



**INDIRA GANDHI DELHI TECHNICAL UNIVERSITY FOR WOMEN**  
(Established by Govt. of Delhi vide Act 9 of 2012)  
Kashmere Gate, Delhi-110006

**DEPARTMENT OF MANAGEMENT**

**COURSE: BACHELOR OF BUSINESS ADMINISTRATION**

**SYLLABUS OF BBA THIRD YEAR (FIFTH AND SIXTH SEMESTER)**

**SUBJECT LIST: SEMESTER 5**

<b>SEMESTER 5</b>					
<b>S. No</b>	<b>Course Code</b>	<b>Subject</b>	<b>L-T-P (Hours)</b>	<b>Credits</b>	<b>Category</b>
1	BMS-303	Entrepreneurship Development	2-0-0	2	DCC
2	AMC-301	Management Science	3-1-0	4	AMC (AEC)
3	BMS- 307 - BMS- 341	Discipline Specific Elective-I (From Major Group/ field of specialization)	3-1-0	4	DEC
4		Discipline Specific Elective-II (from Major Group/ field of specialization)	3-1-0	4	DEC
5		Discipline Specific Elective-III (from Minor Group/ field of specialization)	3-1-0	4	DEC
6	BMS-305	Summer Project Report and Viva-Voice	--	4	DCC
<b>Total Credits</b>				<b>22</b>	

## SUBJECTS LIST: SEMESTER 6

SEMESTER 6					
S. No	Course Code	Subject	L-T-P (Hours)	Credits	Category
1	BMS-302	Business Policy and Strategy	3-1-0	4	DCC
2	BMS- 308 - BMS- 354	Discipline Specific Elective-IV (from Major Group/ field of specialization)	3-1-0	4	DEC
3		Discipline Specific Elective-V (from Major Group/ field of specialization)	3-1-0	4	DEC
4		Discipline Specific Elective-VI (from Minor Group/ field of specialization)	3-1-0	4	DEC
5	BMS-306	Major Project Report and Viva-Voice	--	4	DCC
<b>Total Credits</b>				<b>20</b>	

**Summer Internship Project Report and Viva Voice:** At the end of the Fourth Semester every student shall undergo Summer Training for Eight Weeks in the industry/Research or Academic Institute. After completion of training, they would be required to submit the training report as per the dates decided by the university and they shall also appear for the viva voice. This component will be evaluated during the fifth semester.

**Major Project Report and Viva Voice:** In the sixth semester, all the students shall do the project/dissertation of 4 credits. This management project would give them an exposure to the actual business environment, to apply their management knowledge and skills in managing the business. This will prepare them for working in industry and business organizations. At the end of sixth semester as per the dates decided by the university, students would be required to submit their management project report and would also present themselves for viva voice.

### **Rules Regarding Selection of Discipline Specific Elective:**

Following Six areas of specializations are offered by Department of Management for selection of combination of electives for BBA students:

1. **Finance**
2. **Human Resource Management**
3. **Marketing**
4. **Management of International Business**
5. **Business Analytics**
6. **Innovation, Entrepreneurship and Venture Development (IEV)**

Combinations of Electives (Specialization: Major and Minor)

In total, six electives are to be chosen in the third year that is 5<sup>th</sup> and 6<sup>th</sup> Semesters. In each semester, exactly three electives need to be chosen.

The specializations (Major and Minor) will be decided as follows:

1. Major area means total Four papers from one area of specialization (Two elective papers each in 5<sup>th</sup> semester and 6<sup>th</sup> semester i.e. 8 Credits in each semester of third year, total 16 credits) and Minor area means total Two papers from another area of specialization (One elective paper each in 5<sup>th</sup> semester and 6<sup>th</sup> semester, i.e. 4 credits in each semester of third year, total 8 credits)
2. Minimum four electives from any one specialization leads to “Major Specialization”. Minimum two electives from any one specialization leads to “Minor Specialization”.
3. Choosing at least two specializations is **mandatory** to fulfill the requirements for a BBA Degree that is, choosing a minimum of six electives.

A specialization will be offered only when at least 30% of the total students choose that area of specialization.

An elective course in a chosen specialization shall be offered only if a minimum of 30% of the respective specialization opt for that elective or a number to be decided by the Competent Authority from time to time

Generic Open Elective Courses:

The following courses will be offered by the Management Department under the category of Generic Open Electives.

- Basics of Income Tax
- Soft Skills and Personality Development
- Basic Business Analytics
- Digital Marketing Analytics

<b>Departmental Elective Courses for Fifth Semester</b>						
<b>S. No</b>	<b>DEC- I (Finance)</b>	<b>DEC- II (Marketing)</b>	<b>DEC-III (Human Resource)</b>	<b>DEC-IV (Management of International Business)</b>	<b>DEC- V (Business Analytics)</b>	<b>DEC- VI (IEV)</b>
1	<b>BMS- 307</b> International Financial Management	<b>BMS-313</b> Consumer Behaviour	<b>BMS-319</b> HRD: Systems & Strategies	<b>BMS-325</b> International Trade Policy & Strategy	<b>BMS-331</b> Data Analytics	<b>BMS- 337</b> Entrepreneurial Mindset and Behaviour
2	<b>BMS-309</b> Management of Investment Banking & Financial Services	<b>BMS-315</b> Sales Management	<b>BMS-321</b> Training & Development	<b>BMS-327</b> Global Business Environment	<b>BMS-333</b> Marketing Analytics	<b>BMS- 339</b> Innovation Management
3	<b>BMS-311</b> Investment Analysis & Portfolio Management	<b>BMS-317</b> Advertising & Brand Management	<b>BMS-323</b> Management of Industrial Relations	<b>BMS-329</b> Transnational & Cross-Cultural Marketing	<b>BMS- 335</b> Financial Analytics	<b>BMS- 341</b> Pitch Deck, Project Reports and Business Plan

<b>Departmental Elective Courses for Sixth Semester</b>						
<b>S. No.</b>	<b>DEC- I (Finance)</b>	<b>DEC- II (Marketing)</b>	<b>DEC- III (Human Resource)</b>	<b>DEC-IV (Management of International Business)</b>	<b>DEC-V (Business Analytics)</b>	<b>DEC- VI (IEV)</b>
1	<b>BMS-308</b> Project Appraisal	<b>BMS-316</b> Retail Management	<b>BMS-324</b> Performance & Compensation Management	<b>BMS-332</b> International Distribution & Supply Chain Management	<b>BMS- 340</b> HR Analytics	<b>BMS- 348</b> Government Policies & Schemes
2	<b>BMS-310</b> Business Analysis & Valuation	<b>BMS-318</b> Supply Chain Management	<b>BMS-326</b> Counselling & Negotiation Skills for Managers	<b>BMS-334</b> International Accounting & Reporting System	<b>BMS- 342</b> Operation and Supply Chain Analytics	<b>BMS- 350</b> IPR Management
3	<b>BMS-312</b> Financial Modelling & Derivatives	<b>BMS-320</b> Marketing of Services	<b>BMS-328</b> Cross Cultural HRM	<b>BMS-336</b> Multinational Business Finance	<b>BMS-344</b> Social media and web Analytics	<b>BMS- 352</b> Marketing Management for Startups
4	<b>BMS-314</b> Strategic Corporate Finance	<b>BMS-322</b> International Marketing	<b>BMS-330</b> Talent & Knowledge Management	<b>BMS-338</b> International Joint Ventures, Mergers & Acquisitions	<b>BMS- 346</b> Time Series Analytics	<b>BMS- 354</b> Alternate Investment Funds

## **BACHELOR OF BUSINESS ADMINISTRATION**

The students shall have an option to exit after the 3rd year of the Business Administration Program and will be awarded with **Bachelor's in Business Administration**. Minimum credits to be earned shall be 130 credits.

### **Re-entry Criteria in Fourth Year**

The student who takes an exit after three years with an award of Bachelors of Business Administration Degree may be allowed to re-enter for completion of the BBA (Honours) or BBA (Honours with Research) Program within a period of \*N+3 years subject to the condition with the total term for completing the course should not exceed 7 years. The students who are eligible for BBA (Honours with Research) shall have the choice to pursue either BBA (Honours) or BBA (Honours with Research).

### **Eligibility conditions for Re-entry in to:**

**Minimum eligibility criteria for opting the course in the fourth year will be as follows:**

**BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

**For BBA (Honours):** BBA Degree

The students who are eligible for BBA (Honours with Research) shall have the choice to pursue either BBA (Honours) or BBA (Honours with Research).

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INDIRA GANDHI DELHI TECHNICAL UNIVERSITY  
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**COURSE: BACHELOR OF BUSINESS ADMINISTRATION**

**SYLLABUS OF FIFTH SEMESTER**

**SYLLABUS: FIFTH SEMESTER**

ENTREPRENEURSHIP DEVELOPMENT	
Course Code: BMS-303	Credits: 2
Contact Hours: L-2 T-0 P-0	Semester: 5
Course Category: DCC	

**Introduction:** The goal is to inspire students and help them imbibe an entrepreneurial mind- set to start their entrepreneurial venture in the future. The programme imparts conceptual knowledge and practical skills to equip students for professional success. The students will learn how to start their own business, understand entrepreneurship concepts, roles, importance of Innovation, preparing a Business Plan, Launching and Financing the New Venture.

