

Semester	:	III-Electives [Finance]		
Title of the Subject / course	:	**Security Analysis and Portfolio Management**		
Course Code	:			
Credits	:	4	**Duration**	: 40

Learning Objective

1	To understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions.
2	To understand the need for continuous evaluation and review of the portfolio with different techniques.
3	To learn technical analysis to predict price movements based on indicators and forecasting techniques.

Prerequisites if any	This subject requires basic knowledge of Financial management, financial markets and institutions.
Connections with Subjects in the current or Future courses	Corporate valuation.

Sr. No.	Content	Activity	Learning Outcomes
1	**Introduction to securities**	Lecture and classroom discussion	Understanding the basics of Securities
2	**Securities - Risk and return analysis** Types of securities, probability v/s Absolute loss in Risk management, volatility in prices, statistical tools for risk calculation.	Lecture and exercises	Understand the risk return Analysis
3	**Efficient Market Hypothesis** Random walk theory, significance, usage.	Lecture and exercises	Ability to calculate prices using EMH
4	**Equity research and valuation** Sources of financial information, industry analysis, company analysis, valuation ofequity shares.	Lecture and problem solving	Ability to carry on company analysis and valuation of equity shares
6	**Fixed income security analysis** Systematic and unsystematic risk, warrants and convertibles, bond valuation		Understand the fixed income Securities
7	**Indexing and Benchmarking** Creation of an index, adjusting for corporate adjustments in The index, tracking an index.	Lecture and problem solving	Ability of creating and tracking index

8	**Technical analysis** Dow theory, types of charts. Japanese candle stick patterns, chart patterns, technical indicators	Theory and Problem Solving	Ability to carry on Technical Analysis
9.	**Capital market theories** Capital asset pricing model, portfolio risk and return.	Theory and Problem Solving	Ability to apply capital market Theories
10.	**Factor models and arbitrage pricing theory** Factor based valuation models, Risk free arbitrage.	Theory and Problem Solving	Understanding and apply factor models and APT
11	**Investment decision theory** Timing, allocation, buy, hold, sell, short	Problem Solving	Understanding applying Investment Decision Theory
12	**Portfolio theory** Construction and analysis, portfolio optimization, portfolio management strategies, portfolio performance measurement.	Class room discussion	Understanding applying Portfolio theory

Text Books

1	Prasanna Chandra , Security Analysis and Portfolio Management.
2	Donald E Fischer, Roland J Jordan, Security Analysis and Portfolio Management.

Reference Books

1	Steven Achelis , Technical Analysis.
2	John Murphy , Technical Analysis of Financial Markets.

Assessment

Internal	40%
Semester-end	60%

Semester	:	III Electives [Finance]		
Title of the Subject / Course	:	Derivatives and Risk Management		
Course Code	:			
Credits	:	4	Duration in Hrs. :	40

Learning Objectives

1.	To understand the concepts related to derivatives markets and gain in depth knowledge of functioning of derivatives markets.
2.	To learn the derivatives pricing and application of strategies for financial risk management.
3.	To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.

Prerequisites if any	Financial management, mathematics and statistics.
Connection with subjects in the current or Future courses	SAPM, Corporate valuation

Sr. No	Content	Activity	Learning outcomes
1	**Introduction to Derivatives** Economic functions of derivatives, application of derivatives – for risk management and speculation (Leveraging), basic terms and properties of options, futures and forwards.	Classroom discussion	Understanding the basics of derivatives markets
2	**Forwards and Futures** Pricing and valuation - futures and forwards, Risk management using futures, introduction to currencies, commodity and interest rate futures.	Classroom discussion and problem solving	Understanding the process of pricing and valuation of forwards and futures
3	**Mechanics and Properties of Options** Co-relation with underlying assets, boundary conditions for options, Put-call parity and its interpretation, synthetic options and risk free arbitrage.	Classroom discussion and problem solving	Understanding mechanics of options and creating synthetic options
4	**Option Trading Strategies** Directional strategies (Bull call spread, Bear put spread, Ladder, Ratio spreads), Non-directional strategy (butterfly, condor), Volatility based strategies (Straddle, Strangle, Calendar Spread), Hedging strategies (Protective put, covered call).	Classroom discussion/ problem solving/dra wing graph and live trading	To understand pay off of each strategy

5	**Introduction to Options Valuation** Binominal Model for valuation, risk neutral probabilities and their interpretation, binomial model's application for American options where the underlying pays the dividend, Black and Scholes Model, log – normal distribution, interpreting the B & S formula, seeing options sensitivity to different variable.	Classroom discussion and problem solving	Valuations of options and creating scenario analysis using Excel
6	**Risk Management** Options sensitivity to the underlying, volatility, strike price, interest rate, time to expiration. Scenario analysis. Risk management using Greeks- Delta, Theta, Vega and Gamma risks of options, understanding options Greeks for various trading strategies (volatility and directional spreads), delta / dynamic hedging and relating the cost of Delta.	Classroom discussion	Understanding risk assessment methods and Options Greeks
9	**Options Volatility** Historical and implied volatility, volatility smile, term structure of volatility, some advance models of volatility estimation, value at risk, historical simulation, model building approach, stress testing and back testing.	Classroom discussion and problem solving	Understanding volatility and its relation to demand and supply of options
10	**Trading, Clearing and Settlement in Derivatives Markets** Meaning and concept, SEBI guidelines, Trading mechanism, learning mechanism-role of NSCCL, settlement mechanism, types of settlement, accounting and taxation aspect of derivatives trade.	Classroom discussion	Understanding the process of trading, clearing and Settlement

Text Books

1	Redhead Keith, Financial Derivatives - An introduction to futures, forwards, options and swaps
2	Yadav Surendra S, Jain PK, Foreign exchange markets: understanding derivatives and other instruments
3	Hull John C. - Options, Futures and other derivatives

Reference Books

1	Bhaskar P Vijaya, Mahapatra B - Derivatives simplified: An introduction to risk management
2	Bhalla V K - Financial derivatives (risk management)

Assessment

Internal	40%
Semester-end	60%

MARKETING ELECTIVES

SEMESTER III

w.e.f. 2016-17

Semester	:	III-Elective		
Title of the Subject / course	:	Digital Marketing		
Course Code	:			
Credits	:	4	Duration	:	40

Learning Objectives:

1.	To understand the new media, Different types, their strengths and the way customer interacts with new / digital media.
2.	To develop the skills to strategize and execute campaigns on new / digital media

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media	Lecture, industry reports	To understand the growing importance of digital media in comparison with traditional media
2	Customer consumption trends of digital media Role of digital media in consumer decision making process Behavioural and Contextual targeting	Lecture/ Case Study	To understand how consumers interact with digital media and use the same for marketing strategies
3	Search Engine Optimization (SEO) - Need for SEO - Strategies - Method - Integration with Google Analytics, analysis of reports and metrics	Lecture, Case Study and Practical demonstration of creating SEO Friendly content.	Familiarizing the students with techniques of SEO and metrics important for a website through Google Analytics
4	Search Engine Marketing (SEM) - Importance and need - Campaign strategy - Identifying keywords and their configurations - Creating AdWords campaigns - Assess campaign using AdWords analytics reports	Lecture & Practical demonstration of AdWords Campaign	Appreciate the search engine advertising and learn to make strategies for effective campaign. Understand the various metrics important for SEM campaign
5	Social Media Marketing Introduction & comparison of various Social Media (including subscriber base, features, popularity etc.)	Lecture & Practical demonstration of Campaign on Facebook / LinkedIn /	To be able to build brand preference, generate leads and aggregate audience on Social Media and increase audience engagement. Understanding Social media

	• Social Media Marketing strategies – with examples/ cases • Content Strategy for various social media • Creating Campaign on Social media (Facebook) • Assessment of campaign using Facebook analytics	Twitter / Instagram / Snapchat etc.	analytics and make relevant strategies
6	Display advertising Video advertising - types and their effectiveness Blog marketing	Lecture/ Case Study/ Videos	To be able to use display advertisement, blogs and YouTube in overall marketing strategy
7	Pricing Models • Cost per Click (CPC) • Cost per thousand Impression (CPM) • Cost per acquisition (CPA) • Relevance of each in different situations • Prevention of click frauds	Lecture/ Case Study	Students will understand the different pricing options, and their use in given scenario
8	Email Marketing • Trends, types, Challenges • Planning & designing campaign • Assess effectiveness of the campaign using various metrics	Lecture/ Case Study	To deliver relevant marketing communication to targeted audience in most creative way. Apply learnt skills n effectively building users list, deliver email and generate relevant clicks
9	Mobile Marketing • Market size, growth etc. • Applications • Coupons • Gamification • Mobile wallets • QR codes • USSD • SMS	Lecture/ Case Study/ Videos	Strategizing marketing through smart devices. Learn app- based marketing, QR codes, Location based Marketing, SMS marketing and effective use of mobile wallet ecosystem
10	E-commerce • Understand trends and profile of e-commerce players • Use of e-tailers for promotion and distribution of brands • Strategies used by E-commerce players	Lecture/ Case Study/ Videos	

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	The Art of Digital Marketing – Ian Dodson – Wiley Publication
2	Digital Marketing – Vandana Ahuja – Oxford Publication
3	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan – Kogan Page
4	Digital Marketing: Strategy, Implementation & Practice – Dave Chaffey & Fiona Ellis-Chadwick
5	Convert! Designing Websites For traffics and Conversions – Ben Hunt
6	The Social Media Bible: Tactics, Tools & Strategies for Business Success – Lon Safko
7	Global Content Marketing – Pam Didne
8	The Power of Visual Storytelling – Ekaterina walter
9	Digital Marketing – Dr. Hari Krishna Maram

Assessment

Internal	40%
Semester-end	60%

Semester	:	III Elective [Marketing]			
Title of the Subject / course	:	Sales Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1. To understand function of sales and its importance
2. To comprehend the art of managing the sales force
3. To motivate and manage sales force effectively
4. To develop critical thinking skills and situational leaderships
5. To learn the art of solving problems related to sales process on the field

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module		

No	Content	Activity*	Learning Outcomes
1	Introduction to sales organisation and types of sales force. Importance of sales management in any business organisation.	Lecture and discussion	Familiarising the student with the sales management function
2	Sales Organisation Structures, both B2B, B2C	Lecture/ Case Study	Deeper understanding about sales organisations across sectors.
3	Selling skills; Negotiation skills for services sales as against physical good sales, Sales dyads , Decision Making Units (DMUs),	Role play / observation and debriefing by faculty bringing conceptual clarity.	The students will develop an appreciation of negotiations & sales of services and physical Goods
4	Sales process – sales approach, demonstration & closure, Personal selling, Applications of AIDA Model in sales.	Lecture And role play, debriefing by faculty bringing conceptual clarity.	Familiarising the students with techniques of sales process
5	Territory and time management, route planning, scheduling customer visits. Manpower planning- Recruitment, Selection, Training and development of sales personnel.	Lecture/ Role Play, debriefing by faculty bringing conceptual clarity.	Identify right attitude and skills for sales force. Developing an understanding of Territory Management.
6	Planning & forecasting techniques such as Moving Averages, Trend Analysis etc. And target setting[Sales Budget and quota setting] using software support or Excel	Lecture and discussion with use of templates, Also supported by guest faculty from industry	Learn tools & techniques to set sales targets.

7	Sales Administration -Devising sales compensation, incentives, fixed and variable components of compensation, Non –monetary incentives. Performance evaluation of salesmen, setting standards of performance, recording actual performance, evaluation and managing sales meetings	Lecture/ Case Study / Role play	The student will learn how to motivated sales team and how compensation is linked to sales force performance and retention. To develop an understanding of the Art of positive evaluation
8	Sales force management during different phases which includes motivation during bad times (positive reinforcement), planning sales contests.	Lecture/ Case Study / referrals to research papers.	Developing skills to effectively manage sales force.
9	Field sales control - Sales reporting system which includes weekly, monthly, quarterly reports and interpretation of the data for future action plans, sales analysis and marketing cost analysis, sales audit, managing outstanding.	Lecture / Discussion/ Field trip	Understanding the relationships between the present sales & future plans of the organisation as well as an appreciation of costs.
10	Importance of Distribution and Logistics Management in relation to Sales Management, Understanding lead time and delivery schedule etc.	Lecture and Discussion	Learning to calculate delivery schedules.

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Sales Management, Still, Cundiff & Govani, Prentice Hall India
2	Professional Sales Management, Anderson, Hair & Bush , Tata McGraw Hill
3	Management of sales force, Stanton & Spiro Mc Graw Hill International
4	Sales Management , Futrell 6th edition Thomson South western
5	Sales and Distribution Management , S L Gupta, Excel Books India
6	Text Book on Sales Management , Dr. R.K. Srivastava, Excel Books India

Assessment

Internal	40%
Semester-end	60%

Semester	:	III Elective Marketing			
Title of the Subject / course	:	Marketing Strategy			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1.	To understand and predict changes in the macroeconomic environment and its impact on marketing programmes
2.	To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.

Prerequisites if any Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1.	Introduction to Marketing strategy - Concept, Principles, Understanding of Strategy & Tactics	Lecture	Understanding the basics of Marketing strategy and tactics
2	New Product Development process • SWOT analysis, PARTS framework and design of the demand landscape • Commercialization of innovation through alliances • Challenges during the technology adoption life cycle	Lecture / Case studies / discussion	To Understand the strategic aspects of New Product Development & Commercialization
3	Marketing Intelligence • Understanding information needs for market Research • Assessment of key marketing metrics – Return on Marketing Investment; Market share and payback period; Net Promoter score; Customer satisfaction and share of wallet; Brand awareness/ preference; purchase intentions; Average Unit retail price, percentage sales on deals; All commodity volume; Inventory turns, same store sales, Cannibalization	Case studies discussions , Videos (TED Talks),Referra ls to Research papers	To understand and apply various matrices to evaluate marketing programmes
3.	Product and Brand Policy • Product Policy Decisions-Line and Mix decisions • Managing across the PLC from Pre-launch pruning and withdrawal from the market • Lead users and role in product design • Brand Culture-Aligning with Organizational Culture	Lecture/Cases /Simulations	Understanding issues in formulating products and brand policies
4	Pricing Policy	Lecture/Cases	To understand levers

	• Pricing strategies – Types of pricing strategies: Cost-plus, Perceived value, etc. • Price band – Types and width of price bands and its management • Using promotions as a lever to manage the price band		to manage prices.
5	Marketing Plan • Situation Analysis – 5C's analysis (customer/competitor/collaborator/company/context); • Forecasting societal changes based on PEST analysis • Preparing and Presenting the Marketing plan	Cases and Field Assignments	Formulating a Marketing Plan.
6	Channel Policy • Designing the length, breadth, and modifying the dimensions of the channel • Need for control and availability of resources and role in channel design • Channel selection strategy – direct, corporate, contractual systems • Omni-channels • Channel conflicts and resolution	Lectures/Cases/Games (Beer Games)	Understanding the issues in the design and management of channels

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Marketing Strategy, Walker Mullins Boyd & Larreche, Tata McGraw-Hill
2	Marketing Strategy, Luck & Ferrell, Southwestern
3	Marketing Strategy, Stephen Schnaars, Free Press
4	Marketing Metrics, Reibstein , Farris , Bendle, Pfeifer, Pearson
5	Strategic Marketing, Dr.Shahjahan
6	New Product Policy & Plans , Yoram Wind
7	Lead Users, Eric Von Hippel

Assessment

Internal	40%
Semester-end	60%

Semester	:	III Elective [Marketing]			
Title of the Subject / course	:	Product and Brand Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1.	To expose and sensitize the students with the practices of product and brand management.
2.	To understand the key issues in Product and Brand Management

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Content	Activity*	Learning Outcomes
1	Introduction to Product Management, Role and Functions of Product Managers	Lecture and discussion	Understanding the functions of Product Management
2	Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix)	Lecture	Understanding the portfolio analysis and tools.
3	Product Decisions over the PLC	Lecture/Case Study discussion	Understanding the relationship between Product strategy and PLC
4	New Product Development Process	Lecture/Project - Assignment/ Case study discussion	Understanding NPD process
5	Financial Decision on the PLC using Polly and Cook Model	Lecture	Understanding the Financial Implications across PLC
6	Introduction to Brand Management- Branded House Vs House of Brands, Corporate Brand.	Lecture/Case study and discussion.	Understanding the fundamentals of Brand Management
7	Brand prism by Kapferer Model, Brand Anatomy.	Lecture/ Case Study	Understanding Brand development process
8	Branding Decisions- Line Extensions, Category Extension	Lecture/ Case Study and discussion	Understanding Branding Decisions
9	Brand Equity – Concept and measure	Lecture	Understanding Brand Equity and its measure

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Strategic Brand Management by Kevin Lane Keller, M G Parameswaran, Isaac Jacob, Pearson
2	Brand Management by David Aaker, Tat McGraw Hill
3	Brand Management-Indian Perspective by YLR Murthy, Vikas Publishing

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core		
Title of the Subject / course	:	Services Marketing		
Course Code	:			
Credits	:	4	**Duration** :	40

Learning objectives

1	To familiarize students to basic concepts and decision making processes involved in Services Management
3.	To help students to understand application of these concepts to various industries in service sector

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Content	Activity*	Learning Outcome
1	Introduction – Difference between Products & services, Key characteristics of services	Lecture	Students will be able to understand Fundamentals of services
2	Consumer Behaviour in Services	Lecture	Students will be able to understand Consumer Behaviour in Service industry
3	Services Marketing Mix decisions-7Ps, SERVQUAL model	Case / Lecture / Assignment / Field survey	Students will be able to understand Gaps in service delivery
4	Managing Demand, capacity & service assets	Class Room Teaching, Case Study Discussion	Students will be able to understand how to forecast demand, Planning delivery and capacity by using service assets of an organization
5	Managing Customer Relationships-CRM as a tool for customer satisfaction and retention, service blueprints – moments of truth, Leaking bucket theory	Lecture / Case Study Discussion	Students will be able to understand use of CRM in customer satisfaction and retention
6	Complaint handling , Service Failure & Service Recovery	Lecture / Case Study Discussion, Role Play	Students will be able to understand how to use complaints as an opportunity for service recovery and enhance customer loyalty
7	Improving Service Quality ,	Lecture /	Students will be able to

	Service Marketing triangle, Fishbone Diagram	Case Study Discussion, Role Play	understand how Companies align internal capabilities to deliver external promises for customer loyalty
8	New developments in service marketing –Peer to Peer sharing (Airbnb , Uber , Ola)	Presentation from Students and evaluation on the basis of topic clarity	Students will be prepare for service sector by evaluating, giving feedback on their presentation for service sector organizations

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Services Marketing International Edition –Zeithamal V., M. J. Bitner and D.Gremeler
2	Services Marketing – Text and Cases – Rajendra Nargundkar, 2nd Edition by McGraw-Hill Companies
3	Services Marketing by Lovelock, Wirtz & Chatterjee 7 edition
4	Services Marketing, Indian Edition By Valarie A Zeithmal, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit

Assessment

Internal	40%
Semester-end	60%

HUMAN RESOURCE ELECTIVES

SEMESTER III

w.e.f. 2016-17

Semester	:	III Electives [Human Resource]		
Title of the Subject / course	:	Training & Development		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives

Learning the intricacies of process of training and development

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcomes
1.	Introduction to human resource development	Case Study/Role Play/Drama/GD	Introduction to the concept of HRD
2.	Overview of Training in Organizations • Role of training • Structure of training • Planning for T&D • Management of Training functions • Organization of Training	Case Study/Role Play/Drama/GD	Introduction to training, structure, need assessment and evaluation of training
3.	Learning Organization	Case Study/Role Play/Drama/GD	Exploring the concept of Learning Organization
4.	Principles of Adult Learning • Learning Styles • Self Generated Learning • Experiential Learning • Motivation & Performance	Case Study/Role Play/Drama/GD	Introduction to adult learning and different methodologies
5.	Training Administration • Training budget • Budget of Training Programmes • Design training calendar/schedules • Designing and executing training inputs • Establishing learning objectives • Rule of active training	Case Study/Role Play/Drama/GD	Introduction to preparation of training budget, calendar and training module
6.	Training need Assessment	Case Study/Role Play/Drama/GD	Understanding the process of training needs and assessment
7.	Competency modeling and mapping	Case Study/Role Play/Drama/GD	Understanding the method of competency modeling and mapping
8	Designing training modules	Case Study/Role	Learning to Design training

		Play/Drama/GD	modules
9.	Implementation of Training	Case Study/Role Play/Drama/GD	Learning methods of implementing training
10	• Traditional training methods • E-learning and use of technology in training • Computer based training, Satellite based Training , Fusion methodology, Theatre, Art, Music as methodologies • The World as a classroom		Exploring various types of training
11	Training evaluation, Cost Benefit Analysis and ROI	Case Study/Role Play/Drama/GD	Introduction to training evaluation, cost benefit analysis and ROI
12.	Management Development	Case Study/Role Play/Drama/GD	Introduction to Management Development
13.	E-training/Learning –Concept, e training types, Planning for e-training, e-training administration, Organizational readiness for e-training	Case study IBM and Cisco	Understanding of e-training in depth

Reference books

1	Effective Training Systems, Strategies and Practices P. Nick Blanchard, James W Thacker second edition Pearson Education
2	P. Nick Blanchard, James W Thacker second edition Pearson Education
3.	E-Training and Development –Collin Barrow, John Willey and Sons-Capstone Publishing 2003-EXPRESS EXEC.COM

Text books

Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill 1 Publication (International Edition

Assessment

Internal	40%
Semester end	60%

Semester	: III Electives[Human Resource]				
Title of the Subject / course	: **Compensation and Benefits**				
Course Code	:				
Credits	: **4**		**Duration**	:	**40**

Learning Objectives

1.	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Human Resources Philosophy and Approach for an Organization	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the philosophy of human resources
2	Reward Strategies – Articulating and understanding business context for reward strategies	Case Study/ Role-play/ Drama/ Group Discussion	Understanding business context for reward strategies and preparing strategies
3	Elements of Reward Strategy – Understanding Reward Management	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the elements of reward strategy and management
4	Compensation / Remuneration place in Reward Strategy	Case Study/ Role-play/ Drama/ Group Discussion	Exploring Compensation / Remuneration place in Reward Strategy
5	Understanding Elements of Compensation Structure □ Fixed , □ Cash Benefits, □ Retirals and □ Social Security, □ Variable Pay / Incentives	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Elements of Compensation Structure, Types of Variable Pay including Stock Options
6	Costing the CTC of each element of Compensation Structure (excluding stock options)	Case Study/ Role-play/ Drama/ Group Discussion	Learning to Cost the CTC of each element of Compensation Structure

7	Understanding Inflation – Inflation – ☐ Dearness Allowance ☐ Consumer Price Indices ☐ Understanding Provident	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of inflation and neutralization of Inflation
8	☐ ESIC, Gratuity, ☐ Superannuation, ☐ Bonus under Payment of	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act
9	Understanding Income Tax	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Income Tax
10	Arriving at the CTC of an employee/ candidate – ☐ costing elements, ☐ designing a salary offer template ☐ Making a salary offer to candidate – understanding salary ranges	Case Study/ Role-play/ Drama/ Group Discussion	Preparing the CTC of an employee
12	Remuneration Survey- ☐ choosing a partner, ☐ conducting a survey, ☐ benchmarking, ☐ arriving at a comparator, ☐ target position, ☐ understanding median , ☐ percentile, ☐ ageing of market data ☐ Converting Remuneration Survey results into a Salary Proposal	Case Study/ Role-play/ Drama/ Group Discussion	Learning the details of remuneration survey
13	Equity Compensation Plans ☐ objective of equity compensation, ☐ types of Stock Plans, ☐ Valuing stock grants, ☐ SEBI Guidelines, ☐ taxability of stock options	Case Study/ Role-play/ Drama/ Group Discussion	Learning the intricacies of equity compensation plans

Reference books

1	Textbook of HRM – P. Subha Rao.
2	Managing Human Resources – Bohlander, Snell, Sherman
3	Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications

Text books

1	Compensation Management in a Knowledge Based World – Richard I Henderson Pearson Publications

Assessment

Internal	40%
Semester end	60%

Semester	:	III Electives[Human Resource]			
Title of the Subject / course	:	Competency Based HRM and Performance Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
2	To understand the concept of competency and competency based HR practices.
3	To understand the various approaches towards building a competency model
4	To understand how to integrate the applications of competency model with HRM functions
5	To impart the understanding about the performance management and strategies adopted by the Organizations

Prerequisites if any	
Connections with Subjects	
in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Concept and definition of Role and competency**. History of competency, Types of competencies – generic/specific. Competency description, Competency levels, Designing competency dictionary, Why to promote a competency culture, Context and Relevance of competencies in modern organizations Evolution of Competency based HRM, Competency Selection; Competency based Training & Development. Competency Based Performance Management; Competency Based Career & Succession Planning, linking HR processes to organizational strategy, competency framework development of personal competency framework, Developing Competency Models ,Issues relating to Competency models.	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Basic Understanding concept of Competency and its relevance to modern day Organizations.
2.	**Methods of Data Collection for Mapping:- .** a. Observation b. Repertory Grid c. Critical Incidence Technique d. Expert Panels e. Surveys , f. Job Task Analysis g.. Behavioral Event	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations,	Gaining knowledge about the various methods of data collection in mapping process and knowledge of validating the

		Practical Examples Assignments	Competency model.
	h.Interview, Use of technology. Developing Competency Models from Raw Data: a. Data Recording b.Analyzing The Data c. Content Analysis of Verbal Expression d. Validating the Competency Models		
3	Competency Mapping and Assessment – Meaning, purpose and Benefits, Steps in Competency Mapping –, Measuring and mapping competencies a. BEI b. Assessment centre c. Conducting and operating assessment centre d. Role of assessors in an assessment centre e. Designing tools in an assessment centre f. Integration of data , Report Writing and g. Feedback mechanism . Approaches to Mapping	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Knowledge about running the assessment centre and Report writing and learning about how to give feedback.
4	Conceptual Framework of Performance Management Performance Management process; Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation.	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Learning about the conceptual frame work of Performance Management System and its linkage with HR practices
5.	implementation and Issues in Performance Management: a. Defining Performance b. Determinants of Performance c. Performance Dimensions d. Approaches to Measuring Performance e. Diagnosing The Causes of Poor Performance f. Differentiating Task from Contextual Performance g. Choosing a Performance Measurement Approach h. Measuring Results and Behaviours i. Gathering Performance Information j. Implementing Performance Management System	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Learning about the Implementation of Performance Management System, issues and challenges

6	Performance Management and Employee Development: a. Personal Development Plans b. 360 Degree Feed Back as a Developmental Tool c. Performance Management and Reward System d. Performance Linked Remuneration System e. Performance Linked Career Planning and Promotion Policy	Case Studies, Class Discussions	Studying performance management as a tool for employee development
7	Conducting Staff Appraisals a. Introduction & Need b. Skills Required c. The Role of The Appraiser d. Job Description and Job Specification e. Appraisal Methods f. Raters Errors g. Data Collection h. Conducting an Appraisal Interview i. Follow Up and Validation	Case Studies, Class Discussions	Understanding the process of conducting staff appraisal
8	Performance Consulting: a. Concept b. The Need for Performance Consulting c. Role of The Performance Consulting d. Designing and Using Performance Relationship Maps e. Contracting for Performance Consulting Services f. Organizing Performance Improvement Department	Case Studies, Class Discussions	Understanding performance consulting
9	Reward for Performance: a. Reward System, Components of Reward System, b.Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies c.Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	Case Studies, Class Discussions	Study of rewards for Performance

10	Ethics in Performance Management: a.Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, b.Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	Case Studies, Class Discussions	Overview of ethical practices in performance management
11	Case Study and Presentations		

Text books

1.	Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai.
2.	Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3.	Bagchi, S. N., Performance management, Cengage Learning India
4.	Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education

Reference books

1	Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition
2	Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3	Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.