**Course Objectives:** This course aims at:

1. Instituting entrepreneurial skills in the students by giving an overview of entrepreneurship and the competences that are needed to become a successful entrepreneur
2. Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures
3. Understanding the role and importance of entrepreneurship for economic development.
4. Analyzing the various financial parameters and policies for developing entrepreneurial ventures.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication.
2. Analyse the business environment in order to identify business opportunities
3. Acquire conceptual and functional clarity of various functional areas
4. Specify the basic performance indicators of entrepreneurial activity and interpret business plan.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical examples.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		7 Hours
<b>Introduction to Entrepreneurship:</b> The Entrepreneur: Concept, Definition and Process; Emergence of Entrepreneurial Class; Theories of Entrepreneurship, skills required to be an entrepreneur, the entrepreneurial decision process, role models, mentors and support system, Classification and Types of Entrepreneurs.		
<b>UNIT-II</b>		7 Hours
<b>Role of Entrepreneur:</b> Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; bringing about social stability and balanced regional development of industries, Managerial versus entrepreneurial Decision Making. <b>Business Opportunity Identification:</b> Business ideas, methods of generating ideas, and opportunity recognition, Challenges in managing innovation; Entrepreneurial strategy		
<b>UNIT-III</b>		7 Hours
<b>Business Plan and Feasibility Study:</b> Meaning and significance of a business plan, components of a business plan and feasibility study. Launching the New Venture: External environmental analysis, Choosing the legal form of new venture, protection of intellectual property, and marketing the new venture.		
<b>UNIT- IV</b>		7 Hours
<b>Financing the New Venture:</b> Importance of new venture financing, types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix, financial institutions and banks. Management of New Venture: Characteristics of high growth new ventures, strategies for growth, Harvesting Rewards: Exit strategies for entrepreneurs, bankruptcy, succession and harvesting strategy.		
<b>Text Books</b>		
1.	R. Hisrich and M. Peters, “Entrepreneurship”, McGraw Hill Education, 2020.	
2.	P.M. Charantimani, “Entrepreneurship Development and Small Business Enterprise”, Pearson Education, 2018.	
3.	T. Balaraju, “Entrepreneurship Development: An Analytical Study”, Akansha Publishing House, 2012.	
4.	O. David, “A Guide to Entrepreneurship”, Jaico Books Publishing House, Delhi, 2014.	
<b>Reference Books</b>		
1.	A. Kaulgud, “Entrepreneurship Management”, Vikas Publishing House, Delhi, 2012.	
2.	T.N. Chhabra, “Entrepreneurship Development”, SunIndia, 2014.	
3.	Vasant Desai; “Entrepreneurship”, Himalaya Publishing House, 2003.	
4.	Tandon,” Corporate and Entrepreneur”, Chug Publications, Allahabad.	
5.	Srivastava S.B.; “A practical guide to industrial entrepreneurs”, Sultan Chand & Sons, New Delhi.	



MANAGEMENT SCIENCE	
Course Code: AMC-301	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: AMC	

**Introduction:**

Decision making being a fundamental part of the management process pervades the activities of every business manager. It is the manager's competence as a decision maker that enables us to distinguish between a good manager and a bad manager. With this objective, this course will help students to use advanced analytical techniques to make better decisions and to solve managerial problems manually as well as using Excel Solver or computer software packages.

**Course Objectives:**

This course has following objectives:

1. To apprise students with the construction of mathematical models for managerial decision
2. To enable students to analyze critical situations.
3. To efficiently interpret the solutions for the particular situation as a responsible manager.
4. To enhance students' IT skills by introducing Excel Solver for analyzing critical situations.

**Pre-requisite:** Basic Business Mathematics and Business Statistics

**Course Outcomes:**

Upon successful completion of this course, the students will be able to:

1. Recognize variables useful in problem solving, analyzing and taking decisions under uncertainty.
2. Identify, formulate and solve Linear Programming Problems both graphically and mathematically.
3. Solve optimization problems like transportation and assignment problem mathematically.
4. Develop critical thinking and use PERT and CPM techniques to improve decision making.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical examples.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		8 Hours
<b>Introduction:</b> Management Science: Introduction, Definition of Operations Research, Model of Operations Research, scientific methodology of Operations Research, scope of Operations Research, importance of Operations Research in decision making, role of Operations management, limitations of Operations Research		
<b>UNIT-II</b>		12 Hours
<b>Linear Programming:</b> Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Method, Special cases, Big-M method and Two- phase method; Duality (emphasis on formulation & economic interpretation)		
<b>UNIT-III</b>		12 Hours
<b>Transportation Problem:</b> Formulation, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method; Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes. <b>Assignment Problem:</b> Hungarian Method-simple problems		
<b>UNIT- IV</b>		10 Hours
<b>Network Analysis:</b> Basic Concept, Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float), probability consideration in PERT, Time-Cost optimization in Project.		
<b>Text Books:</b>		
1.	N.D. Vohra, "Quantitative Techniques in Management", Tata McGraw Hills Publishing Company Ltd., 5 <sup>th</sup> Edition, 2017.	
2.	V.K. Kapoor, "Operations Research", Sultan Chand & Sons, 2017.	
3.	J.K. Sharma, "Operations Research: Theory and Applications", Macmillan India Ltd., 5 <sup>th</sup> Edition, 2012.	
<b>Reference Books:</b>		
1.	Hamdy A. Taha, "Operations Research: An Introduction", Pearson Education, 10 <sup>th</sup> Edition, 2017.	
2.	S. Kalavathy, "Operations Research", Vikas Publishing House, 4 <sup>th</sup> Edition, 2013.	
3.	Frederick Hillier and Gerald Lieberman, "Introduction to Operations Research: Concepts and Cases" Tata McGraw Hill, 9 <sup>th</sup> Edition, 2012.	
4.	R. Panneerselvam, "Operations Research", Prentice Hall of India, 2019.	
5.	Frederick Hillier and Gerald Lieberman, "Introduction to Operations Research" McGraw Hill, 11 <sup>th</sup> Edition	

INTERNATIONAL FINANCIAL MANAGEMENT	
Course Code: BMS-307	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester:5
Course Category: DEC	

**Introduction:** This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.

**Course Objectives:** The objective of this course is to

1. Equip the students with the techniques in managing the financial issues in the international environment.
2. Manage financial, economic, and political risk in an international forex market
3. Explain the working of international financial market and foreign exchange exposure
4. Compare the various investment alternatives in the international financial market

**Prerequisite:** Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Explaining various aspects of international trade and monetary system
2. Illustrating operational aspects of foreign exchange markets.
3. Outlining various risk exposure in international forex markets and devising strategies to mitigate risk.
4. Evaluating international investment opportunities with state of art financial techniques.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical examples.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introduction:</b> concept of international trade, International Business, International Finance and differences among them. Theories of International trade, international trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank	
<b>UNIT-II</b>	11 Hours
<b>Foreign Exchange Management:</b> Forex market–Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates. Exchange Rate determination and Forecasting Purchasing power parity and Interest rate parity, exchange rate forecasting model- forward rate, the Demand- Supply, monetary approach, Asset approach and portfolio balance approach.	
<b>UNIT-III</b>	11 Hours
<b>Foreign Exchange Exposures:</b> Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, designing a Hedging Strategy, Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System-Value of the Multinational Financial System, Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Eurobonds and Foreign bonds.	
<b>UNIT-IV</b>	10 Hours
<b>International Investment Management:</b> International Portfolio Investment, International Bond Investing, Strategies for Direct Investment, Bond Investment and Portfolio Investment, Optional International Asset Allocation. International project appraisal-IRR and APV methods; Managing Political Risk-Measuring Political Risk, Country Risk, Post expropriation policies. Multinational Working Capital Management	
<b>Text Books</b>	
1.	Madura, J. (2021). International Financial Management. Cengage.
2.	Vij, M. (2021). International Financial Management: Text & Cases. Taxmann
3.	Apte, P. G. (2020). International Financial Management. McGraw Hill.
4.	Shapiro, A. C. (2017). Multinational Financial Management. Wiley.
<b>Reference Books</b>	
1.	Eun, C., Resnick, B., & Chuluun, T. (2021). International Financial Management. McGraw Hill.
2.	Buckley, A. (2004). Multinational Finance. Prentice Hall.

MANAGEMENT OF INVESTMENT BANKING & FINANCIAL SERVICES	
Course Code: BMS-309	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

**Introduction:** The objective of this subject is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management. This course will help students to perform valuation of companies & prepare reports on important components of Investment Banking such as Mergers & Acquisitions, Project Finance, IPO Analysis etc.

**Course Objectives:** The objective of this course is to

1. Explain different aspects of financial system and investment banking
2. Understand the pricing process and issue management for IPOs and right issue.
3. Describe concepts of lease and hire purchase system.
4. Understand the functioning of financial institutions and services such as venture capital and insurance firms.

**Pre-requisite:** Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand various financial concepts related to Indian financial system.
2. Illustrating process and methods of issue management in primary market.
3. Describing concepts of lease and hire purchase system.
4. Evaluating performance of financial institutions using various financial parameters.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment /Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue.		
<b>UNIT-II</b>		10 Hours
<b>Issue Management:</b> Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution minimum subscription, advertisements, contents offer document, bought out Deals, Post issue work obligations, Investor protection, Broker, sub broker and underwriters.		
<b>UNIT-III</b>		11 Hours
<b>Leasing and Hire Purchase: Concepts</b> of leasing, types of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Factoring and forfaiting. Housing Finance: Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.		
<b>UNIT-IV</b>		11 Hours
<b>Venture Capital:</b> Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, Credit rating agencies and their methodology, international credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages and securitization.		
<b>Text Books</b>		
1.	Khan, M. Y. (2019). Financial Services. McGraw Hill.	
2.	Machiraju, H. R. (2019). Indian Financial System. Vikas Publishing.	
3.	Pathak, B. V. (2018). Indian Financial System. Pearson Education.	
<b>Reference Books</b>		
1.	Shanmugham, R. (2017). Financial Services. Wiley.	

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	
Course Code: BMS-311	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

**Introduction:** The decision of allocation and selection of investment assets is based on the trade-off between risk and return, availability of the risk mitigating tools and investment horizon with other parameters. This course will provide the theoretical underpinning of the subject with the implications in the real world. The course will help the participants in developing skills required to conduct assessment of current issues covered by media and specialized journals.

**Course Objectives:** The aim of this course is to

1. Provide knowledge of the conceptual framework for analysis from an investor's perspective of maximizing return on investment.
2. Learn how to calculate share value using different models.
3. Illustrating the importance of the risk-return relationship in portfolio analysis and selection.
4. Apply various models used in managing and evaluating a portfolio.

**Pre-requisite:** Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Defining various risk and return measurement techniques in the investment analysis.
2. Outline how financial markets operate and investment decisions are made.
3. Illustrating the importance of the risk-return relationship and various models of portfolio analysis.
4. Discussing various models used in managing and evaluating a portfolio.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	11 Hours
<b>Basics of risk and return:</b> concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Unsystematic risk and non-risk factors that influence yields. Fundamental analysis: EIC framework; Economic analysis.	
<b>UNIT-II</b>	11 Hours
<b>Share valuation:</b> Dividend discount models, Relative valuation models. Technical analysis meaning, assumptions, difference between technical and fundamental analysis; Price and Volume indicators, Dow Theory, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random Walk, Three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis).	
<b>UNIT-III</b>	10 Hours
<b>Portfolio analysis:</b> portfolio risk and return, Markowitz portfolio model: risk and return for 2 asset portfolios, concept of efficient frontier optimum portfolio. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, Passive Index funds, systematic investment plans. Active– market timing, style investing..	
<b>UNIT-IV</b>	10 Hours
Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual funds schemes, Performance Evaluation using Sharpe’s Treynor’s and Jensen’s measures.	
<b>Text Books</b>	
1.	Graham, B., Dodd, D., Klarman, S. A., & Buffett, W. (2023). Security Analysis: Principles and Techniques. McGraw Hill.
2.	Fischer, D. E. & Jordan, R. J. (2018). Security Analysis & Portfolio Management. Pearson.
3.	Sharpe, W. F., Alexander, G. J., & Bailey J. (1998). Investments. Prentice Hall.
<b>Reference Books</b>	
1.	Reilly, F. K. & Brown, K. C. (2015). Analysis of Investments and Management of Portfolios. Cengage.
2.	Ranganathan, M. & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.



CONSUMER BEHAVIOUR	
Course Code: BMS-313 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:** This course will help the students take a comprehensive view of the buyer by understanding the behavioural models and concepts designed to comprehend, evaluate, and predict consumer behaviour. Emphasis will be on how consumer psychology and consumer behaviour is shaped by internal and external influences. The students will be able to answer; what motivates the consumer to make a purchase.

**Course Objectives:** The objective of this paper is to

1. Learn the conceptual and theoretical concepts of consumer buying behavior.
2. Understand the different personality traits and perception about the consumer.
3. Enable students to understand how cultural, social, psychological, and personal factors influence the consumer decision making.
4. Apply the marketing knowledge to formulate suitable marketing strategies and create value for the consumer.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Explain and put to use the key terms, definitions, and concepts used in the study of consumer behaviour.
2. Ascertain and understand how consumers take decisions, process information, make preferences and select.
3. Explore how marketing tactics are used to influence consumer behaviour and take marketing management decisions.
4. Understand the changing factors in our society and how social classes have a profound effect on consumer behaviour.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction to consumer behavior:</b> Definition of consumer behavior, applications of consumer behavior -Consumer behavior and marketing strategy, Consumer Research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques, Consumer segmentation-bases of segmentation-demographic, behavioral benefit.</p>		
<b>UNIT-II</b>		10 Hours
<p><b>Motivation and drive:</b> theories and means and end chain, Hierarchical value mapping.  <b>Personality and self-concept influence:</b> Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self-image, creating aspiration brand  <b>Consumer perception and knowledge:</b> categorization process and discrimination, Types of thresholds, consumer memory network.</p>		
<b>UNIT-III</b>		11 Hours
<p><b>Demographic and psychographic segmentation:</b> lifestyle and psychographics  <b>Reference group influence:</b> categories and types of influence  <b>Consumer culture:</b> values and orientation, sub-culture, social class  <b>Family decision making:</b> decision making unit, roles and influence, types of decisions</p>		
<b>UNIT-IV</b>		11 Hours
<p><b>Consumption and post purchase Behavior:</b> Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process - Measuring customer satisfaction.</p>		
<b>Text Books</b>		
1.	Schiffman L.G. and Kanuk L.L. (2014), “Consumer Behaviour”, Prentice Hall of India, New Delhi.	
2.	Solomon, Michael R. (2016), “Consumer Behaviour: Buying, Having and Being”, Pearson Education	
3.	Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). Consumer behaviour: building marketing strategy. New Delhi: McGraw-Hill	
4.	Solomon, “Consumer behaviour: Buying, Having, Being”, Pearson	
5.	David Mothersbaugh, Delbert Hawkins, Susan Bardi Kleiser and Roger Best, “Consumer Behaviours: Building Marketing Strategy”, McGraw Hills	
<b>Reference Papers</b>		
1.	Goh, Khim-Yong; Heng, Cheng-Suang; Lin, Zhijie (2013), Social media brand community and consumer behavior: Quantifying the relative impact of user- and marketer-generated content, Information Systems Research	
2.	Whan Park C., MacInnis D.J., Priester J., Eisingerich A.B., Lacobucci D. (2010), Brand attachment and brand attitude strength: Conceptual and empirical differentiation of two critical brand equity drivers, Journal of Marketing	
3.	Batra R., Ahuvia A., Bagozzi R.P. (2012), Brand love, Journal of Marketing	
4.	Kozinets R.V., De Valck K., Wojnicki A.C., Wilner S.J.S. (2010), Networked narratives: Understanding word-of-mouth marketing in online communities, Journal of Marketing	
5.	Aggarwal P. (2004), The effects of brand relationship norms on consumer attitudes and behavior, Journal of Consumer Research	
<b>Note: latest version of the book shall be used.</b>		

SALES MANAGEMENT	
Course Code: BMS-315 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:** In this era, while we focus on advancing technologies which make it possible to produce and distribute goods and services at speed, human performance remains the most important factor contributing to the effective functioning of a firm with its customers. Hence, a company's sales team and channel partners have a larger role to play in fulfilling organisational objectives. The sales and distribution function of a modern-day corporation must not merely sell products; they must also be actively involved in solving customer problems and building a long-lasting relationship with them.

**Course Objectives:** This course is designed to

Impart the necessary knowledge and skills necessary to manage the downstream part of the value chain of an organization i.e., the sales and distribution. This course will make students appreciate that globalization has affected competition, communication, information technology, and customer orientation which in turn have made sales and distribution management extremely important. This course will help the participants to

Develop critical skills for generating, evaluating and selecting sales and distribution strategies. This subject will cover the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Understand & appreciate the diverse variables affecting the sales & distribution function.
2. Apply concepts related to improving performance of Sales Team
3. Analyse roles and responsibilities of a Sales and Marketing Manager
4. Design and implement sales and distribution plans

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to Sales Management:</b> Marketing vs Selling, Importance and scope of selling, selling theories, sales function and multi-sales-channel, Personal selling Process,		
<b>UNIT-II</b>		10 Hours
<b>Theories of Sales Management:</b> Objectives, Nature and Scope, Buyer- Seller Dyads, Theories of selling – AIDAS Theory, “Buying Formula” Theory, Theory of selling. <b>Sales Planning:</b> Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.		
<b>UNIT-III</b>		11 Hours
<b>Sales Administration &amp; Control:</b> Sales Analysis, Sales quotas, sales budget, sales territory average, sales audit. Physical Distribution - Nature and scope of physical distribution, order processing, distribution strategies, warehousing and transportation – types and selection.		
<b>UNIT-IV</b>		11 Hours
<b>Marketing Channels and their Structure:</b> Channel Intermediaries-Role and Types; Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organizational Patterns in Marketing Channels; Assessing Performance of Marketing Channels; International Marketing Channel.		
<b>Text Books</b>		
1.	Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), “Sales Management”, Pearson Education, New Delhi.	
2.	Still, C. and Govoni. N (2009), “Sales Management, Decisions, Strategies and Cases”, Prentice Hall of India Pvt. Ltd.	
3.	Jobber, D. and Lancaster, G. (2013), “Selling and Sales Management”, (9th Ed.), Pearson Education.	
4.	Venugopal, P. (2018), Sales and Distribution Management: An Indian Perspective., Response Books.	
5.	Coughlan, A., Anderson, E., Stern, L. W., and El-Ansary, A. (2008), Marketing Channels, Pearson	
<b>Note: latest version of the book shall be used.</b>		

ADVERTISING & BRAND MANAGEMENT	
Course Code: BMS-317 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:** The course aims at imparting the candidates with basic knowledge of the advertising sale along with detailed aspects of brand management promotion. It will guide students through various approaches to understand the complexities and processes of marketing decision making and the role of advertising and brand management. Especial emphasis is laid on students' understanding of the association between effective advertising and brand success that will improve managerial decision-making with respect to brands. The courses coach the students in digital and new media and its connection with advertising and marketing strategy.