Assessment

Internal	40%
Semester end	60%

Semester	:	III Electives[Human Resource]			
Title of the Subject / course	:	Labour Laws and Implications on Industrial Relations			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Understanding Nature and Importance of Labour Laws
2	To understand various legislations with their history, basic provisions & case laws
3	To study current amendments in Labour laws
4	Highlight Labour Laws with IR implications

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Overview of IR** ☐ IR history in brief, System approach to IR and IR model, ☐ ☐Collective Bargaining, Basic Grievance machinery and disciplinary procedure Importance of workers☐ ☐participation in Management with few egs. ☐ Relating IR to labor laws ☐ Labor laws with IR implications for futuristic India	Lecture method	This is to give a snapshot of IR and the faculty to relate importance of IR to Labor Laws, changing dynamics of IR
2.	**Introduction to Labor Laws** ☐ ☐Government of India☐Structure, Constitutional provisions for labor ☐ Structure of Courts and appropriate authorities in India. ☐ Principles of Labor Laws Classification of Labor Laws viz: Regulative, Employment, Wage, ☐ Social Security & IR	Lecture method	Understanding court jurisdictions and basics of Labour laws
3	**Industrial Relations Legislations** • Industrial Dispute Act 1947 • Trade Union Act 1926 & MRTUP 7 PULP1971 [Only union politics and recognition provision] • Industrial Employment[Standing Order]Act 1946	Case Laws	To study history, provisions, case laws & amendments under each law
4	**Regulative Laws** • Factories Act 1948 • The Bombay Shop and Establishment Act 1948	Case Laws	To study history, provisions, case laws & amendments under each law
5.	**Social Security Legislations** • Workmen's Compensation act 1923[with sums] • ESI Act 1948 • Gratuity act 1972 • Provident Fund act & Mis. 1952	Case Laws	To study history, provisions, case laws & amendments under each law

6.	**Wage Legislations** • Payment of Wages Act 1936 • Minimum Wages act1948	Case Laws	To study history, provisions, case laws & amendments under each law
7.	**Overview of few laws** • Maternity Benefit Act1961 • Apprentice Act 1961 • Employment Exchange Act 1951 • Payment of Bonus Act 1965	Case Laws	To study history, provisions, case laws & amendments under each law
8	**Internal Assessment** Overview of Alternate Dispute Resolution Mechanisms		

Text and Reference books

1. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publication House
2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3. Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislations Himalaya Publishing House
4. Kapoor N.D. Elements of Mercantile Law Sultan Chand and Sons

Assessment

Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	**Human Resource Planning and Application of Technology in HR**			
Course Code	:				
Credits	:	4	**Duration**	:	40

Learning Objectives

	To understand the concept of HR Planning and application of technology in HR
Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	**Human Resource Planning** Meaning, The planning process. Indicators and trends. Ascertaining demand and supply in HR Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking HRP with strategic HRM	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR Planning and forecasting
2	**Job Analysis, HR Planning and Selection in the Modern Business Environment:** Job analysis and design, Collection and application of job analysis information, alignment of job analysis to selection. Changing perspectives in the field of recruitment and selection in the information age: e- recruitment and selection. **Employment Tests:** Concepts of Testing, Types of tests, Executive Talent Search	Case Study/ Role-play/ Drama/ Group Discussion	Learning the concept of job analysis and selection
3	**Workforce Diversity, Diversity Planning,** Dimensions of Diversity, Policies, Valuing Diversity in Organizations, Gender Diversity Legislation, Corporate initiatives on Gender Diversity. Organizational Strategies for Promoting Diversity, Diversity Awareness Training and Programs, Systemic and Individual Diversity Change Initiatives, The Future of Diversity – A Global Perspective.	Case Study/ Role-play/drama GD	Understanding the nuances of workforce diversity

4	**Technology in Human Resource** Administration and HRIS, Talent Management, Job Analysis and HRP Recruitment and Selection in an Internet Context, T&D Issues and HRIS Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International HRM	Case Study/ Role-play/ Drama/ Group Discussion	Overview of application of technology in HR
5	**Introduction to Analytics** : Introduction to Business Analytics : Need for Analytics, Use of Analytics in business : Introduction to HR Analytics , HR Analytics and people strategy : Becoming a persuasive HR function	Case Study/ Role-play/ Drama/ GD	Introduction to HR Analytics
6.	**Metrics and Analytics** Language of Metrics and Analytics : Descriptive Analytics : Prescriptive Analytics : Casual Analysis : Predictors, prediction and predictive modelling : Business applications of modelling	Case Study/ Role-play/ Drama/ GD	Understanding different categories of HR Analytics, Applications of Modelling
7	**HR Information Systems and Data** Information Sources : Analysis software options : Preparing data : Using SPSS : Big Data **Analysis Strategies** From descriptive reports to predictive analytics : Statistical Significance : Types of data : Types of statistical tests : Factor Analysis and reliability analysis **Recruitment and Selection Analytics** Reliability and validity of selection process : Human bias in recruitment and selection **Predicting Employee Performance** Indicators of performance : Methods for Measuring Performance	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to Analysis using SPSS and Big data, different ypes of statistical analysis techniques

Application of analysis in R & S, Employee performance |
8.	**Employee Management** Measuring Employee Engagement : Interrogating the measures : Conceptual Explanation of factor analysis Employee Turnover information, :Descriptive Turnover Analysis: Measuring and exploring differences between turnover at an individual or team level	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in employee management and employee turnover
9.	**Monitoring the Impact of Interventions** Tracking the impact of various HR interventions: Value change initiative	Case Study/ Role-play/ Drama/ GD	Application of Analytics in tracking the impact of HR interventions
10.	**Diversity Analytics** Equality, diversity and inclusion: Approaches to measuring and managing D&I	Case Study/ Role-play/ Drama/ GD	Applications of analytics in assessing diversity
11	**Advanced HR Analytic Techniques** Mediation Processes: Moderation and interaction analysis: Multilevel linear	Case Study/ Role-play/ Drama/ GD	Learning Advanced HR analytics Techniques

	modelling, Curvilinear relationships Structural Equation Models: Growth Models: Latent Class analysis: Response surface methodology and polynominal regression		
12	**Usage, Ethics and Limitations** Institutionalised Metric Oriented Behaviour, Importance of quality data and measures; Ethics in analytics: Ethical Standards for HR Analytics team: Limitations	Case Study/ Role-play/ Drama/ GD	Understanding ethics involved and limitations of HR analytics

Text books

1	Human Resource Planning – James W Walker
2	Human Resource Development – Uday Kumar Haldar – Oxford Publications
3	Managing Diversity: Toward a Globally Inclusive Workplace Book by Michalle E. Mor Barak.
4	HR Analytics: The What, Why and How : Tracey Smith
5	The new HR analytis: Predicting the economic value of your company's Human Capital Investment Jac Fitz-enz

Reference books

1	Human Resource Planning – D.K Bhattacharya
2	Human Resource Planning – M.S Reddy
3	Planning & Managing Human Resources – William J Rothwell, H.C Kazanas
4	Predictive HR analytics: Mastering the HR Metric:Dr. Martin R.Edwards, Kristen Edwards

Assessment

Internal	40%
Semester end	60%

INFORMATION SYSTEMS ELECTIVES
SEMESTER III
w.e.f. 2016-17

Semester	:	III Elective [Information Systems]			
Title of the Subject / course	:	Information System Security and Audit			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1.	To understand the Need for Information Security and Audit in an organization Identifying Information Assets in an organization
2.	To understand the framework of Concept of Systems Audit
3.	Understand the System & Infrastructure Maintenance
4.	To Know the insights of Security Administration & Operations'
5.	To understand the Global & Indian perspective
Prerequisites if any	Basic understanding of Information System Security and Audit
Connections with Subjects in the current or Future courses	Will connect conceptual framework to significance, Need for Information Security and Audit in an organization

Module

Sr. No.	Content	Activity	Learning outcomes
1	The **latest opportunities in Information Systems Audit** Forensic accounting, Fraud prevention, Security in Business Information, Business Analytics, E-Commerce, Cloud computing, Big Data, Data Analytics, Social Media, etc.	Lecture	
2	Need for establishing **Control Framework for information asset**, Understanding Information Risk Management and Control, Information Security (CIA) Management (Tools and techniques) for Safeguarding Business Information and related assets. General control – Preventive, Detective and Corrective Controls, Technological Controls - Application controls, Database controls and network controls, Administrative and Operational Controls – Physical, Environmental and Logical Controls. Importance of information security and audit	Lecture & cases	
3	**Concept of Information Systems and Security Audit Practices** Information System Audit - Planning, Conducting an audit, Reporting Audit findings, Audit Follow up. Information System Audit Function – Scope of Audit, Cycle Time, Audit Time and Cost effectiveness, Competency of an Auditor, Role responsibility and accountability of an IS Auditor, Internal and External Systems Auditor.	Lecture	

4	**Protection of Information / Application System** Review of business information / application flows in the organization, inputs, process, validation and output, modifications, authorizations, information (data) and application maintenance, disposal, etc. Review of database and data management systems Review of Logical access, Physical and Environmental controls that supports business information / application system.	Lecture and cases	
5	**Protection of Information / Application Infrastructure** Network controls, Vulnerability Assessment and Penetration Testing, etc. Review of Logical access, Physical and Environmental controls that supports business information / application infrastructure.	Lecture and cases	
6	**Business Continuity Management** (A Corrective Control as part of Contingency plan for Business IT) **Process** - Dependencies – External and Internal, Risk, Actions to address Risk, Performance Measurement, Improvement in resilience **BC Infrastructure** – Cold, Warm, Hot and Reciprocal Sites, Safety and Security of Business infrastructure, System and People **Practice** – BCM Team, Roles, responsibilities and authorities, Competencies, Awareness, Plans for Business Continuity and Disaster Recovery, Exercise and Testing, Management Reviews	Lecture & Cases	
7	**Audit Tools and Certifications** Overview of COBIT 5 and its use by IS Auditors Overview of ISMS ISO 27001:2013 Overview of BCMS ISO 22301:2012 Certified Information System Auditor (CISA) Certified Information Security Manager (CISM) Certified In Governance of Enterprise IT (CGEIT) Certified in Risk & Information System Control (CRISC) Certified Information System Security Professional (CISSP)		
8	Case Studies and Presentations\		

Text books	
1.	Information Systems Control and Audit – Ron Weber – Prentice Hall Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill
2.	Contemporary Auditing – Kamal Gupta – Tata Mc GrawHil

Reference books	
1.	Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill Contemporary Auditing – Kamal Gupta – Tata Mc GrawHil
2.	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G–Prasuna – ICFAI Press
3.	IT Securtiy Governance by IT Governance Institute (ITGI) BS:7799/ISO/IEC:17
4.	Information Security Principles and Practices – Mark Merkow and Jim Breithaupt – Pearson Education
5.	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G–Prasuna – ICFAI Press

Assessment	
Internal	40%
Semester end	60%

Semester	III- Elective (Information System)
Course Name	**Knowledge Management**
Course Code	For office use
Credits	4
Duration	40 hrs

Learning Objectives	
1	To understand the introduction to Meaning of data, information, knowledge
2	To Know the conceptual background and framework of KM
3	Understand the KM Foundations and Solutions KM Foundations
4	To know the Organizational Structure, Culture, Communities and KM practices, Information Technology as an enabler.

Prerequisites if any	Basic understanding of Knowledge Management
Connections with Subjects in the current or Future courses	Will connect conceptual framework to KM Infrastructure, Organizational Structure, Organizational Culture, Communities of Practice, Information Technology enabler

Module			
	Content	Activity	Learning outcomes
1	Introduction to Knowledge Meaning of data, information, knowledge and expertise Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. Explicit, generals. Specific. Types of expertise – associational, theoretical Characteristics of knowledge – explicitness, teach ability, specificity Reservoirs of knowledge Locations and Intellectual Capital	Lecture	
2	Introduction to Knowledge Management (KM) Meaning of KM, Relevance of KM in today's dynamic complex environment Forces Driving KM Organizational issues in KM Systems & their role Emergent KM practices Factors influencing KM Future of Knowledge Management	Lecture & cases	
3	KM Foundations and Solutions KM Foundations: Infrastructure, Mechanisms, Technologies KM Solutions and components: Processes (Discovery, Capture, Sharing, and Applications)Knowledge Utilization Process	Lecture	
4	KM Infrastructure Organizational Structure Organizational Culture Communities of Practice Information Technology enabler	Lecture and cases	

	and Infrastructure Common Knowledge		
5	Organizational Impact of KM Dimensions of KM Impact – People, Processes, Products & Organizational Performance Factors influencing impact – universalistic & contingency view Leadership and Assessment of KM Leadership , KM Assessment of Knowledge Management Solutions, Impacts Knowledge Workers Barriers to KM and IT Dissemination	Lecture and cases	
6	Case studies and Application Exercises on KM processes	Lecture & Cases	

Reference books	
1	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies. Prentice Hall. ISBN: 0-13-109931-0.
2	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3	Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
4	Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
5	Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

Text books	
1 Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.	
2 Work study ILO	

Assessment	
Internal	40%
Semester end	60%

Semester	III-Electives (Information Systems)
Course Name	**Software Engineering**
Course Code	For office use
Credits	4
Duration	40 hrs

Learning Objectives	
1	To understand the in details software development process with issues /challenges In analysis, design, implementation ,maintenance etc.
2	Ability to analyze, design, verify, validate, implement, apply and maintain software systems.
3	To help students to develop skills that will enable to construct high quality software and reliability.