**Course Objectives:** The objective of this paper is to inculcate in students a comprehensive understanding of the theories, models, and processes of Advertising and Branding. To provide in-depth understanding of analytical concepts and tools of marketing and develop skills in formulating and implementing marketing strategies for brands and businesses. The course will enable students to understand concepts and theories underlying marketing decision making and provide them with a set of approaches to consider when faced with a decision involving understanding customer responses to marketing actions.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Understand how brand value is a good predictor of brand performance.
2. Comprehend the significance of advertising and its functions in relation to brand success.
3. Critically evaluate how innovative ideas and executions will contribute to brand success.
4. Analyse advertising and branding techniques and apply them to a wide range of market scenarios.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to Advertisement:</b> Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisement, Advertisement planning and strategy, Setting advertisement objective – DAGMAR and other models, Advertisement budgets		
<b>UNIT-II</b>		10 Hours
<b>Advertisement Media:</b> Media plan – type and choice criteria – reach and frequency of advertisements- cost of advertisements related to sales – media strategy and scheduling.		
<b>UNIT-III</b>		11 Hours
<b>Design and Execution of Advertisement:</b> Message development – different types of advertisement – layout – design appeal – copy structure – advertisement production – print– Radio. T.V. and web advertising – Media Research – testing validity and reliability of ads– measuring impact of advertisements. <b>Brand-concept:</b> Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management.		
<b>UNIT-IV</b>		11 Hours
<b>Brand Identity:</b> Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality. <b>Brand Positioning:</b> Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of e-communities in Brand Management.		
<b>Text Books</b>		
1.	Aaker, D. A., Batra, R. and Myers, J. G. (1995), “Advertising Management”, Prentice Hall.	
2.	Keller K. L. (2015), “Strategic Brand Management”, (4th Ed.), Pearson Education	
3.	Belch, G. E. & Belch, M. A. (2001), “Advertising and Promotion”, Tata McGraw Hill, Delhi.	
4.	Arnold, D. (2002), “The Handbook of Brand Management, Random Century House”, London.	
5.	O’Guinn, T., Allen, C. (2019), “Advertising Management with Integrated Brand Promotion”, (1st Ed.), Cengage Learning India Pvt. Ltd, New Delhi	
<b>Note: latest version of the book shall be used.</b>		

<b>HRD: SYSTEMS &amp; STRATEGIES</b>	
Course Code: BMS- 319 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

### **Introduction:**

Human Resource Development is a growing and influential discipline which is increasingly critical to the survival and success of all organizations. The course on “Human Resource Development: Systems & Strategies” will introduce the students to the strategic role of HRD in organizations. The course will provide insights into overall business strategy, ensuring that employees contribute effectively to the achievement of organizational goals. The students will be prepared to navigate the complex landscape of human resource management. The course equips students with the knowledge and skills needed to effectively manage and develop an organization's most valuable asset – its people.

### **Course Objectives:**

The course is designed to help the students to:

1. Understand and relate the major historical events leading up to the establishment of HRD
2. Recognize the various roles, functions, competencies, ethical and legal issues in HRD
3. Explore the role of various perspectives and applications of HRD on performance and learning
4. Assess the trend and future of HRD in the era of disruptive innovation, technology and diverse work environment.

### **Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Develop a comprehensive understanding of the principles, functions, critical roles and models of HRD system
2. Assess, design, evaluate and implement various HRD programs and initiatives required for organizational success
3. Apply the principles and techniques as professionals to develop human resources in an organization
4. Recognize the changing nature of HRD systems and its integration in a technologically advanced environment

**Pedagogy:** Interactive exercise, scenario-based cases, lecture and innovative group projects and assignments

### **Evaluation Scheme:**

<b>Course Type</b>			<b>Examination</b>		<b>Relative Weights</b>						
<b>L</b>	<b>T</b>	<b>P</b>	<b>TH</b>	<b>PR</b>	<b>CAT</b>	<b>CAP</b>	<b>MTET</b>	<b>MTEP</b>	<b>ETET</b>	<b>ETIP</b>	<b>ETEP*</b>
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction and Foundation of HRD:</b> Introduction to HRD-purpose and definition, Progression toward field of HRD, Relationship between HRM and HRD, Critical functions, roles, competencies and challenges of HRD as a profession and a discipline, HRD processes, mechanisms and outcomes, HRD matrix		
<b>UNIT-II</b>		12 Hours
<b>Framework of HRD:</b> Assessing HRD needs- organizational, task and person analysis, designing effective HRD programs- selecting trainer, methods, material and scheduling of program, Implementing HRD programs- training delivery, on-the-job training methods, computer-based training, Evaluating HRD programs- models and frameworks of evaluation, comparing evaluation framework		
<b>UNIT-III</b>		12 Hours
<b>HRD Perspectives and Applications:</b> HRD in global context, Learning paradigm of HRD, Performance paradigm of HRD, Onboarding, Technical skills and training, employee coaching, employee counselling, career management and development, High performance work systems, balance score card		
<b>UNIT- IV</b>		8 Hours
<b>Future of HRD:</b> HRD in modern era, Critical thinking in HRD, Globalization and HRD, Role of information and communication technology in HRD, HRD in the age of digitalization, automation, big data and artificial intelligence, HRD and diversity, HRD in the gig economy, HRD roles and practice in machine learning revolution		
<b>Text Books</b>		
1	Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice. Kogan Page Publishers.	
2	Ghosh, A.K. & Ghosh, A. (2023). Effective Human Resource Development (HRD). Manas Publications.	
3	D. Kar, D. & Mehta, M.C. (2020). Human Resource Development. Bharati Publications.	
4	D. Bhattacharyya, D. (2019). Human Resource Development. Himalaya Publishing House.	
5	Sadler-Smith, E. (2021). Human resource development: From Theory into Practice. SAGE.	
<b>Reference Books</b>		
1	Upadhyay, A. K., Khandelwal, K., & Iyengar, J. (2021). AI revolution in HRM: The New Scorecard.	
2	Bierema, L. L., Callahan, J. L., & Elliott, C. (2024). Human resource development: Critical Perspectives and Practices.	
3	McGuire, D. (2014). Human resource development. SAGE.	



<b>TRAINING &amp; DEVELOPMENT</b>	
Course Code: BMS- 321 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

### **Introduction:**

The issue of employee development and career management have always been a central focus of training and development. With paradigm shifts in the way businesses are carried out, the organizations are moving towards becoming learning organization. A learning organization constantly updates, supports and manage itself with the growing needs of the environment. This course on Training and Development provides comprehensive understanding to students

### **Course Objectives:**

The course is designed to help the students to:

1. Explore the importance of learning, training and development for individual and organizational effectiveness
2. Evaluate the various approaches and techniques of training and developing human resources
3. Design, implement and evaluate the effectiveness of training program in an organization
4. Reflect on many advances in both the science and practice of training and development

### **Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Understand the role of training and development in human resources management
2. Analyse the training need assessment tools used by the organization
3. Evaluate the training methods adopted by the organization for training and development
4. Assess the growing paradigm shift in the practice of training and developing the employees in accordance to the requirements

**Pedagogy:** Interactive exercise, scenario-based cases, lecture and innovative group projects and assignments

### **Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction and Context of Training and Development:</b> Difference between training and development, Key components of T&D, Objectives of T&D, Current training practices in organizations, Forces and characteristics influencing training and development, Strategic role of training and development,		
<b>UNIT-II</b>		12 Hours
<b>Designing Training:</b> Training needs assessment and analysis- organizational, task and person analysis, competency models, Training design- Make-or-Buy decision, content of training, methods (on-the-job and off-the-job training methods)		
<b>UNIT-III</b>		12 Hours
<b>Training Delivery, Implementation and Evaluation:</b> Training delivery requirement, Transfer of training- process, strategies, interventions, Models of training effectiveness- Kirkpatrick's four level model, COMA mode, Decision-based evaluation model, Internal referencing strategies (IRS) compromise evaluation model		
<b>UNIT- IV</b>		8 Hours
<b>Recent Developments in Learning, Training and Development:</b> Shift from T&D to L&D, Recent approaches to L&D, Current trends in training and L&D in organizations, E-learning, Virtual training, Role of social media and web 3.0 technologies in training and learning, Emerging talent crisis across globe		
<b>Text Books</b>		
1	Noe, R. A., & Kodwani, A.D. (2023). Employee training and development (9 <sup>th</sup> ed.). McGraw Hill Education.	
2	Yadav, A. & Verma, R. (2022). Training and development: Text and Cases. Bharati Publications.	
3	Blanchard, P. N., Thacker, J. W., & Cosby, D. M. (2024). Effective training: Systems, strategies, and practices. SAGE Publications.	
4	Saks, A. M., & Haccoun, R. R. (2019). Managing performance through training and development. Nelson Education Ltd.	
<b>Reference Books</b>		
1	Garavan, T., Hogan, C., & Cahir-O'Donnell, A. (2020). Learning & development in organisations: Strategy, Evidence and Practice.	
2	Beevers, K., Rea, A., & Hayden, D. (2019). Learning and development practice in the workplace. Kogan Page Publishers.	
3	Spiro, K., & Bhamidi, V. (2023). Employee-Generated learning: How to Develop Training That Drives Performance. Kogan Page.	

## MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: BMS- 323 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5
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### Introduction:

The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship. This subject describes the different layers of industries and the worker participation in industries at different levels. The course will also teach you about the different Trade union acts.

### Course Objectives:

The course is designed to help the students to:

1. Discover the birth and emergence of trade unions, the trade union movement in India and role of trade unions
2. Understand the concept of industry-union relations, disputes and various provisions, mechanisms to settle it
3. Introduce various existing laws related to employment, working conditions, social security and welfare of the employees
4. Compare the effectiveness of various government initiatives, policies and measures for labour, industries and management

### Course Outcomes:

Students, who successfully complete this course, should be able to:

1. Analyse and appreciate the role of trade unions in an industrial set up.
2. Evaluate the causes and impact of industrial relations.
3. Comprehend the various provisions, mechanisms and procedures related to grievances, disputes and hurdles in the management of industry relations
4. Develop an understanding of significant role and contribution by government, labour, unions, international bodies in employee-management relations

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### Evaluation Scheme:

Course Type			Examination					Relative Weights			
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		06 Hours
<b>Trade Unionism:</b> Definition, origin of trade unions, emergence of trade unionism, Trade union movement in India, Formation of trade unions in India		
<b>UNIT-II</b>		12 Hours
<b>Industrial Relations:</b> Definition, Evolution, Approaches and Models to Industrial Relations, Salient Features of Industrial Relations in India, Industrial Disputes- causes, strikes, Settlement of industrial disputes- adjudication, collective bargaining, statutory machinery, non-statutory bodies		
<b>UNIT-III</b>		12 Hours
Labour-Management Relations: Worker's participation in Management, Works Committees, Joint Management Councils, Labour Legislation in India, International Labour Organization, Labour Policies in Five- Year Plans and NITI Aayog		
<b>UNIT-IV</b>		12 Hours
<b>Industrial Relations Act:</b> The Factories Act (1948), Payment of Wages Act (1936), Minimum Wages Act (1948), Equal Remuneration Act (1976), Industrial Employment (Standing Orders) Act (1946), Employees' State Insurance Act (1948), Maternity Benefit Act (1961), Payment of Gratuity Act (1972), The Code on Wages (2019), The Occupational Safety, Health and Working Conditions Code (2020), Code on Social Security (2020), Industrial Relations Code (2020).		
<b>Text Books</b>		
1	Srivastava, S. C. S. (2020). Industrial Relations and Labour Laws, 7th Edition. Vikas Publishing House.	
2	Ghosh, P. & Nandan, S. (2017). Industrial Relations and Labour Laws. McGraw Hill Education Publications.	
3	P.C. Tripathi, P.C., Gupta, C.B. & Kapoor, N.D. (2020). Industrial Relations and Labour Laws. Sultan Chand & Sons.	
4	Gupta, P. (2023). Industrial Relation & Labour Laws for Managers. Taxmann.	
<b>Reference Books</b>		
1	Suri, R. K. (2007). Dynamics of industrial relations. Pentagon Press.	
2	Chauhan, J. (2023). Dynamics of Industrial Relations and labour Legislations in India (Post-Reform Analysis). Blue Rose Publishers.	

INTERNATIONAL TRADE POLICY & STRATEGY	
Course Code: BMS-325	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

**Introduction:** This course analyses the interdependence that arises from international trade in goods and services. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

**Course Objectives:** The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the foundations of international trade theory and an in depth knowledge of most widely used international business terminologies and concepts
2. Develop an understanding of the global institutional framework
3. Identify the role and impact of political, economic, social and cultural variables in international business and analyze international business from a multi-centric perspective, avoiding ethnocentrism.
4. Examine the various factors including enablers and barriers affecting international trade

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Review of Economic Theory on International Trade:</b> Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt.		
<b>UNIT-II</b>		10 Hours
<b>The Global Institutional Structure:</b> GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organization), Regional Trade Blocks and Trade Agreements.		
<b>UNIT-III</b>		10 Hours
<b>India's Industrialization Strategy and International Trade:</b> Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones.		
<b>UNIT-IV</b>		11 Hours
<b>Experience of Select Developing Countries:</b> Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of Southeast Asian Nations).		
<b>Text Books</b>		
1	Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). International Economics: Theory and Policy, 10th Edition. Pearson Education.	
2	Salvatore, D. (2019). International Economics, 13th Edition. Wiley.	
3	Cherunilam, F. (2022). International Trade and Export Management, 21st Edition.	
<b>Reference Books</b>		
1	Rugman, A. M., & Verbeke, A. (2017). Global Corporate Strategy and Trade Policy. In Routledge eBooks. <a href="https://doi.org/10.4324/9780203732342">https://doi.org/10.4324/9780203732342</a>	
2	Letiche, J. M. (1992). International Economics: Policies and Theoretical Foundations. Academic Press.	
3	Connor, D. E. (2006). Encyclopedia of the Global Economy: A Guide for Students and Researchers. New Delhi: Academic Foundation.	

GLOBAL BUSINESS ENVIRONMENT	
Course Code: BMS-327	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

**Introduction:** This course is a broad survey of the field of international business and provides the foundations for further specialisation in this field. It will begin with a brief overview of international business, focused on the concept of globalisation. The course will then examine the environment for international firms, particularly the political, social and economic configurations that support cross-border commerce. Amongst others, we will look at the role of national policies and cultures, the evolution of international markets in goods, services and finance, and the super national mechanisms and infrastructures for trade, investment and finance.

**Course Objectives:** The aim of this course is to get the students acquainted with an overview of the globalization process and its effects on the business environment, with a focus on comprehending the transformations within organizations and their strategies in the global arena.

**Prerequisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the dynamics of globalizations and analyze the drivers of global economy
2. Analyze and navigate the complexities of the global trading systems.
3. Analyze the patterns and effects of foreign direct investment and understand the impact of foreign exchange and interest rate on global trade
4. Analyze the legal environment foundation and intersection of international law with human rights in global business

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Globalization Process: Globalization vs internationalization; role of foreign direct investment; transnational or multinational corporations; transnational corporations as drivers of global economy; trends in globalization process; global and local markets; transnationality of firm.		
<b>UNIT-II</b>		10 Hours
<b>World trade and International Competitive Environment:</b> International trade theories (theory of comparative advantage, newer trade theories, porter's theory of competitive advantage, product life cycle theory); Trade policy and national priorities; tools of Government trade policy; International regulation of trade (GATT principles, WTO); Regionalism (EU, NAFTA, Regionalism in Asia); Regionalism vs Multilateralism; developing countries and world trade; globalization and world trading system.		
<b>UNIT-III</b>		11 Hours
<b>International Financial Environment:</b> Foreign direct investments (pattern, structure and effects); movements in foreign exchange and interest rates and their impact on trade and investment flows.		
<b>UNIT- IV</b>		11 Hours
<b>Legal environment</b> – Bases for legal system – Jurisdictions International Legal disputes – International dispute resolution crime, Corruption and law – Commercial law within countries – Impact on International law on Business of human Rights.		
<b>Text Books</b>		
1	Gupta, S. (2015). International Business. McGraw Hill Education Pvt. Limited	
2	Karpagam, M. (2021). Environmental Economics: A Textbook, 3rd Edition. Sterling Publishers Pvt. Ltd.	
<b>Reference Books</b>		
1	Czinkota, M. R., Ronkainen, I. A., & Gupta, S. (2021). International Business. The Dryden Press, Forthworth.	
2	Griffin, R. W., & Pustay, M. W. (2020). International Business: A Managerial Perspective. Addison Wesley.	
3	Hill, C. W. L. (2023). International Business: Competing in the Global Market, 14th Edition. McGraw Hill.	
4	Hill, C. (2022). Global Business Today, 12th Edition. McGraw Hill.	
5	Bhattacharya, B. (1999). Going International: Response Strategies of the Indian Sector, 2nd Edition. Wheeler Publishing.	



<b>TRANSNATIONAL &amp; CROSS-CULTURAL MARKETING</b>	
Course Code: BMS-329	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

**Introduction:** The aim of the course is to give students knowledge and comprehension for understanding the relevance of culture to marketing and the strategic opportunities and challenges arising in culturally diverse and dynamic contexts. The course provides students with competencies to identify the role of culture in marketing and adopt a cultural approach to marketing that takes into account the complexity of the culture concept.