Prerequisites if any	Basic understanding of software Engineering
Connections with Subjects in the current or Future courses	Will connect conceptual framework to software engineering

Module			
	Content	Activity	Learning outcomes
1	Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development	Lecture	
2	Analysis and Design of Information systems •Assessing the Feasibility of a system •Gathering detailed requirement •Use of Structured methods such as Data flow, Entity Relationship diagrams etc – •Use of Object Analysis and Design •Use Cases and visualization of the IT based solution •Design of Inputs , Outputs and other interfaces	Lecture & cases	
3	Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications	Lecture	
4	Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, COCOMO II, Use Case Point Method etc – Estimating a Coding Task	Lecture and cases	

	versus non-coding activities such as Documentation etc		
5	Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing	Lecture and cases	
6	Review of Student Presentations on exercise which requires them to analyse a business process, requirements, documentation and maintenance, Analysis and Conceptual design of the system, estimation of the software size	Lecture & Cases	
7	Case Studies and Presentations	Lecture & Cases	

Reference books	
1	Analysis and Design of Information Systems, by James Senn, TMH
2	Software Engineering- A Practioners's Approach", 7thEdition , Pressman
3	OOAD – 3rd Edition, Booch and others, Addison Wesseley
4	Structured systems analysis and design: concise study Ed 2, Kelkar SA. Published by PHI Learning, 2009, ISBN 10: 812032451X / ISBN 13: 9788120324510

Text books	
1 Software Enginnering – A Practioner's Approach", 7th Edition, Pressman	

Assessment	
Internal	40%
Semester end	60%

Semester	III-Electives (Information System)
Course Name	**Cloud Computing & Virtualization**
Course Code	For office use
Credits	4
Duration	40 hrs

Learning Objectives		
	1	To understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform/Software
	2	Understand the Cloud Operating System, Cloud Architectures including Federated Clouds ,Scalability, Performance, Quality of Service, Data centers for Cloud Computing
	3	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology

Prerequisites if any	Basic understanding of Cloud Computing & Virtualization
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Enabling Technologies and System Models for Cloud Computing , including benefits, challenges, and risks, Applications areas of business

Module			
	Content	Activity	Learning outcomes
1	Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business	Lecture	
2	Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid	Lecture & cases	
3	Cloud Operating System, Cloud Architectures including Federated Clouds	Lecture	
4	Scalability, Performance, Quality of Service, Data centers for Cloud Computing	Lecture and cases	
5	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology	Lecture and cases	
6	VMWare ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing	Lecture & Cases	
7	Case Studies and presentations	Lecture & Cases	

Reference books	
1	Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
2	Cloud Computing: Principles and Paradigms by RajkumarBuyya, Kames Broberg, Andrzej Goscinski
3	VigneshPrajapati, "Big Data Analytics with R and Hadoop",1st Edition, Shroff / Packt Publications
4	
5	Chuck Lam, "Hadoop in Action", Dreamtech Press Publisher.
Text books	

1 Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma		
2 Chuck Lam, "Hadoop in Action", Dreamtech Press Publisher		
3 Work Study by ILO		
Assessment		
Internal	40%	
Semester end	60%	

1 Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma
2 Chuck Lam, "Hadoop in Action", Dreamtech Press Publisher
3 Work Study by ILO

Semester	III-Electives (Information Systems)
Course Name	**Data Mining and Business Intelligence**
Course Code	For office use
Credits	4
Duration	40 hrs

Learning Objectives	
1	To understand the Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?,
2	To understand the framework of Classification on Data Mining system
3	Understandthe Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.
4	Focus on Business Intelligence
5	To understand the Business Intelligence Essentials

Prerequisites if any	Basic understanding of Data Mining and Business Intelligent
Connections with **Subjects in the current or Future courses**	Will connect conceptual framework to Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining and business intelligent

Module			
	Content	Activity	Learning outcomes
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,	Lecture	
2	Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues	Lecture & cases	
3	Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.	Lecture	
4	Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications	Lecture and cases	
5	Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business	Lecture and cases	

	Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business-Challenges of BI		
6	Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers	Lecture & Cases	
7	Business Intelligence Life Cycle: Introduction, Business Intelligence Lifecycle, Enterprise Performance Life Cycle (EPLC) Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy ,Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success	Lecture & Cases	
8	Application of Business Intelligent and Data Mining for Business	Lecture & Cases	
9	Case Study and Application		

Reference books	
1	Introduction to DATA MINING with CASE STIDIES BY G K GUPTA
2	Introduction to Data Mining by Tan, Kumar published by Pearson

Text books	
1 Work Study ILO	

Assessment	
Internal	40%
Semester end	60%

OPERATIONS ELECTIVES
SEMESTER III
w.e.f. 2016-17

Semester	:	III Electives [Operations]		
Title of the Subject / course	:	Operations Analytics		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives	
1.	To understand basic aspects of analytics and evaluation
2.	To learn various analytical techniques applied in complex real life situations
3.	To be able to scale up an academic model to workable practical model by carrying the process of analytical framework.

Prerequisites if any	Operations Management, Operations Research, Statistics for Management,
Connections with Subjects in the current or Future courses	Supply Chain Management, MRPC, Materials Management.

Module

Sr. No.	Content	Activity	Learning outcomes
	Gaining data insights and Predictive Analytics Introduction to analytics, Demand analytics-qualitative forecasting	Lecture, examples On excel, cases	
2	Demand analytics –quantitative forecasting ,Moving average, exponential smoothing, trend, regression adjusted with seasonality, double exponential smoothing, optimum values of period of MA & smoothing constant	Lecture, examples on spread sheets, cases	
3	Measures of accuracy in forecasting in terms of MAD,MSE,MAPE & tracking signal	Lecture, examples on spread sheets, cases	
4	Service analytics in waiting line, single & multiserver, use of simulation and customer service efficiency, cost optimization	Lecture, examples on spread sheets, cases	
5	Service analytics in Retail, stocking policy and impact of stock-out, use of simulation, service efficiency,& cost optimization	Lecture, examples on spread sheets, cases	
6	Supply Chain Analytics: Supply Chain Metrics, Decision areas in SCM Procurement, Manufacturing, Distribution, Logistic s, Global	Lecture, examples on spread sheets, cases	
7	Supply chain analytics, Risk & performance indices wrt cost, capacity, quality, logistics & distribution etc	Lecture, examples On spread sheets, cases	

8	Types of Reports: Summary Reporting, Detailed, Functional, Multi-view, Drill Down, Utility View, Process View	Lecture, examples on spread sheets, cases	
9	Performance Metrics: Inventory, Fulfillment, Alerts, and Flagging etc. Dash Board Designing, Balanced Scorecard: Kaplan and Norton Framework, Strategy Map, Scorecard Design	Lecture, examples on spread sheets, cases	

Text books	
1	
2	
3	

Reference books	
1	
2	
3	

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Electives [Operations]			
Title of the Subject / course	:	Service Operations Management			
Course Code	:				
Credits	:	4	**Duration**	:	40

Learning Objectives	
1.	Understanding various types of Service Industry
2.	Site selection for service location
3.	Role of Operations for Profitability in Service industry
4.	Inventory management in Service industry
5.	Basics of Outsourcing/Offshoring in Services

Prerequisites if any	Operations Management Operations Research Statistics for Business
Connections with Subjects in the current or Future courses	Materials Management, Supply Chain Management

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Services:** a) Introduction b) Characteristics of Services, c) Importance of Service Sector,	Lecture with discussion	Better understanding of services
2	Classification of services a) Classification framework, b) Service Delivery System – Process Flow Diagrams, blue printing c) Process Simulation	Lecture with discussion	Understanding of workflow of Services
3	Site Selection for Services: a) Types of Service Firms – b) Demand Sensitive Services, c) Delivered Services, d) Quasi-manufacturing Services,	Lecture with discussion & examples	Understanding complexity of services
4	Site Selection for Services: a) Site Selection for Demand Sensitive Services – Factor Rating, – Regression, –GIS, –Gravity Model of Demand	Developing quantitative models for various situations	Developing quantitative ability for decision making
5	Site Selection for Services: a) Site Selection for Delivered Services – Expected Results, – Mathematical Solution	Developing quantitative models for various situations	Developing quantitative ability for decision making

	Methods for delivered services,		
6	Site Selection for Services: a) Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	Developing quantitative models for various situations	Developing quantitative ability
7	Yield Management: Management, A] Capacity Strategies for Yield b) Overbooking, c) Allocating Capacity – Static Methods, –Nested Static Methods, –Dynamic Methods. d) Pricing, e) Implementation issues – Alienating Customers, –Customer Class Cheating, –Employee Empowerment, f) Cost and Implementation Time.	Developing quantitative models for various service situations	Understanding Profitability in in Service Industry
8	Inventory Management in Services: a) Services versus Manufacturing Inventory, b) Set Up and Ordering Costs, c) Number of Products, d) Limited Shelf Space, e) Lost Sales versus Back Orders, f) Product Substitution, g) Demand Variance, h) Information Accuracy	Lecture with discussion	Understanding Inventory in Service Industry
9	Inventory Management in Services: a) The Newsvendor Model, b) Multiple Products and Shelf Space Limitations,	Quantitative Models	Inventory control in Service industry
10	Inventory Management in Services a] Inventory Inaccuracy b]Phantom stock outs c]Shrinkage d]Revenue Sharing e]Markdown Money	Discussion	Inventory Control in Service

11	Outsourcing: a) Contract risk, b) Outsource Firm Risk c) Pricing Risk, d) Competitive Advantage e) Information Privacy Risk, f) Firm Specific Risks	Lecture with discussion	Outsourcing concept in services
12	Offshoring : a) Quantifying Offshoring, b) Offshoring and Competitive Capabilities c) Cost Issues d) Non-cost Issues.	Lecture with discussion	Outsourcing concept in services
13	Performance measurement of Service Operations: a)Productivity Measures b)Cost Measures c) SERVQUAL model	Development of measures in the class for various industries	Assessment of Performance of Services

Text books	
1	Successful Service Operations Management	Metters, King-Metters, Pulliman and Walton
2	Operations Management (Theory & Practice	B Mahadevan
Reference books	
1	Service Operations Management - Improving Service delivery	Robert Johnston Graham Clark,
2	Service Operations Management	Fritzsimmons
Assessment	
Internal	40% or 25 %
Semester end	60% or 75 %

Semester	:	III Electives[Operations]			
Title of the Subject / course	:	**Manufacturing Resource Planning and control**			
Course Code	:				
Credits	:	4	**Duration**	:	40

Learning Objectives

1.	To understand importance of manufacturing resources planning and control to achieve continuous improvement in the better performance.
2.	To give knowledge of quantitative methods as well as various tools of resources planning like MRP1,MRP2 & ERP for decision making in operations.

Prerequisites if any	Operations management
Connections with Subjects in the current or Future courses	Materials Management , SCM

Module

	Content	Activity	Learning outcomes
1	Overview of operations planning & control recent business environment, Challenges in competitive edge.	Lectures	
2	Various Manufacturing resources importance their planning and control. Functions of operation planning and control	Lectures	
3	Hierarchy of production plans overview, linkages to achieve business plans	Lecture	
4	Various models optimization line balancing models. Demand management capacity planning models lay out models.	Lectures, application in the practice	
5	Mater production scheduling module (I) Need objectives functions flow of materials in different manufacturing scenarios	Lectures, case studies, application	
6	MPS module (II) Broader heading, planning horizon time periods, order management, safety and hedges, effect of changing MPS.		
7	Materials requirement planning MRP1 Broader topics: Introduction roles & functions. Independent & dependent demand, Types of Bills of materials, Quantitative problems, MRP as systems.	Lectures application and numerical problems	
8	Capacity Management: Introduction to capacity, capacity management, need capacity planning level visa visca, production planning. 1) Capacity expansion strategies 2) Rough out capacity planning RCCP	Lecture application Numbering Problems.	

	3) CRP- Capacity requirement Planning 4) Scheduling strategies 5) Production smoothly policies 6) Finite & Infinite loads.		
9	Manufacturing Resource planning MRP II (Module I) : Introduction to MRP II, Roles functions frame work of information flow in MRP II, Relation of MRP II with demand management and capacity management manufacturing calendar.	Lecture and application	
10	MRP II module II: Transition of MRPI to MRPII closed loop MRP, comparison between MRP1 & MRP II benefits.	Lecture and case studies	
11	ERP – Need, function & utility to business ERP-SAP-PPC modules. Reports, Interpretation variance. Analysis – use in decision making.	Lecture and case studies	
12	Case studies & presentation on all above topics.		

Text Books	
1	Production/ Operations Management	Ashwathappa & Shridhar Bhat
2	Operations Management (Theory & Practice)	B. Mahadevan Person publication 2nd edition.
3	Production/ Operations Planning and Control	Stephen Chapman

Reference books	
1	Elements of production planning & control	Samuel Eilon
2	Operations Planning & Control	S.K Mukhopadhaya
3	Manufacturing Planning and Control	Volmann, Berry, Whybark

Assessment		
Internal	40%	
Semester end	60%	

Semester	:	III Electives[Operations]		
Title of the Subject / course	:	Materials Management		
Course Code	:			
Credits	:	4	Duration	:	40

Learning Objectives	
1	Importance of Materials Management w.r.t. Business
2	Learning various aspects of Purchase & warehousing
3	Understanding documents control w.r.t. Material movement
4	Materials planning with quantitative models
5	Financial aspects of Materials Management
6	Importance of Ethics in Materials Management

Prerequisites if any	Operations Management, Operations Research
Connections with Subjects in the current or Future courses	Supply Chain Management, MRPC

Module

Sr. No.	Content	Activity	Learning outcomes
1	Materials Management an overview a) Introduction, b) Importance of Materials Management c) Objectives of Materials Management d) Costs involved in the Management of Materials e) Integrated approach to Materials Management f) Organizing Materials Management. g) Organization based on Commodities/Location/function h) Centralized versus Decentralized materials management.	Lecture	Preparation for the course in respect Operations as well as Organization
2	Materials Planning a) Introduction and factors influencing materials planning b) Techniques of materials planning c) Bill-of-Materials d) Materials Requirement Planning (MRP). e) Past Consumption Analysis Technique	Lecture/ Discussion/ Problems from Industry using computers	Planning with financial perspective Understanding impact of MRP on financial statements
3	Purchasing a) Purchasing principles, policies, procedures and practices b) Objectives, scope, responsibility and limitations c) Sources of supply and Supplier selection.	Lecture/ Industrial examples/ Problems	Overview of Purchasing activities

	d) Vendor development-evaluation and rating. e) Price forecasting f) Price-cost analysis g) Negotiations h) Reciprocity i) Legal aspects of purchasing j) Purchase orders/ contracts k) Method of buying- under certainty, under risk, and under uncertainty		
4	Purchasing and Procurement Activities under Materials Management. a) Supplier Quality Assurance Programme b) Buyer Supplier Relationship c) Self certified suppliers. d) Elements of procurement cycle.	Lecture/ Examples of supplier audits/ Example of procurement cycle	Detailed understanding of Purchase Process
5	Purchasing of Capital Equipment a) Significant differences b) Considerations in evaluation of bids c) Purchase of used equipment d) Sources of used equipments e) Purchase versus lease. f) Role of Purchasing Committees/ Purchase Managers	Lecture with examples from Industry	Basic understanding of purchase of projects
6	International procurement-Imports. a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents	Lecture with display of relevant documents	Basic introduction to imports
7	Classification of Materials a) Introduction and objectives of classification. b) Basis of classification. c) Classification on the basis of nature of materials. d) Classification on the basis of usability of materials. f) Types of inventories.	Lecture with industrial examples/ ABC analysis problem on excel sheet with at least 20 materials	To understand how industry give selective importance to specific materials
8	Materials receipt and Warehousing a) Introduction and functions of	Lecture with development	Understanding the controls over materials

	scientific store management. b) Types of stores and benefits of scientific storekeeping. c) Store location and layout. d) Typical layout plans e) Storing practices and identification of materials. f) Centralization and Decentralization of stores. g) Preservation of materials h) Issue control.	of relevant documents in the class by students	
9	Codification a) Introduction b) Benefits of codification. c) Stages of scientific codification. d) Systems of codification. e) Colour coding	Lecture with day to day examples from student's presentation	Understanding the impact codification on computerization & decision making
10	Standardization a) Introduction and different levels of standards (BIS,ISI) b) Various Foreign Standards in use in India. c) How is an Indian standard evolved? d) Advantages of Standardization. e) Standardization as a tool for variety reduction f) The Role of Materials Management (Purchase/Stores) in Standardization/ Variety Reduction.	Lecture & student presentation with examples	Importance of standardization
11	Obsolete, Surplus and Scrap Management a) Definition b) Need for Scrap yard c) Identification and control. d) Categorization of obsolete/ surplus. e) Control of scrap/ obsolescence. f) Responsibility for disposal. g) Procedures and documentation for disposal of scrap/ obsolete/ surplus.	Lecture with industrial examples of Issues arising out of scrap	Understanding the processes & financial impacts
12	Stores Accounting and Stock verification a) Costing of Receipt of Materials. b) Costing of Issues to Production. c) Stock verification d) Periodic Verification. e) Perpetual Verification. f) Process of Verification	Lecture with stock taking activity in the class of the class	Learning the industry process & its financial impacts
13	Ethics in Materials Management	Lecture with	Importance of Ethics in

	a) Importance of Ethics b) Business Ethics c) Ethics in buying d) Code of ethics e) Problems in Ethics f) Backdoor selling	examples	Materials Management
14	Material Handling a)20 Principles of Material Handling b)Palletisation c)Containerization d)Transportation Modes / Attributes e)Transportation mix in Economy f)Total cost concept in Material Handling and Transportation	Lecture	Basic introduction to Materials handling

Text books		
1	Purchasing and Materials Management	P.Gopalkrishnan (Tata McGraw Hill, New Delhi).
2	Materials Management –An integrated approach	P.Gopalkrishnan and M. Sundaresan (Prentice-Hall India, New Delhi).
3	Purchasing Management	Datta
4	Purchasing Management	Nair
Reference books		
1	Materials and Logistics Management	Prof. L.C. Jhamb (Everest Publishing House, Pune).
2	Introduction to Materials Management	JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
3	Purchasing and Materials Management	N.K.Nair (Vikas Publishing House, New Delhi).

Assessment		
Internal	40%	
Semester end	60%	

Semester	:	III Electives [Operations]			
Title of the Subject / course	:	Technology Management & Manufacturing strategy			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1.	How technology can be used in a corporate to gain strategic advantage
2.	Contribution of Technology in New product development
3.	Use of technology in Product design
4.	Application of Technology in a manufacturing company
5.	How to compete with better Manufacturing strategy
1 6.	Application of JIT, TOC and Customization as tools to compete in a manufacturing organisation

Prerequisites if any	operations management
Connections with Subjects in the current or Future courses	World class manufacturing, TQM, Strategic Operations Management, Project Management

Module

Sr. No.	Content	Activity	Learning outcomes
1	Corporate Strategy and Manufacturing. Pitfalls of functional based strategies. Strategic Integration of manufacturing and marketing. Concept of Order Winners and Qualifiers.	Lecture and Discussion	Alignment of functional strategies with corporate strategy and importance of strategy in customer orientation
2	Technology Management and New Product development (NPD). Corporate Strategy and New Product Development. Organization for NPD.	Lecture and assignment to identify new products in the market and their strategic importance to the respective organisation	Role of Technology in NPD. Strategic importance of NPD
3	Technology management and Idea Generation for NPD. Discovering customer needs. Sources for new product ideas. Market assessment and value analysis. Evaluation of new product ideas.	Lecture and Video on NPD idea generation and assignment on VA and idea generation	Process of NPD. Role of VA in NPD

4	Technology management and NPD project selection. Assessment of product concept. Assessment of competitors. Concept testing. Financial analysis of project.	Lecture and Case study on Financial analysis of project	Criteria for project selection Product concept testing process Project analysis
5	Technology Management and Product design. Integrated product design. Design for quality using quality function deployment. Design for reliability. Design for manufacturability.	Lecture and Assignment on QFD for different products	How QFD is used for designing new product. Product designing process Importance of designing for reliability and manufacturability
6	Order Winners and Qualifiers. Dimensions of order-winners and qualifiers- manufacturing specific, not manufacturing related. Determining order winners and qualifiers.	Lecture and discussion on distinguishing order winning and order qualifying parameters	Understanding that Order winners and qualifiers are both market-specific and time-specific. They work in different combinations in different ways on different markets and with different customers
7	Process Choice. Business implication of process choice- project, jobbing, Line batch, continuous. Hybrid processes- batch related, Line related. Technology strategy- flexibility, push vs pull, technological opportunities.	Lecture and video of different types of processes and their application	Applications of different types of processes and their advantages and disadvantages Technology strategy in relation to process selection
8	Product profiling and manufacturing. Manufacturing and product life cycle stages. Manufacturing for multiple markets. Manufacturing and incremental marketing changes.	Lecture and discussion on PLC in relation to manufacturing strategy	Relation between PLC and Manufacturing strategy
9	Focused manufacturing and group technology. Principles and concepts. Methodology. Manufacturing infrastructure. Organizational structure- specialists, generalists. Operational control- quality, inventory, manufacturing.	Lecture and discussion	Difference focused manufacturing and group technology Importance of manufacturing infrastructure Significance of Quality Control and inventory control in manufacturing
10	Make or buy. Core elements of the business and strategic considerations. Span of process and product technology.	Lecture and solving Make or buy problems	Outsourcing as strategic decision Understanding difference between process and

	Product volumes, costs. Investment decisions.		product technology and their application in manufacturing strategy
11	Basics of world class manufacturing. General principles. Design principles. Human resource principles. Quality and process improvement principles. Capacity principles.	Lecture and video	Strategic significance of world class manufacturing
12	Just in time Manufacturing. Principles. Practices. Time-based competition. Time as a competitive weapon. New Product Development and time to market.	Lecture and discussion	Understanding the role of Time as competitive priority
13	Mass Customization. Market trends. Pre-requisites for mass customization. Technologies for mass customization. Theory of constraints(TOC) Basics of TOC. Drum-Buffer- Rope solutions to manufacturing. TOC in project management and supply chain management.	Lecture and assignment of writing a summary of book "The goal" by Goldratt	Mass customization as a tool.Applications of Theory of constraints in operations

Text books	
1	
2	

Reference books	
1	Operation Management for competitive advantage	Chase- Jacobs -Acquilano
2	Manufacturing Strategy: Text and Cases. 3rd ed. Boston: Irwin McGraw-Hill, 2000.	Terry Hill
3	The Goal	Eliyahu M Goldratt

Assessment	
Internal	40%
Semester end	60%

SYLLABUS
SEMESTER IV
Core and Electives
W.E.F. 2016-17

COMMON SUBJECT

Semester	:	IV Core		
Title of the Subject / Course	:	**Digital Transformation Management**		
Course Code	:			
Credits	:	**4**	**Duration in Hrs.** :	**40**

Learning Objectives

To understand how to complete Digital transformation management project successfully.	
Prerequisites if any	**Digital perspective for managers . Digital Entrepreneurship**
Connections with Subjects in the current or Future courses	

Module

Sr.No.	Content	Activity	Learning Outcomes
1	**Introduction** - Understanding Projects and Project management: Digital Transformation Project Difference between IT Project and Digital Transformation Project The role of Digital Project Manager	Theory Discussion	Introduction of the concept of Project Management
2	**Digital Transformation Project- Definition Phase** Digital SWOT analysis[Digital competency & technical capability of us, Understanding challenges and opportunities] Identifying the value dimensions Establishing project purpose and vision Engaging with key stakeholders Aligning Policy and Process Key Roles & Responsibilities and Organization Structure- Putting together the 'Value Case"	Theory discussion, online simulation, Case study	• Definition of procedures, project roles and responsibilities (who should own what aspects, and how collaboration can be facilitated between different roles). • Identifying the gap Technology & Skills required and available within organization • Identification of realistic goals and targets in bringing a benefits-led value-proposition for digital technology deployment into the organisation. • Risk analysis and defining contingency plans. • Strategy definition, supporting policy development and compliance management (including privacy, security, governance, and quality assurance).
3	**Digital Transformation Project- Implementation Phase** Managing Technical Infrastructure BPM Workflow Engine [Business Process Management Workflow]- Organizer, Controller and Supervisor	Theory discussion, online simulation, Case study	• Key processes implementation- Application of emerging technologies[SMACTS- Social Networks, Mobility, Analytics, Cloud and Internet of things] integrated with key business processes • Can Achieve traceability through DATA, OBJECT, ORGANIZATION AND PROCESSES
4.	**Digital Transformation Project- Evaluation Phase** • Learning & Advanced Analysis	Theory discussion, online simulation,	Analysis with Operative intelligence and holistic vision- Techniques- Business Activity Monitoring [BAM], Automatic learning through Cognitive

	• Continuous Improvement	Case study	Ability, Streaming analysis with CEP [Complex Event Processing] For Performance Evaluation – Balanced Score Card For Continuous Improvement- Techniques- Business Optimisation with Lean/Six Sigma/TOC methodologies
5.	**Managing Change** Leadership, Organizational and technological challenges in change management,	Theory discussion, online simulation, Case study	Change Agents skills-Power & Influence, timing and pacing of the change process, relational skills and networking, change context Leadership skills during digital transformation[Digital leadership mindset, collaborative skills, leading the digital transformation journey, crossing silos
6.	**How to Overcome Difficulties in Digital Transformation**		Social, ethical and legal issues relating to Digital transformation Overcoming the cultural challenges, budget constraints, Overcome legacy systems to drive agility Upskill staff to ensure continuous improvement
7.	**Digital transformation in Different Sectors**	Case Studies	

Text and References
1. BPM – Driving Innovation in a Digital world [Management for Professionals] by Jan Brocke, Theresa Schmiedel
2. Leading Digital: Turning Technology into business transformation by George Westerman, Didier Bonnet
3. The Digital Advantage : How digital leaders outperform their peers in every industry- Capgemini consulting
4. https://medium.com/@pedrorobledobpm/digital-transformation-life-cycle-b9eac584785
5. Digital Technology Adoption in the Smart Built Environment-IET Institution of Engineering and Technology

Assessment			
Internal	**40%**	**Semester End**	**60%**

FINANCE ELECTIVES
SEMESTER IV
W.E.F. 2016-17

Semester	:	IV-Elective[Finance]		
Title of the Subject / course	:	**Corporate Valuation and Mergers & Acquisitions**		
Course Code	:			
Credits	:	**4**	**Duration**	:	**40**

Learning Objective

1	To understand the process and set of procedures to be used to estimate the value of a company.
2	To Learn to make strategic decisions in M & A to enhance a company's growth

Prerequisites if any	Financial management, Financial markets and institutions .
Connections with Subjects in the current or Future courses	SAPM

Sr. No.	Content	Activity	Learning Outcomes
1	**Over view of valuation** Valuation of a Company- Discounted cash flows-Terminal value- Equity value multiples Financial Modeling- Key financial statements Working capital schedule, Depreciation schedule, amortization schedule Long-term items schedule Building income statement, shooting, completing the financial models. Approaches to valuation, valuation process, uses of valuation, information needed for valuation, Judicial and Regulatory overview.	Lecture and Classroom discussion	Understanding the basic concepts of valuation and the interplay of factors affecting valuation
2	**Financial statements, leverage and working capital from valuation perspective.**	Lecture and exercises	Understand the role of leverage, working capital and ratios in Valuation
3	**Calculation of valuation inputs** Risk measurement, looking for relationships in data, cost of capital, FCFF and FCFE, growth rates.	Lecture and exercises	Ability to calculate the elements of risk, return and cash flows
4	**Discounted approaches to valuation** 1. Discounted Cash Flow Valuation a. Basics b. Estimating Inputs c. Discount Rates d. Growth flows e. Growth Patterns 2. Dividend discount model a. Constant growth model b. Zero growth model c. Two stage model d. H model e. Three stage model	Lecture and problem solving	Overview of valuation using discounted cash flow methods and ability to calculate the same

5	**Other Non-DCF valuation models**
	1. Relative valuation model
	   a. PE
	   b. PEG
	   c. Relative PE ratio
	   d. Enterprise value multiples
	   e. Choosing the right multiples
	2. Book value approach
	3. Stock and debt approach
	Special cases of valuation
	1. Valuation of a company in Manufacturing Sector
	2. Valuation of a company in Service Sector
	3. Valuation of conglomerate Company
	4. Intangibles –Brand, Human valuation etc.
	5. Real estate
	6. Start up firm
	7. Firms with negative earnings
	8. Financial service companies
	9. Distressed firms
	10. Valuation of cash and cross holdings
	11. Warrant and convertibles
	12. Cyclical & non-cyclical companies
	13. Holding companies
	14. E-commerce firm
		Lecture and problem solving	Understanding of different alternative methods used in Valuation

6	**Option pricing applications in valuation**	Lecture and problem solving	Understanding valuation of real options with help of binomial model and Black and Scholes Model
7	**Writing a valuation report**	Lecture	Understanding the guidelines to be followed in valuation reports
8	**Introduction to Mergers & Acquisitions** Types of restructuring, regulatory considerations, takeover code, M&A Process	Classroom discussion	Understanding the various forms of business restructuring, the regulatory aspects and the M & A Process
10	**Deal structuring and financial strategies** Negotiations, payment and legal considerations, tax and accounting considerations, financing of the deal.	Classroom discussion	Understand the different methods of financing, payment and tax considerations and other factors important for deal Structuring
11	**Alternative business restructuring strategies** Joint ventures, strategic alliances, demergers or spin offs, split off, divestiture, equity carve out.	Classroom discussion.	Understanding the alternative business restructuring methods for creation of shareholders Wealth

Text Books

1	Prasanna Chandra , Corporate Valuation
2	Donald M.Depamphilis , Mergers, Acquisitions and other restructuring activities.
3	Damodaran, Valuation
4	Ashish Patil , Mergers & Acquisitions – The art of science

Reference Books

1	Damodaran , Investment Valuation
2	Palepu, Healy and Bernard, Business Analysis and Valuation Using Financial Statements.
3	Sudi Sudarsanam , Creating Value from Mergers & Acquisitions.