**Course Objectives:** The purpose of this paper is to provide an understanding of the impact of cultural differences on global marketing. The methods of price decisions in international markets shall also be taught

**Prerequisite:** None

**Course Outcomes:** Having successfully completed this course the student will be able to:

1. Understand the concept of global marketing including its scope, challenges and significance.
2. Conduct effective marketing research
3. Conduct effective outsourcing research and devise global strategies for services and brands
4. Understand in making pricing decisions in global context

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Global Marketing:</b> Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.		
<b>UNIT-II</b>		11 Hours
Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on the internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.		
<b>UNIT-III</b>		10 Hours
Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labelling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.		
<b>UNIT-IV</b>		10 Hours
Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing		
<b>Text Books</b>		
1	Cateora, P. R., & Graham, J. L. (2020). International Marketing, 17th Edition. Tata McGraw Hill.	
2	Cherunilam, F. (2021). International Marketing. Himalaya Publishing House.	
<b>Reference Books</b>		
1	Bhattacharya, B. (2020). Export Marketing Strategies for Success. Sultan Chand & Sons.	
2	Cateora, P. R., & Graham, J. L. (2020). International Marketing, 18th Edition. McGraw Hill.	
3	Green, M. C., & Keegan, W. J. (2019). Global Marketing, 10th Edition. Pearson.	
4	Onkvisit, S., & Shaw, J. (2008). International Marketing: Strategy and Theory (5th ed.). Routledge. <a href="https://doi.org/10.4324/9780203871935">https://doi.org/10.4324/9780203871935</a>	

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DATA ANALYTICS	
Course Code: BMS-331 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:** This course is designed to empower students with skills and insights needed to thrive in the data-driven landscape of modern business. The course will delve into the practical applications of data analytics, exploring statistical analysis, predictive modelling, and data visualization. The agenda of the course is not just to enhance theoretical knowledge but also cultivate hands-on experience with industry-leading tools to tackle real-world challenges.

**Course Objectives:** The objective of the course is to expose students to techniques of data analytics to be able to make informed business decisions.

**Pre-requisite:** Proficiency in Business Statistics (AMC-102)

**Course Outcomes:**

After successful completion of this course, the students shall be able to

1. Understand data structures and conduct exploratory data analysis.
2. Effectively use tools like Excel and SPSS for data visualization and analysis.
3. Apply statistical methods to analyse data and derive actionable insights.
4. Understand Descriptive analysis.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Foundations of Data Analytics: Introduction to Data Analytics, Data Structures, Data Collection and Preprocessing, Exploratory Data Analysis		
<b>UNIT-II</b>		10 Hours
Data Visualisation: Data Visualisation Principles, Storytelling with Data, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.		
<b>UNIT-III</b>		11 Hours
Descriptive Analysis-I: Frequency Tabulation, Parametric and Non-Parametric Tests, T Tests, Chi Square, ANOVA using MS-Excel or SPSS		
<b>UNIT-IV</b>		11 Hours
Descriptive Analysis-II: Factor analysis, Correlation, Regression, Time series analysis, forecasting using MS-Excel or SPSS		
<b>Text Books</b>		
1	Albright S.C. and Winston W.L. (2020), “Business Analytics: Data Analysis and Decision Making”, (7th Ed.), South western College Publishing.	
2	Anderson Sweeney Williams (2011). “Statistics for Business and Economics.” Cengage Learning.	
3	James Evans (2017). “Business Analytics”, (2 <sup>nd</sup> Ed.), Pearson.	
4	Conard Carlberg: Statistical Analysis, Pearsons Education, Inc.	
5	J. Artymiak: Beginning OpenOffice Calc: From Setting Up Simple Spreadsheets to Business Forecasting, Apress Publisher.	
<b>Note: latest version of the book shall be used.</b>		

MARKETING ANALYTICS	
Course Code: BMS-333 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:** This course is designed to provide students with a comprehensive understanding of how data analytics techniques can be applied to the field of marketing. Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions. This course offers an in-depth knowledge of how statistical and analytical techniques and approaches can bridge the gap between marketing problems and insights.

**Course Objectives:** The basic objective of this course is to provide a strong foundation in marketing analytics in order to handle diversified marketing data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

**Pre-requisites:** Basic knowledge of data analytics methodology and techniques like regression, clustering etc. using excel

#### Course Outcomes:

After successful completion of this course, the students shall be able to:

1. Describe the use of marketing analytics in the age of Big Data and dynamic environment.
2. Analyse and calculate customer metrics to assess the long-term profitability and value of customers to a business.
3. Understand strategic decision making in product management and marketing by integrating advanced analytics techniques
4. Analyse distribution channels and promotional strategies to optimize business performance.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

#### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Introduction to Marketing Analytics: Meaning and Scope of Marketing Analytics; Sources of Marketing data; Marketing Metrics and Measurements; Offline and Digital Marketing Measures; Marketing Analytics in the age of Big Data, Simulation		
<b>UNIT-II</b>		11 Hours
Customer Analytics: Customer Lifetime Value; Customer Choice; Market-based analysis; Cross-Selling and Optimization		
<b>UNIT-III</b>		10 Hours
Product Analytics: Pricing and Revenue Management; Segmentation; Targeting and Positioning; Marketing Mix Analytics; Assortment Optimization; New Product and Service Design		
<b>UNIT-IV</b>		11 Hours
Distribution Analytics: Distribution channel characteristics, retail location selection, channel evaluation and selection, multi-channel distribution, distribution channel metrics. Promotion Analytics: Promotion budget estimation, promotion budget allocation, promotion metrics for traditional and social media		
<b>Text Books</b>		
1	Jeffery, M., "Data Driven Marketing", Wiley	
2	Stephan, S., "Marketing Analytics: Strategic Models and Metrics", Create spaceIndependent Publishing	
3	Venkatesan, R., Farris, P., & Wilcox, R.T., "Cutting-edge marketing analytics: real World cases and datasets for hands on learning", Pearson Education.	
4	Sharma, H. (2017), "Master the Essentials of Email Marketing Analytics", Blurb.	
5	Blattberg, R.C., Do- Kim, B., & Neslin, S.A., "Database marketing: analyzing and managing customers", Springer, New York.	
<b>Note: latest version of the book shall be used.</b>		

FINANCIAL ANALYTICS	
Course Code: BMS-335 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:** In today's data-driven business landscape, the ability to understand and interpret financial data is essential for making informed decisions, driving strategic initiatives, and ensuring the long-term success of organizations. This course will help develop a comprehensive understanding of how financial analytics can be applied to various aspects of business administration, including financial management, investment analysis, risk assessment, and strategic planning. Financial analytics also helps companies discover the risks they face, improve business processes and optimize efforts in the right direction.

**Course Objectives:** The main objective of this course is to familiarize with financial analysis, techniques and tools of financial analysis. This course will provide competence in analysing the past and present financial data of the organization and estimate future revenues and expenditures.

**Pre-requisite:** Basic knowledge of Business Finance and Familiarity with Financial Database.

**Course Outcomes:**

After successful completion of this course, the students shall be able to

1. Demonstrate proficiency in conducting basic financial calculations and valuing corporations
2. Understand the valuation procedure and utilize Free Cash Flow to determine the intrinsic value of a firm.
3. Learn various portfolio models.
4. Understand the valuation of options and bonds.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Corporate Finance and Valuation–I: Basic Financial Calculations: Overview, Net Present Value, Internal Rate of Return (IRR) and Loan Tables, Continuous Compounding, Discounting Using Dated Cash Flows. Corporate Valuation Overview: Compute Enterprise Value, Using Accounting Book Values to Value a Company, Efficient Markets Approach, Enterprise Value, & Free Cash Flows, Consolidated Statement of Cash Flows.		
<b>UNIT-II</b>		11 Hours
Corporate Finance and Valuation–II: Valuation Based on the Consolidated Statement of Cash Flows: Overview, Free Cash Flow (FCF): Measuring the Cash Produced by the Business, Reverse Engineering the Market Value. Pro Forma Financial Modeling: Overview, How Financial Models Work: Theory and an Initial Example, Free Cash Flow (FCF): Measuring Cash Produced by Business, Using FCF to Value the Firm, Valuation Procedure		
<b>UNIT-III</b>		10 Hours
Portfolio Models: Portfolio Means and Variances, Envelope Portfolios. Calculating Efficient Portfolios: Overview, Definitions and Notation, Five Propositions on Efficient Portfolios and the CAPM. Calculating the Variance-Covariance Matrix: Overview, Computing the Sample Variance- Covariance Matrix, Correlation Matrix		
<b>UNIT- IV</b>		11 Hours
Valuing Bonds: Overview, Duration patterns, Bond with uneven Payments, Non- Flat Term Structures and Duration. Immunization Strategies: Overview, Model of Immunization, Convexity. Modeling the Term Structure: Overview, Basic Example, Several Bonds with the Same Maturity, Fitting a Functional Form to the Term Structure.		
<b>Text Books</b>		
1	Banning, S. (2014), “Financial Modeling”, MIT Press, Fourth Edition	
2	Winston. (2010), “Financial Models Using Simulation and Optimization”, Palisade Corp	
3	Lemieux, V.L. (2012), “Financial Analysis and Risk Management: Data Governance, Analytics and Life Cycle Management”, Springer.	
4	Bennett, M.J. & Hagen, D.L. (2016), “Financial Analytics with R: Building a Laptop Laboratory or Data Science”, Cambridge University Press	
5	Basins, B., Rushed. & Schedule, H. (2017), “Credit Risk Analytics: Measurement Technique, Applications and Examples in SAS”, Wiley.	
<b>Note: latest version of the book shall be used.</b>		



<b>ENTREPRENEURIAL MINDSET AND BEHAVIOUR</b>	
Course Code: BMS- 337 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5

**Introduction:**

The course “Entrepreneurial Mindset and Behaviour” delves into the core characteristics, values, and skills that drive successful entrepreneurs, regardless of their chosen field. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process, and help students to uncover techniques to generate new ideas, challenge assumptions, and think outside the box.