Assessment

Internal	40%
Semester-end	60%

Semester	: IV-Elective[Finance]		
Title of the Subject / course	: Wealth Management		
Course Code	:		
Credits	: 4	Credits	: 40

Learning Objective

1.	To understand the basic concepts and fundamentals used in wealth management.
2.	Capability to design appropriate portfolio for the investors based on their risk appetite.

Prerequisites if any	Financial Management
Connection with Subjects in the current or Future Courses	Financial Markets and Institutions, SAPM

Module

Sr No	Content	Activity	Learning outcomes
1	**Introduction to Wealth Management** Meaning, scope, components, process of wealth management, functions of investment advisor, independent advisors, wire house wealth managers, code of ethics for wealth managers.	Lecture and discussion	Clarity and understanding of the basic concepts in wealth management
2	**Need and expectations of clients** Wealth management client categories mass affluent, high net worth individual, ultra high net worth, unified households, software solutions for advisors, client on boarding- profiling, financial planning, goal setting, managing asset, controlling liabilities, planning taxes, diversification, life cycle management.	Classroom discussion	Ability to apply the principles and concepts of wealth management
3	**Investment planning** Types of investment risk return expectations versus risk appetite.	Lecture and discussion	Understanding risk-return trade off
4	**Wealth creating asset classes** Equity Investment: Sector exposure and diversification, fundamental and technical analysis, investment and speculation, leveraging. Debt Investment**:** Deposits and debt securities, yields and interest rate risk, concentration risk, passive investments in debt.	Lecture and discussion	Detailed and in depth understanding traditional asset classes
5	**Alternate assets** Gold, real estate, art, mutual fund, derivatives and structured funds, hedge funds and commodities.	Lecture and discussion	Detailed and in depth understanding of alternate asset class

Sr No	Content	Activity	Learning outcomes
6	**Portfolio modelling** Portfolio modelling, monitoring tolerance and rebalancing, substitution, portfolio performance measurement, attribution and reporting, portfolio management models, pooled funds, technology absorption and use of social media in wealth management and advantages to investment advisors.	Classroom discussion and exercises	Understanding the principles of portfolio modelling and its practical use
7	**Insurance Planning** Life insurance- types of policies, general insurance, health insurance- mediclaim, calculation of Human Life Value.	Classroom discussion and exercises	Understanding the importance of insurance, the various insurance policies and ability to calculate HLV
8	**Retirement Planning** Purpose and need, life cycle planning, wealth creation- factors and principles, pre and post – retirement strategies- tax treatment, various tax savings schemes, pension schemes, annuities.	Classroom discussion and exercise	Understanding the concepts of retirement planning and tax implications
9	**Estate planning** Estate planning concept, types of will, requirements of a valid will, trust – deductions –exemptions.	Classroom discussion and exercises	Ability to prepare a will

Text Books

1.	Harold R Evensky , Wealth Management
2.	Nalinipruva Tripathi , Wealth Management
3.	S. K. Bagchi , Wealth Management

Reference Books

1.	Herbert B Mayo , Investments-An Introduction,
2.	S. Kevin , Portfolio Management
3.	Suyash Bhatt , Wealth Management
4.	V.K. Bhalla ¸Investment Management
5.	Jones, Wiley , Investment: Principles and concepts

Assessment

Internal	40%
Semester End	60%

Semester	:	IV Elective[Finance]			
Title of the Subject / Course	:	International Finance			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital, risk profile of international investors, ways of managing risk emanating from newer and unchartered sources of risk and changing trade-off between desired return and risk with special reference to the Indian economy, the US economy and the Euro-zone.
2	To learn the concepts and terminology related to fundamentals of international finance, foreign exchange markets and arithmetic, currency and interest rate swaps, exchange rate regimes, interest rate and purchasing power parity, balance of payments, historical perspective on exchange rates, gold standard, Bretton Woods system, fixed and fluctuating rate regimes, euro currency markets, international equity markets and international debt markets.
3	To understand the regulatory framework for financing international operations

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Derivatives and Risk Management, International Business and Financial Regulations.

Module

Sr No	Content	Activity	Learning outcomes
1	**Fundamentals of International Finance** Introduction to international finance, balance of payment current account, capital account and reserve account, determinants of demand for and supply of currency, exchange rate and factors affecting exchange rate, current account deficit, balance of trade and their implications on exchange rates.	Classroom session and classroom discussion	To understand the basic concepts related to international finance
2	**International Economics** Globalization, socialism and communism, protected economies, international grants, IMF .	Classroom session	To understand international economics
3	**International Monetary System Inputs** Introduction, Barter System, Bimetallism and Classical Gold Standard, Bretton Wood System, SDRs and Smithsonian agreements, Fixed and Floating Rate System , European Monetary System	Lecture with lab session	To understand the International Monetary System

Sr No	Content	Activity	Learning outcomes
4	**Foreign Exchange Markets** Exchange rate quotations, direct and indirect rates, cross currency rates, vehicle currency, spreads and calculation of cross rates, settlements – cash, tom, spot and forward., arbitrage, speculation and trading, interest rate parity and purchasing power parity, covered interest rate parity in arbitrage, borrowing and investment decisions, calculation of forward rates through use of forward schedules, annualized forward margin, calculation of swap points.	Lecture with classroom discussions.	Understanding of the foreign exchange market
5	**Euro Currency Markets** Origin and reasons for growth of Euro currency markets, their characteristics and components, Euro currency deposits, loans, bonds and notes, Off shore banking, tax havens.	Lecture with classroom discussions.	To understand Euro currency market
6	**International Equity Markets:** Global depository receipts and American depository receipts, foreign currency convertible bonds, foreign direct investments and foreign portfolio investments, participatory notes.	Lecture with classroom discussions.	To understand international equity market
7	**International Debt Markets** Introduction, international bond markets features of foreign bonds, features of euro bonds, risks in international bonds.	Lecture with classroom discussions.	To understand international debt market
8	**Currency Forward and Futures** Forward and future contracts, non-deliverable forwards, currency futures terminologies, pricing currency futures, hedging, speculation and arbitrage with forwards and futures.	Lecture with classroom discussions.	To understand currency, forwards and futures
9	**Currency Options** Introduction, option terminologies, options pay-offs, hedging with currency options, range forward, zero cost collar, participating forward, barrier options, asian options innovation in options.	Lecture with classroom discussions.	To understand currency options

Sr No	Content	Activity	Learning outcomes
10	**Swaps** Interest Rate Swaps and currency swap.	Lecture with classroom discussions.	To understand swaps
11	**Capital Budgeting for International Project Investment Decisions** Calculation of DCF, Project IRR, NPV and pay-back period, impact of transfer pricing.	Lecture with classroom discussions.	To understand capital budgeting appraisal techniques in international project investments
12	**Risk Management** Management of risk in international trade/ business operations.	Lecture with classroom discussions.	To understand risk involved in global trade.

Text Books

1	Jeff Madura , International Financial Management
2	Siddaiah , International Financial Management: An Analytic Framework.

Reference Books

1.	Prakash G Apte , International Finance: A Business Perspective.
2.	Moosa , International Finance: An Analytic Approach.

Assessment

Internal	40 %
Semester end	60%

MARKETING ELECTIVES
SEMESTER IV
W.E.F. 2016-17

Semester	:	IV-Elective [Marketing]			
Title of the Subject / course	:	Digital Consumer and Digital Branding			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives

1. To understand how key elements of IMC i.e. Advertising, Public Relations, Sales Promotion, Direct Marketing are integrated.
2. To understand how to manage digital brand and integrate online marketing channels

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No.	Content	Activity*	Learning Outcome
1	Introduction to Integrated Marketing Communication Definition of IMC, Key Features, Types. Advertising –Types of Media-TV, Print, Radio, , OOH, Internet Developing Advertising Campaign Advertising Agency-Functions, Types Structure Reputation Management-Issues and Challenges	Lecture	Understanding Basics of IMC
2	**The Digital Consumer &Digital Branding**: Marketer control versus consumer control, Consumer empowerment, Consumer participation and engagement. Internet Marketing, Unique Value Propositions, Calls-to-Action and Messaging, Internet Marketing Tools, The Role of the Website, Internet Marketing Model and How It Affects Business. Content marketing and its value, strategies for content distribution, challenges associated with content marketing.	Lecture	Understand the shift from traditional to digital media and how it has altered the way brands communicate with their audiences
3	**Creating and Nurturing an Online Brand:**How digital has changed branding? Value propositions – content, customization, community, convenience, choice, cost, Value proposition for various segments , Considering the User Journey, Stages of the user journey, Mapping the User Journey, Multichannel marketing, Omnichannel marketing, Content Marketing, Branding for differentiation, authenticity, authentic value proposition, Reputation Management, Controlling Content and Conversation, Dispute Resolution,	Lecture	To about the challenges of managing a digital brand and how rich and compelling content, combined with digital distribution, are integral to brand engagement.

	Managing the Online Persona, Rules for Building Your Personal Brand.		
4	**Owned, Earned & Paid Media:** Concepts ofowned , earned and paid media, definitions, examples, roles, advantages, challenges, importance for brands, brand engagement, range of engagement platforms, levels of engagement, strategies for shaping owned, earned and paid media, synergy between owned, earned and paid media.	Lecture	To know about different paid media
5.	**Analyzing Customers, Markets, and Planning:**underlying business models and principles that drive successful marketing and digital media campaigns, strategic decisions in content management and brand development through digital media, Planning to Acquire New Customers, Analyzing Consumer Behavior – Creating Personas, Customer Segmentation, Targeting, and Profiling, Customer Relationship Management, Stages in Planning a Customer Campaign, Analyzing Customers, Markets and Planning.	Lecture	Understanding of customer analytics and customer behaviour and planning accordingly
6	**Integrated Campaigns and Multi-Channel Marketing:** Web Growth and the Associated Risks, Broadcast vs. Narrowcast, Integrated Tactics and Mass Media, Multimedia Campaigns, Changes in Sales and Communication Channels, Integrated Media Marketing - Integrate online marketing channels including web, email, mobile and social media platforms to manage online content development and delivery,	Lecture	To integrate online marketing channels including web, email, mobile and social media platforms to manage online content development and delivery.

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Book

1. Advertising and Promotion by George Belch, Michael Belch, Keyoor Purani, 9th Edition, McGraw Hill

3.	Digital Branding, Danlel Rowles, Kogan Page
4.	Brand Avtar, Alycia De Mesa, Palgrave Macmillan
5.	Integrated Marketing Communication in Advertising and Promotion by Terence
	Shimp,8th Edition, Cengage Learning

6. Advertising and Promotion by Jaishree Jethwaney & Shruti Jain, 2nd Edition, Oxford

Assessment

Internal	40%	
Semester-end	60%	

Semester	:	IV-Elective[Marketing]			
Title of the Subject / course	:	Business to Business Marketing			
Course Code	:				
Credits	:	4	**Duration**	:	40

Learning objectives

To develop an understanding of key aspects of B2B Marketing and manage marketing programmes for B2B markets.

Prerequisites if any	
Connections with Subjects in the current or Future courses	
Module	

S. No	Content	Activity*	Learning Outcome
	Introduction to Industrial Marketing, Differences between Industrial & Consumer Marketing, Types of B2B products – Heavy and Light equipments, systems, raw and processed materials, consumable supplies, components and industrial services	Lecture and discussions	To understand basics of B2B marketing
1.	Industrial Marketing Environment, Types of Customers, Types of buying situations, Key challenges – Managing commoditization of products, hybrid channels, CSR issues	Lecture and Class room discussions	To understand industrial marketing environment
3	Segmentation of B2B – Product/Applications matrix, Differences in customer strategy, Types of segmentation: Needs approach, Identifiable/Accessible approach, Shapiro-Bonoma Nested Hierarchy approach - Demographics, Operation variables, purchasing approaches, situational factors, buyer's personal characteristics	Lecture and Class room discussions	To understand segmentation parameters in B2B marketing
4	Market selection: Horizontal vs vertical choice in the value chain. Product form, consequences of resource commitment by the firm across the value chain.	Lecture and Class room Discussions	To understand the consequences of investment decisions in identifying markets.
5	Specialty vs. commodity markets: Types of specialities – convenience specialty, availability specialty, functional specialty, relationship specialty.	Lecture and Class room discussions	To understand dynamics of B2B from specialty to commodity.

S. No	Content	Activity*	Learning Outcome
	Types of commodities – Pure commodities, price/performance commodities Dynamics of commodity market and commoditization process		
6	B2B Product Decisions – Service augmentation, Product-Service bundling, Product/ Process innovation, Service innovation.	Lecture and Class room discussions	To understand strategies for value added products and services.
7	Types of customer benefits in B2B markets: Tangible financial benefits, non-tangible financial benefits, tangible non-financial benefits, non-tangible non-financial benefits, loyalty benefits, B2B branding – Ingredient branding	Lecture and Class room discussions	To understand different types of customer benefits.
8	Models of organisational buying behaviour: Sheth BUYGRID model – Webster Wind model Developing buyer-seller relationships – Dwyer's 5 phases	Lecture and Class room discussions	To understand various models of organisation buying behaviour
9	Key Account Management: Definition, Drivers – Rise of global customers, JIT. Selection of Key Accounts – Criteria, Analysis of buying process	Lecture and Class room discussions	To understand how to identify and manage key accounts.
10	Firm networks: Uppsala Model (Johanson and Vahlne), Transaction cost theory (Rugman and Williamson), Business Ecosystem (Moore). Network formation – Alliances , JV, Decomposition of value chains, Role of networks in dominant design	Lecture and Class room discussions	To understand the importance of developing a competitive advantage in dominant designs

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Book

1	Business to Business Marketing, Havaldar : IInd Edition, McGraw Hill
2	Industrial Marketing Robert, Reeder
3	Ingredient Branding, Kotler , Springer

Assessment

Internal	40%
Semester-end	60%

Semester	:	IVElective[Marketing]			
Title of the Subject / course	:	Consumer Behaviour			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives:
1. An understanding of the pre and post purchase consumer behaviour.