**Course Objectives:**

The course is designed to help the students to:

1. Explore and actively cultivate key mindsets associated with successful entrepreneurs
2. Analyze case studies of successful and unsuccessful entrepreneurs, identifying key strengths, weaknesses, and decision-making patterns.
3. Examine key characteristics and values associated with an entrepreneurial mindset, including risk tolerance, resilience
4. Demonstrate effective leadership skills by motivating and inspiring others to contribute to entrepreneurial endeavours.

**Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Develop a personal action plan outlining achievable steps to cultivate an entrepreneurial mindset within themselves
2. Design and implement a creative solution to address a specific entrepreneurial challenge
3. Develop the ability to make decisive decisions and take calculated risks in uncertain entrepreneurial environments.
4. Maintain a lifelong learning mindset, actively seeking new knowledge and adapting to emerging trends in the field of entrepreneurship

**Pedagogy:** Interactive exercise, scenario-based cases, lecture and innovative group projects and assignments

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Entrepreneur: Definition, characteristics, entrepreneurial goals, objectives of an entrepreneur, defining success and failure in various entrepreneurship opportunities with case studies, the business environment		
<b>UNIT-II</b>		12 Hours
Entrepreneurship skill: what are entrepreneurial skills, idea generation, the concept, designing, feasibility, profitability, viability, market research, selling: the challenge		
<b>UNIT-III</b>		12 Hours
Entrepreneurial mindset: Need of entrepreneurial mindset, framing the challenge; attributions, self-efficacy and locus of control		
<b>UNIT- IV</b>		8 Hours
Entrepreneurial behaviour: entrepreneurial leadership, perception and intention; motivations, emotions and entrepreneurial passion, entrepreneurial behaviour: nature, scope, recent research and agenda for future research		
<b>Text Books</b>		
1	Brännback, M., & Carsrud, A. L. (2017). Revisiting the entrepreneurial mind: Inside the Black Box: An Expanded Edition. Springer.	
2	Nieuwenhuizen. (2010). Basics of entrepreneurship: 2nd Edition. Juta and Company Ltd.	
3	Shepherd, D. A., & Patzelt, H. (2018). Entrepreneurial Cognition: Exploring the Mindset of Entrepreneurs. Springer.	
4	McNeil, R. K. (2022). The practice and mindset of an entrepreneur. Independently Published.	
<b>Reference Books</b>		
1	Brannback, M., & Carsrud, A. (2015). Fundamentals for becoming a successful entrepreneur: From Business Idea to Launch and Management. FT Press.	
2	Carsrud, A. L., & Brännback, M. (2009). Understanding the entrepreneurial mind: Opening the Black Box. Springer Science & Business Media.	

INNOVATION MANAGEMENT	
Course Code: BMS- 339	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 5
Course Category: DEC	

**Introduction:**

Organizations thrive on the ability to innovate: to identify and capitalize on new opportunities, develop game-changing solutions, and stay ahead of the curve. This subject equips the students with the tools and frameworks to cultivate creativity, navigate uncertainty, and transform ideas into successful ventures.

**Course Objectives:**

The course is designed to help the students to:

1. Develop a systematic approach to identifying and evaluating potential innovations, aligning them with the organization's overall strategy and vision.
2. Understand different types of innovation, from incremental improvements to disruptive breakthroughs, and how to manage them effectively.
3. Foster a collaborative and open environment where creativity flourishes
4. Discover frameworks and tools to translate ideas into tangible results, manage projects effectively, and overcome challenges

**Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Critically evaluate the internal and external drivers of innovation in various industries and organizational contexts.
2. Analyze different frameworks for assessing the innovative potential of ideas and venture
3. Design and manage effective innovation processes within organizations, including idea generation, selection, and development
4. Design and implement a pilot project to test an innovative idea within an organization.

**Pedagogy:** Interactive exercise, scenario-based cases, lecture and innovative group projects and assignments

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Introduction: innovation defined, fundamentals of innovation management, difference between innovation and creativity, goals of innovation, sources of innovation, design thinking, drivers and barriers		
<b>UNIT-II</b>		12 Hours
Management: Innovation dimensions, types of innovation, the process of innovation, innovation life cycle, open and closed innovation, building an innovation culture, resource allocation		
<b>UNIT-III</b>		12 Hours
Innovation Management: Product innovation management, process innovation management, human resource innovation management, Idea selection and development, feasibility analysis, prototyping, developing business models		
<b>UNIT- IV</b>		8 Hours
Developing an innovation-friendly organisation: Innovation willingness, innovation possibility, innovation capability, innovation process, open innovation, crowdsourcing		
<b>Text Books</b>		
1	Pruschkowski, M. (2018). Innovation Management. Structures and processes of an Innovative company. GRIN Verlag.	
2	Škudienė, V., Li-Ying, J., & Bernhard, F. (2020). Innovation Management: Perspectives from Strategy, Product, Process and Human Resources Research. Edward Elgar Publishing.	
3	Tidd, J., & Bessant, J. R. (2018). Managing innovation: Integrating Technological, Market and Organizational Change. John Wiley & Sons.	
4	Dodgson, M. (2017). Innovation Management: A Research Overview. Routledge.	
<b>Reference Books</b>		
1	Soni, R. (2009). Innovation Management- Knowledge and inspiration toolkit. Global India Publications Pvt Ltd.	
2	Dubey, S. S. (2019). Technology and Innovation Management. PHI Learning Pvt. Ltd.	
3	Van Den Ende, J. (2021). Innovation Management. Bloomsbury Publishing.	
4	Narayanan, V. K., & O'Connor, G. C. (2010). Encyclopedia of Technology and Innovation Management. John Wiley & Sons.	

**PITCH DECK, PROJECT REPORTS AND BUSINESS PLAN**

Course Code: BMS- 341 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 5
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**Introduction:**

This course equips the students with the essential skills to craft compelling pitch decks, impactful project reports, and comprehensive business plans. Students will learn the tools and knowledge to master the art of crafting concise, captivating pitch decks and communicate value propositions accordingly.

**Course Objectives:**

The course is designed to help the students to:

1. Understand the structure and write compelling project reports
2. Structure and create comprehensive business plans outlining venture's strategy, market potential, financial viability and securing funding
3. Apply the knowledge through hand-on exercises and document progress, analyze data and deliver the idea effectively
4. Raise seed capital from venture capital and angel investors through powerful presentation and strategies

**Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Gain theoretical knowledge through engaging presentations and discussions
2. Present the ideas to diverse audiences, tailoring communication style to resonate with each group
3. Create professional projects and plans that draw insightful conclusions
4. Develop and formulate their own pitch decks, project reports, and business plans

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		06 Hours
<b>Pitch Deck:</b> The definition, building blocks of a pitch deck, story, design, text, actual pitch decks, pitching exercises		
<b>UNIT-II</b>		12 Hours
<b>Project reports:</b> Introduction, objectives, structure, users, types of reports, process of writing the report		
<b>UNIT-III</b>		12 Hours
<b>Introduction to Business Planning:</b> Definition, objectives, users of a business plan, steps to prepare a business plan, diagnosing internal and external capabilities of an organisation,		
<b>UNIT-IV</b>		12 Hours
<b>Business Plan:</b> organisation plan, marketing plan, financial planning, sales and revenue plan, production plan, supporting documents, plans for different types of organisations (like non-profits), implementing and controlling the business plan.		
<b>Text Books</b>		
1	La Cava, M. (2018). Startup Pitch presentation: The Ultimate Guide to Creating a Brilliant Startup Pitch Presentation and Win Funding. Createspace Independent Publishing Platform.	
2	Cooley, T. (2021). The Pitch Deck Book: How To Present Your Business And Secure Investors.	
3	Grant, W. (2020). How to write a winning business Plan: A Step-by-Step Guide for Startup Entrepreneurs to Build a Solid Foundation, Attract Investors and Achieve Success with a Bulletproof Business Plan.	
4	Hollister, S. (2017). Business plan: The Right Way to Create a Winning Business Plan.	
<b>Reference Books</b>		
1	Krishnadas, G. (2023). Pitch Deck Templates: Save Time and Elevate Your Pitch with Our Versatile Templates. Independently Published.	
2	John, J., & Publications, M. Y. D. (2015). Business plan for a startup business: How to Write Perfect Business Plan. CreateSpace.	