2. To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Particular	Activity*	Learning Objectives
1	Consumer Behaviour: Introduction, definition and impact of digital revolution and importance to marketing.	Interactive Lecture	To understand Concept of consumer behaviour, Role and importance of consumer behaviour to a marketer How consumer behaviour has changed due to digital revolution
2	Models of consumer behaviour and their marketing implications: The economic model, Learning model, Psychoanalytic model, sociological model, Howard Seth Model of buying behaviour, The Nicosia Model, The Engel-Kollat-Blackwell Model, Decision Making Model	Lecture	To understand models of consumer behaviour
3	Motivation: Definition, types of motives, (Positive and Negative Goal, negative goal, Rational versus Emotional Motives), Discovering Purchase Motives Theories of motivation, Maslow's hierarchy of needs and its relevance to consumer behaviour and marketing strategy; the physiology of technology on consumer behaviour.	Interactive Lecture, Case study and consumer survey	To understand the psychological and physiological aspects of consumer behaviour

4	Absolute and differential thresh hold, Internal and external factors affecting perception, Gestalt Psychology, subliminal perception, Consumer Imagery, Zaltman metaphors to understand attitude towards products	Interactive Lecture, Quiz and consumer survey	Marketing applications of consumer perception theory.
5	Learning and Information Processing and its impact on behaviour.	Interactive Lecture, and consumer survey	To understand consumer learning processes and its impact on consumer behaviour
6	Attitudes: Concepts and Models-Cognitive Dissonance, Tri-Component theory, Multi attribute component Theory, Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies.	Interactive Lecture, Case study	To understand the various models pertaining to consumer attitudes and their impact on marketing
7	Personality: Meaning, nature, definition and characteristics, Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and self-concept, VALS model and segmentation, Personality and consumer behaviour.	Interactive Lecture, Case study and consumer survey	To understand the development of personalities through different theories
8	Social Class: concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCAER, classification of the society, Influence of social class on purchase behaviour.	Interactive Lecture/Cases /McKinsey Global Institute Reports (The Bird of Gold)	To understand the consumption behaviour of social classes.
9	**Group Behaviour**: Reference Groups and its influence on consumption, Diffusion of innovation process, Consumer Adoption of new products, Impact of social media on formulating opinions on products and brands. **Family**: Role of family in decision making and consumption process.	Interactive Lecture, and quiz/referrals to research papers	To understand the influence of groups and families on the diffusion of innovation and adoption of new products.

10	**Culture and Subcultures**: Understanding the influence of culture, norms and their role, traditions and value system, Indian core values, cultural aspects of emerging Indian markets.	Interactive Lecture, and Case discussions	To understand impact of cultures and values on Indian consumer.
11	**Post purchase behaviour**: Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures	Interactive Lecture, cases and consumer surveys.	To understand issues in Post purchase decisions
12	**Organization buying process:** Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers). Buying decisions based on ABC / VED / FSND analysis.	Interactive Lecture/Cases	Understanding the B2B buying process

*Activity: Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain including consumer research methods and reports wherever applicable.

Recommended Books

1	Consumer Behaviour, Schiffman & Kanuk and S Ramesh Kumar,10th edition Prentice Hall India.
2	Consumer Behaviour, Loudon & Della Bitta, 14th edition Tata McGraw Hill
3	Consumer Behaviour in Indian Perspective- Text and Cases, Suja R. Nair, Himalaya Publication House.
4	Consumer Behaviour Building Marketing Strategy, Hawkinds David Mothersbaug & Amit Mookerjee, 11th edition, McGraw Hill International edition.
5	Consumer Behaviour Text & Cases, Satish Batra & S.H.H.Kazmi
6	Marketing Models , Gary L.Lilien, Kotler, Moorthy, Eastern Economy Edition

Assessment

Internal	40%
Semester-end	60%

HUMAN RESOURCE ELECTIVES
SEMESTER IV
W.E.F. 2016-17

Semester	:	IV – Elective [Human Resource]		
Title of the Subject / course	:	Organizational Development and Change Management		
Course Code	:			
Credits	:	4	Duration	:	40

Learning Objectives

1	Basics of Change Management
2	Understanding OD Approaches and Models
3	Understanding Organizational Development – Diagnostics
4	Different Strategies, Approaches and Models
5	Trends in OD and Change Management

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Process of Change – The Process of Change, Creativity & Innovation: Organizational Change. Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth	Case Study/ Role-play/ Group Discussion	Understand the process of change in detail
2	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors– Corporate Strategy, Organizational Size and Environmental uncertainty.	Case Study/ Role-play/ Group Discussion	Impact of change on internal environment and management of the internal environment to make it conducive to change

	Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.		
3	Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the role of organizational culture and its impact on change management
4	Definitions, underlying assumptions and values of Organization Development	Case Study/ Role-play/ Drama/ GD	Introduction to the concept of OD
5	Approaches to OD – Systems Approach, Action Research	Case Study/ Role-play/ Drama/ Group Discussion	Study of different approaches to OD
6	Organization Diagnosis & Diagnostic Data Collection & Analysis including Climate Understanding Organizational Roles OD Intervention theories and Methods Large Systems Group and Individual Techniques –	Case Study/ Role-play/ Drama/ Group Discussion	Understanding diagnosis, different diagnostic models and methods of data collection and analysis Study of different types of OD interventions
7	Monitoring Change in Organizations Fundamentals of monitoring change, steps of measuring change, methodologies for measuring change	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to methods of monitoring change
8	Latest trends in OD and Change Management	Case Study/ Role-play/ Drama/ Group Discussion	Study of latest trends in OD and change management
9	Case studies and Presentations		

Text Books

1.	Cummings, Thomas G, Worley, Christopher G. Essentials of Organizational Development and Change
2.	Organisational Change and Development – Dipak Kumar Bhattacharya – Oxford Publications

Reference Books

1.	Organizational Development – French & Bell
2.	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Assessment

Internal	40%
Semester end	60%

Semester	:	IV-Elective [Human Resource]		
Title of the Subject / Course	:	**Strategic HRM with Global Perspective**		
Course Code	:			
Credits	:	4	**Duration in Hrs.**	: 40

Learning Objectives

1	To learn the basics of HR strategy formulation and implementation in domestic as well as international scenario, talent management and competency based HRM

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

S. No.	Content	Activity	Learning Outcome
1	**Strategic Human Resource Management** Introduction, Strategic HRM- Definition , Aims, Approaches, Challenges. Role of HR as a Strategic Partner in an Organisation	Case Study/Role Play/Group Discussions	Learning the basics Of Strategic HRM
2	**HR Strategies:** Definition, Types of HR Strategies, Criteria for an Effective HR Strategy, Formulation of HR Strategies, Conducting a Strategic Review, Implementing HR Strategies Impact on Organizational Performance, Strategic role of Top Management, Strategic role of Line Management	Case Study/Role Play/Group Discussions	Introduction to HR strategies
3	**Talent Management** Career Planning and Succession Planning: Evolution of Careers, Career Planning Perspectives Organization-Centered Career Planning, Individual- Centered Career Planning Succession Planning: Definition and Approaches, Elements of Succession Planning, Relationship between Career Planning and Succession Planning, Challenges of Succession Planning, Global Practices in Career and Succession Planning	Case Study/Role Play/Group Discussions	Introduction to talent management

S. No.	Content	Activity	Learning Outcome
4	**Competency and Potential Development:** Competencies defined and types of Competencies, Difference between Competency and Potential, Potential Development, Difference of Competencies from Skills and Knowledge, Integrated HR Practices through Competency Development, Benefits from Competency-Based HR Practices, Outcomes for Employees' Development, Developing a Skill Matrix, Retention Strategies	Case Study/Role Play/Group Discussions	Learning basics of competencies and competency based HR practices
5	**Strategies for Improving Organizational Effectiveness** Strategies for improving Organizational Effectiveness Strategies of Organizational Transformations-Cross border HR issues in Mergers & Acquisitions and the role of HR Strategies for Culture Management, Strategies for Developing Learning Organizations Employee Engagement Strategies	Case Study/Role Play/Group Discussions	Learning Strategies for Improving Organizational Effectiveness
6	**Global Dimensions of HR Strategies** HR Strategies in International Context, converting Global Presence into Global Competitive Advantage Selection & Staffing of International Employees Developing Cross Cultural Sensitivity Training & Development of International Staff Compensation Approaches & Issues Performance Management in International Organizations International Industrial Relations, Legislation and the international workforce, International Labor Standards Expatriation & Repatriation Emerging Trends in International Labor Markets	Case Study/Role Play/Group Discussions	Introduction to HR strategies in international context
7	Case Studies and Presentations.	Case Study/Role Play/Group Discussions	

Text books

1	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western

Reference books

1	Strategic Human Resource Management by tanuja Agarwala,Oxford Publications
2	International Human Resource Management by Peter j Dowling, Device Welch, 4th Edition.

Assessment

Internal	40%
Semester end	60%

Semester	:	IV-Electives[Human Resource]			
Title of the Subject / course	:	Organization Structure, Theory and Design			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To understand the organizational design and different factors affecting organizational Design
2	To study the evolution of organizational theories
3	To appreciate the organizational culture and its effect on organizational design

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	**Organizations and Organization Theory** a. Organization theory in action. b. What is an organization? c. Perspectives on organizations: open systems and organizational configuration. d. Dimensions of organization design: structural and conceptual. e. The evolution of organization theory and design	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of an organization and organization design. Study of evolution of organization theory
2	**Strategy, Organization Design, and Effectiveness** a. The role of strategic direction on organization design. b. Organization purpose. c. A framework for selecting strategy and design/structure. d. Assessing organizational Effectiveness resource based approach, and internal process approach. f. An integrated effectiveness model	Case Study/ Role-play/ Drama/ GD	Study of effect of strategy on organization design Learning about OE and its assessment
3	**Fundamental of Organization Structure** a. Organization structure b. Information processing perspective in organization structure c. Organization design alternatives	Case Study/ Role-play/ Drama/ Group Discussion	Study of basics of organization structure

	d. Functional, divisional, and geographical designs e. Matrix structure f. Horizontal structure g. Modular structure h. Hybrid structure		
4	**Open Systems Design Elements** a. The external environment. b. Inter-organizational Relationships. c. Organization size and life cycle and design/structure. d. Comparative management.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the external environment, organizational life cycle and Inter-organizational Relationships
5	**Organizational Culture** a. Organizational culture. b. Organization design and culture. .c. Culture and the learning organization. d. Ethical values in organizations. e. Leadership and culture and ethics.	Case Study/ Role-play/ Drama/ Group Discussion	Study of organizational culture and its effect on organization design
	Innovation and Change and Organizational Design a. The strategic role of change. b. Elements of successful change. d. Technology change. e. Strategy and structure change. f. Culture change. g. Strategies for implementing change.	Case Study/ Role-play/ GD	Introduction to change and design
7	**Decision-Making Process** a. Rational approach. b. Bounded rationality perspective. c. Organizational decision-making. d. The learning organization. e. Contingency decision-making perspective. f. Special decision circumstances.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to decision making process
8	**Conflict, Power, and Politics** a. Intergroup conflict in organizations. b. Power and organizations. c. Political processes in organizations. d. Using power, politics, and collaboration.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concepts of conflict, power and politics in an organization

Text books

| 1 | Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992 |

Reference books

| 1 | Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern |

Assessment

Internal	40%
Semester end	60%

INFORMATON SYSTEMS ELECTIVES
SEMESTER IV
W.E.F. 2016-17

Semester	IV- Electives (Information System)		
Course Name	**Internet of Things**		
Course Code	For office use		
Credits	4		
Duration	40 hrs		
Learning Objectives			
1	To study the paradigm of objects interacting with people, information systems and with other objects via network communications.		
2	To provide technical introduction to the Internet of Things.		
3	A number of devices, platforms and software tools will be introduced during the course .		
4	A systems engineering approach is adopted reviewing the key technologies employed at different levels of the IoT stack and how they are integrated to from complete IoT systems.		
Prerequisites if any		Familarity with functional C/C++ programming	
Connections with Subjects in the current or Future courses		Will connect conceptual framework to Internet of Things	
Module			
	Content	Activity	Learning outcomes
1	Introduction to IoT	Lecture (6Hours)	What is the IoT and why is it important? Elements of an IoT ecosystem, Technology drivers, Future Internet Technologies, Infrastructure, Networks and Communication, Processes, data Management, Security, Privacy & Trust, Device Level Energy Issues, IoT Related Standardization, Overview of IoT architecture (For conceptual understanding only)
2	IoT Applications for Value creation	Lecture & cases (6 Hours)	Typical Applications, Trends and Implications, IoT applications for future industry, Future factory Concepts, Brownfield IoT, Smart Objects, Smart Applications, Four Aspects in your Business to Master IoT, Value Creation from Big Data and Serialization, IoT for Retailing Industry, IoT For Oil and Gas Industry, Opinions on IoT Application and Value for Industry, Home Management, eHealth.
3	Overview of IoT connectivity methods, Technologies	Lecture (9 Hours)	Sensing devices, Sensor modules, nodes and systems, Wireless technologies for the IoT, Edge connectivity and protocols, Wireless sensor networks,
4	Analytics and applications	Lecture and cases (6 Hours)	Signal Processing, real time and local analytics, Databases, cloud analytics and applications
5	Evaluation of the IoT	Lecture and cases (9 Hours)	Platforms, Mobile integration, Deployment Data Visualization, Convergence with Social Networks, Value chain and Business models, User centric cloud based services, Analytical Hierarchy Process for technology selection, End-to-end security

			Integration with IT systems, Cost/benefit constraints, End-to-end compatibility ,Application Architecture, Lifecycle solution management, Real-time response and delay
6	Internet of Things Privacy, Security and Governance	Lecture & Cases (4 Hours)	Introduction, Overview of Governance, Privacy and Security Issues, Contribution from FP7 Projects, Security, Privacy and Trust in IoT-Data-Platforms for Smart Cities, First Steps Towards a Secure Platform, Smartie Approach. Data Aggregation for the IoT in Smart Cities, Security

Reference books	
1	Dr. Ovidiu Vermesan, Dr. Peter Friess, Internet of Things: Converging Technologies for Smart Environments and Integrated Ecosystems, River Publishers, 2013, ISBN: 978-87-92982-96-4 (E-Book), ISBN: 978-87-92982-73-5 (Print
2	Cuno Pfister, Getting Started with the Internet of Things, O'Reilly Media, 2011, ISBN: 978-1-4493-9357-1
3	Internet of Things (A Hands-on-Approach) by Vijay Madisetti, Arshdeep Bahga
4	Getting Started with the Internet of Things by Cuno Pfister
5	The Internet of Things by Samuel Greengard
6	McKinsey&Company, "The Internet of Things: Mapping the value beyond the hype", McKinsey Global Institute, 2015
7	Keysight Technologies, "The Internet of Things: Enabling Technologies and Solutions for Design and Test", Application Note, 2016
	Digital Greenwich, "Greenwich Smart City Strategy", 2015

Assessment	
Internal	40%
Semester end	60%

Semester	IV- Electives (Information System)
Course Name	**Strategic Information Technology Management**
Course Code	For office use
Credits	4
Duration	40 hrs

Learning Objectives	
1	To understand the strategic use of Information Technology for Competitive Advantage
2	To understand Emerging trends of information technology to devise organization /business strategy

Prerequisites if any	Basic understanding of Strategic Information Technology Management
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry, emerging trends in IT to devise organization /business strategy

Module			
	Content	Activity	Learning outcomes
1	Information Technology and Competitive Advantage– • Role of Information systems in organization, Some 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	Lecture	
2	ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering,	Lecture & cases	
3	Using Information for Decision Making • How organization leverage data/information for competitive advantage • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an	Lecture	

	organization strategy for Competitive Advantage		
4	Research on Internet use • Marketing Online- Online Advertising, Social Media and digital Marketing	Lecture and cases	
5	Technology Trends Emerging trends of information technology to device 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	Lecture and cases	
6	Creating a Technology Strategy • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy	Lecture & Cases	
7	Case Studies and presentations	Lecture & Cases	

Reference books		
1	Strategic Management of Information Systems by Keri Pearlson and Carol Saunders	
2	Strategic Management and Information Systems: An Integrated Approach by Wendy Robson	
3	A Guide to Expert Systems by Donald Waterman	
4	Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright	
5	Strategic Technology Management by Betz	
Text books		
1		
2		
3		
Assessment		
Internal	40%	
Semester end	60%	

Semester	IV- Electives (Information System)		
Course Name	**Managing Technology Business & IT Resource Management**		
Course Code	For office use		
Credits	4		
Duration	40 hrs		
Learning Objectives			
1	To understand the Need and Significance of IT resource management		
3	Understand applications of Determining IT and Information System's Resource Needs and Business		
4	IT &Information Systems resources Implementation and Acceptance		
Prerequisites if any	Basic understanding of IT Resource Management		
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Need and Significance of IT resource management & Business		
Module			
	Content	Activity	Learning outcomes
1	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc	Lecture	
2	Challenges for these businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc	Lecture & cases and class research	
3	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models.	Lecture	
4	Introduction to IT and Information System Resource Management Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human resource etc) for Planning and Implementation of information technology and technology base system	Lecture and cases	

	across the functions and sectors of the industries.		
5	Determining IT and Information System's Resource Needs: Needs Analysis, planning ,System Cost Justifying and Investments, Automation and Artificial Intelligence	Lectures, Research and Cases	
6	Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity	Lectures	
7	IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How	Lectures, Research and Cases	
8	Case Studies of successful and unsuccessful technology companies	Group and Individual assignments	

Reference books	
1	Managing the IT Resource: Leadership in the Information Age by Luftman published by Pearson
2	Managing IT Infrastructure – TMI
3	A Guide to PMBoK- Project Management Institute
Text books	
1	
2	
3	
Assessment	
Internal	40%
Semester end	60%

OPERATIONS ELECTIVES
SEMESTER IV
W.E.F.2016-17

Semester	:	IV Electives[Operations]		
Title of the Subject / course	:	Total Quality Management		
Course Code	:			
Credits	:	4	Duration	:	40

Learning Objectives

1 Know concept of Total Quality management
2 Know the tools for quality control and management
3 Understand relation of cost and value to business

Prerequisites if any	
Connections with Subjects in the current or Future courses	Productivity Management, Industrial Engineering Applications And Management, Operations Applications And Case Studies, World Class Manufacturing

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and evolution of quality movement	Lecture and case analysis	
2	Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby	Lecture and case analysis	
3	Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo	Lecture and case analysis	
4	Statistical quality control basics	Lecture and case analysis	
5	Basics of sampling & reliability	Lecture and case analysis	
6	Quality tools and techniques (Basic and advanced tools)	Lecture and case analysis , numerical	
7	Quality Improvement and Total Employee Involvement	Lecture and case analysis	
8	JIT manufacturing and Lean manufacturing through waste elimination	Lecture and case analysis	
9	Six Sigma tools, quality circles	Lecture and case analysis	
10	Statistical Process control, process capability studies	Lecture and case analysis, numerical	
11	Cost of quality – Juran / crossby	Lecture and case analysis	
12	CMM / PCMM , Latest ISO, Overview of international Quality framework	Lecture and case analysis	

Text books

1	Total Quality Management	Dale H Besterfield, Carol Besterfield, Mary Besterfield, Sacre Glen Hhe
2	Quality Management Total Quality Management	Dr Vikram Sharma
3	Total Quality Management	Poornima M Charantimath

Reference books

1	TQM in this Service	R.P.Murthy, R.R.Lakhe
2	Total Quality	Institute of Directors
3	100 TQM Tools	Mike Asher, Gopal Kanji
4	Beyond TQM	R.L.Flood

Assessment

Internal	40%
Semester end	60%

Semester	:	IV Electives [Operations]			
Title of the Subject / course	:	International Logistics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1.	Develop knowledge about international logistics and understand role of various players like logistics firms, Companies, governments, physical flow of goods, physical facilities and more importantly sources of information for international logistics.

Prerequisites if any	Logistics and Supply chain
Connections with Subjects in the current or Future courses	

Module

	Content	Activity	Learning outcomes
1	**Introduction** International Trade Volume. Historical Development of International Logistics International Logistics Definition and Components. The Economic Importance of International Logistics.	Lecture and discussion.	Understanding of International logistics
2	**Methods of Entry into Foreign Markets.** Indirect Exporting, Active Exporting. Production Abroad-Contract, Licensing, Franchising, Joint Venture, Subsidiary. Foreign Trade Zones, Maquiladoras, Foreign Corrupt Practices Act.	Lecture and discussion.	Understanding of Exports
3	**International Contracts** International Sales Contracts and CISG. Agency versus Distribution Legal Issues. Elements of an Agency or Distributor Contract. Termination and Arbitration.	Lecture and discussion.	Understanding of International contracts
4	**Terms of Trade or Incoterms** Understanding Incoterms,Incoterm Strategy,Ex-Works,Free Carrier. FAS,FOB,CFR,CIF,CPT,CIP,DES,DEQ,DAF, DDU,DDP. Electronic Data Interchange.	Lecture and discussion.	Understanding of various Incoterms
5	**Terms of Payment** Introduction,Alternative Terms of Payment,Cash in Advance. Open Account, Letter of Credit, Documentary Collection. Purchasing Cards-Procurement Cards,Tradecard.Bank Guarantees.	Lecture and discussion.	Understanding of various payment methods

6	**Currency of Payment - (Managing Transaction Risks)** Sales Contracts' Currency of Quote,the System of Currency Exchange Rates. Theories of Exchange Rate Determinations,Exchange Rate Forecasting. Managing Transaction Exposure, International Banking Institutions	Lecture and discussion.	Understanding of importance of currency
7	**International Commercial Documents** Invoices,Export Documents,Import Documents. Transportation Documents,Electronic Data Interchange.	Lecture and discussion.	Understanding of various international commercial documents
8	**International Insurance Insurance Glossary**. Perils of the Sea,Perils Associated with Air Shipments. Insurable Interest. Risk Management,Marine Insurance Policies, Coverage under a Marine Cargo. Elements of an Airfreight Policy.Lloyd's-Principles,Commercial Credit Insurance.	Lecture and discussion.	Understanding of Importance of Insurance.
9	**International Ocean Transportation** Types of Service, Size of vessels,Types of Vessels. Flag,Conferences,Liability Conventions, Non-Vessel-Operating Common Carriers.	Lecture and discussion.	Understanding of Ocean Transportation
10	**International Air Transportation** Types of Aircrafts, International Regulations.	Lecture and discussion.	Understanding of Air transportation
11	**International Land and Multi-Modal Transportation** Truck Transportation, Rail Transportation. Intermodal Transportation. Freight Forwarders, Project Cargo, Alternative Means of Transportation.	Lecture and discussion.	Understanding of multimodal Transportation
12	**Packaging for Export** Introduction. Packaging Objectives,Ocean Cargo.Air Transport. Road and Rail Transport, Security. Hazardous Cargo, Refrigerated Goods. Domestic Packaging Issues.	Lecture and discussion.	Understanding of Packing used in Import-Export
13.	**Customs Clearance** Duty , Non Tariff Barriers, Customs, Clearing Process, Foreign Trade zonees	Lecture GD	Understanding of custom clearance process
14	**International Logistics Infrastructure** Transportation, Communication and Utilities Infrastructure	Lecture and discussion.	Understanding of Logistics infrastructure

Reference books

1	International Logistics by Pierre David – PUBLISHED BY Bizantra	
2	Logistics in International Business By Rajiv Aserkar Shroff Publishers	

Assessment		
Internal	40%	
Semester end	60%	

Semester	:	IVElectives [Operations]		
Title of the Subject / course	:	**Strategic Sourcing in Supply Management**		
Course Code	:			
Credits	:	4	**Duration**	:	40

Learning Objectives

1. Introduce various parameters required to develop and implement a procurement strategy that aligns with the overall competitive strategy of the organization.
2. Provide knowledge to understand how Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of the entire organization.
3. Familiarize with concepts of ethical and contractual risk management, sustainability, and legal issues faced by purchasing and supply chain managers.

Prerequisites if any	Materials Management
Connections with Subjects in	
the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Introduction to purchasing and supply chain management** A new competitive environment, Why Purchasing Important. Purchasing and supply Management, Supply chains and value chains Enablers of purchase and SCM Evolution of Purchasing and supply management.	Lecture and discussion.	Basic understanding of Purchasing
2	**Purchasing and supply process** Objectives –Supply continuity, Sourcing process efficiency and effectiveness Develop Supply base management, Develop aligned goals with internal stake holders Developing purchasing strategies that support organizational goals & Objectives	Lecture and discussion.	Development of Basic purchasing strategies
3	**Strategic Supply Management- Roles and Responsibilities** Spend analysis, Demand management and specifications / SOW's Category Management and supplier evaluation / selection Contract Management(Purchase and Service), Cost Management, Managing the procure to pay process Supplier relationship Management.	Lecture and discussion.	Understanding about pattern of spending and costing

	Improving Procure to pay process Forecast and plan requirement, Needs clarification, Purchase requisitioning of work. Travelling purchase requisitions / Bar codes, Forecast and customer orders. functional sourcing teams. Supplier identification and selection,Bidding or Negotiations, Request for quotations. Specifications or Blueprints, Evaluate Suppliers.	Lecture and Discussion	Understanding of requisition to payment
	International procurement-Imports. a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents	Lecture with display of relevant documents	Basic introduction to imports
5	**Purchase order preparation** Purchase order, Blanket purchase order, and Material purchase release Receipt and inspection, Material packing slip, Bill of Lading Receiving Discrepancy report, Invoice settlement and payment Record Maintenance, Continuously measure and Manage supplier performance Reengineering the procure to pay process	Lecture and discussion.	Understanding of types of purchase orders
6	**Types of Purchases** Raw material, Semi finished goods, components, support items, Services, and Capital equipment. Transportation and third-party purchasing, Online requisitioning systems. Procurement cards issued to users, Electronic purchasing commerce through internet Long term purchase agreements, Online ordering system to suppliers Purchasing process redesign, Online ordering through electronic catalogue.	Lecture and discussion.	Understanding about classification about various types of items.

	Purchasing and Supply chain Organization Organization structure, Location of authority, Centralized or Decentralized structure, Drivers, advantages of Centralized or Decentralized structure Reporting of Purchasing positions and Factors affecting Purchasing position. Scope and Job Tasks of Purchasing / Supply Management Report. Separating Strategic and Operational Purchasing.	Lecture and Discussion	Understanding of organization stricture And link between purchase and supply chain function.
8	**Supplier Evaluation and Selection** Identify Potential Supply Sources, Use of preferred Suppliers. Key supplier evolution Criteria. Developing a Supplier Evaluation and Selection Survey, Tools and approaches.	Lecture and discussion.	Understanding of Supplier evolution and selection.
9	**Purchasing Analysis: Tools and Techniques** Project management, Learning Curve Analysis, Value Analysis/Value Engineering. Quantity Discount Analysis, Process Mapping.	Lecture and discussion.	Understanding of Tools used in Purchasing.
10	**Worldwide Sourcing** Overview, Why source Worldwide, Barriers to Worldwide sourcing Developing worldwide sourcing programme. Cost associated with international purchasing, Managing Currency Risks.	Lecture and discussion.	Understanding of worldwide sourcing with currency impact.
11	**Strategic Cost Management** A structured Approach to cost Reduction. Price Analysis, Cost analysis techniques Total cost ownership, Collaborative Approaches to cost management.	Lecture and discussion.	Understanding of costing and reduction of cost.
12	**Negotiation** The Negotiation Framework in supply Management, Negotiation Planning. Power in Negotiation, Negotiation Tactics, Win-Win Negotiation. International negotiation, The Impact of Electronic Media on Negotiation	Lecture and discussion.	Understanding Negotiation

13	**Legal aspects and Ethics in purchasing** Legal authority and personal liability of the purchasing manager Contract Law, The uniform commercial code, Patents and Intellectual property Antitrust and unfair trade practice laws, Laws affecting Global purchasing	Lecture and discussion.	Understanding ethics in PURCHASING.

Text books		
1	Sourcing and Supply chain Management	Handfield , Monczka , Giunipero , Patterson
2	Procurement Principles and Management	Peter Baily, David Farmer, Barry Crocker, David Jessop, and David Jones
3	Strategic Sourcing	V V Sople
Reference books		
1	Procurement Principles and Management	Peter Baily, David Farmer, Barry Crocker
2	Strategic Procurement	Caroline Booth
Assessment		
Internal	40%	
Semester end	60%	

MMS in Digital Business Management