**DEPARTMENT OF MANAGEMENT  
INDIRA GANDHI DELHI TECHNICAL UNIVERSITY  
FOR WOMEN**

**COURSE: BACHELOR OF BUSINESS ADMINISTRATION**

**SYLLABUS OF SIXTH SEMESTER**

**SYLLABUS: SIXTH SEMESTER**

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<b>BUSINESS POLICY AND STRATEGY</b>	
Course Code: BMS- 302 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester:6

**Introduction:** Business policy is the guide post to decision making. It helps in the managerial thinking process and thus leads to the efficient and effective attainment of the objectives of any organization. Strategy implementation may be said to consist of securing resources, organizing these resources and directing the use of these resources within and outside the organization. This course covers all the different aspects and levels of Business Policy and Strategy.

**Course Objectives:** To equip students with the necessary insight into designing strategies for an organization and linking the organization's strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Develop capacity to think strategically about a company: its present business position, its long-term direction, its resources and competitive capabilities, the calibre of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. Analyze and scan the business environment using various approaches for competitive advantage
3. Diagnose the strengths and weaknesses of the corporate internal resources to enhance corporate capabilities
4. Formulate strategies and assess business risk to improve decision-making ability

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	0	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction:</b> Nature, Scope and Importance of Business Policy; Evolution; Forecasting, Long-Range Planning, Strategic Planning and Strategic Management. Strategic Management Process: Formulation Phase–Vision, Mission, Environmental Scanning, Objectives and Strategy; Implementation phase –Strategic Activities, Evaluation and Control.		
<b>UNIT-II</b>		10 Hours
<b>Environmental Analysis:</b> Need, Characteristics and Categorization of Environmental Factors; Approaches to the Environmental Scanning Process – Structural Analysis of Competitive Environment; ETOP a Diagnosis Tool.		
<b>UNIT-III</b>		10 Hours
<b>Analysis of Internal Resources:</b> Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of Analysis and Diagnosing Corporate Capabilities–Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.		
<b>UNIT-IV</b>		11 Hours
<b>Formulation of Strategy:</b> Approaches to Strategy formation; Major Strategy options– Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; Major Issues involved in the Implementation of strategy: Organization Structure; Leadership and Resource Allocation.		
<b>Text Books</b>		
1.	A. Kazmi, “Strategic Management and Business Policy”, McGraw Hill Education, 2014.	
2.	P. K. Ghosh, “Strategic Planning and Management”, Sultan Chand & Sons, New Delhi, 2012.	
3.	C.W. L. Hill and G. R. Jones, “An Integrated Approach to Strategic Management”, Cengage Learning, 9 <sup>th</sup> Edition, 2017	
<b>Reference Books</b>		
1.	Thompson, Arthur A. And A. J. Strickland; Strategic Management, McGraw Hill,	
2.	Suri R.K.; Business Policy & Strategic Management, Brijwasi Publisher & Distributor, 2005	
3.	Biwas, “Corporate Strategy”, Penguin	
4.	Jauch and Glueck; “Business Policy and Strategic Management”, McGraw-Hill.	

<b>PROJECT APPRAISAL</b>	
Course Code: BMS-308 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** To familiarize students how the business organizations apply Economics principles in decision making, how to do analyses of a project with the help of various appraisal techniques.

**Course Objectives:** To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

**Pre-requisite:** Basics of Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Defining various project appraisal techniques
2. Assessing project feasibility by market and technical analysis of project. Understand the project financing and implementation.
3. Elaborating various models and techniques to select project.
4. Evaluating project performance by applying various risk analysis techniques.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Appraisal:</b> an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial/National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship–concept, Theory and perspective</p>		
<b>UNIT-II</b>		10 Hours
<p><b>Market Analysis:</b> Market analysis of a project, need for market analysis, Demand and supply analysis, Collection analysis, primary / secondary data, and Forecasting techniques. Technical appraisal of a project, Business and Technology Acquisition and management of technology.</p>		
<b>UNIT-III</b>		11 Hours
<p><b>Investment appraisal:</b> Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, major sources of finance: Equity, Bonds, and Debt, Venture capital and private equity, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Merles Approach, Project Appraisal of Indian Plans.</p>		
<b>UNIT-IV</b>		11 Hours
<p>Project risk assessment–Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches–application of simulation techniques; Monitoring and Evaluation of a Project CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report-Case Analysis.</p>		
<b>Text Books</b>		
1	Chandra, P. (2017). Projects: Planning, Analysis, Selection, Financing, Implementation and Review. McGraw Hill.	
<b>Reference Books</b>		
1	Larson, E. & Gray, C. (2021). Project Management: The Managerial Process. McGrawHill.	
2	Rashmi, A. & Mehra, Y. S. (2021). Project Appraisal & Management. Taxmann.	
3	Khatua, S. (2011). Project Management and Appraisal. Oxford University Press.	
4	Choudhary, S. (1989). Project Management. McGrawHill.	

<b>BUSINESS ANALYSIS &amp; VALUATION</b>	
Course Code: BMS-310 Contact Hours: L-3 T-1 P-0 0CourseCategory: DEC	Credits:4 Semester:6

**Introduction:** The objective of this course is to familiarize the students with the basic valuation, management tools with emphasis on application to Business and Economic situations.

**Course Objectives:** This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

**Prerequisite:** Basics of Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Explaining process of financial statement analysis for measuring soundness of company.
2. Examining cash efficiency of firms using different methods.
3. Developing various models to do valuation of the company.
4. Build spreadsheet financial models for complex business decisions in the area of business valuation.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical examples.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Analysis of Corporate Financial Statements:</b> Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion &amp; analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.</p>		
<b>UNIT-II</b>		10 Hours
<p><b>Cash Flows:</b> Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model</p>		
<b>UNIT-III</b>		11 Hours
<p><b>Introduction to Valuation:</b> Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates-cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk &amp; equity risk), valuing an asset with an infinite life</p>		
<b>UNIT-IV</b>		11 Hours
<p><b>Firm Valuation Models:</b> Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options</p>		
<b>Text Books</b>		
1	Foster, G. (2019). Financial Statement Analysis. Pearson.	
2	Chandra, P. (2011). Corporate Valuation and Value Creation. McGrawHill.	
3	Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for investment and Corporate Finance. Wiley.	
<b>Reference Books</b>		
1	Palepu, K.G., Healy, P. M., & Bernard, V. L. (1999). Business Analysis and Valuation: Using Financial Statements, Text and cases, Thomson Learning.	

FINANCIAL MODELLING & DERIVATIVES	
Course Code: BMS-312	Credits:4
Contact Hours: L-3 T-1 P-0	Semester:6
Course Category: DEC	

**Introduction:** with this course students will develop the financial modeling skills used in the application of financial theory to practical problems with application of Excel spreadsheet functions.

**Course Objectives:** To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

**Pre-requisite:** Basics of Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Make use of excel to do sensitivity analysis.
2. Illustrating various spreadsheet models to analyse project viability and risk analysis.
3. Understand application of financial modelling using excel.
4. Estimating the pay-off from options in derivatives market.
5. Predicting the pricing of options in financial markets.

**Pedagogy:** The teaching learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to Modeling:</b> Database Functions in Excel, Creating Charts, Using Forms and Control Tool box, Understanding Finance Functions present in Excel, Sensitivity Analysis Using Excel: goal seek, data table, Scenario Manager.		
<b>UNIT-II</b>		10 Hours
Developing and Forecasting through Models: Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analysing, Financial Statements by using Spreadsheet Model, Determining Project Viability, Risk Analysis in Project Appraisal.		
<b>UNIT-III</b>		11 Hours
<b>Financial Derivatives:</b> Introduction, various underlying and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.		
<b>UNIT-IV</b>		11 Hours
Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them		
<b>Text Books</b>		
1	Simon, B. (2000). Financial modeling. MIT Press.	
2	Tjia, J. (2009). Building Financial Models. McGrawHill.	
3	Hull, J. C. (2015). Options, Futures and Other Derivatives. Pearson.	
<b>Reference Books</b>		
1	Gupta, S. L. (2005). Financial Derivatives: Theory, Concepts and Problems. Prentice Hall	
2	Bhaskar P. V. & Mohapatra, B. (2002). Derivatives Simplified: An Introduction to Risk Management. Sage.	
3	Srivastav, R. (2014). Derivatives and Risk Management. Oxford University Press.	
4	Winston, W. (2013). Microsoft Excel 2013 Data Analysis and Business Modeling Microsoft Press.	

<b>STRATEGIC CORPORATE FINANCE</b>	
Course Code: BMS-314	Credits:4
Contact Hours: L-3 T-1 P-0	Semester:6
Course Category: DEC	

**Introduction:** The course provides necessary knowledge in evaluating different management decisions about corporate finance and value. It will enable the students to analyze and solve a wide range of financial problems in a strategic business context, use analytical and quantitative tools to support decision-making processes

**Course Objectives:** The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in a better manner.

**Pre-requisite:** Basics of Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Defining the strategies of wealth maximization of shareholders of a company.
2. Evaluating real assets in the presence of risk using different approaches.
3. Solving problem of financial distress of company by restructuring method.
4. Formulating various strategies for setting dividend and share repurchase policy

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction to strategic corporate finance:</b> Strategy: Definition, significance and types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: types and significance, Strategic cost reduction techniques. Alternative sources of project financing.		
<b>UNIT-II</b>		11 Hours
<b>Management/Vendor Buy-In/Outs:</b> Establishing feasibility of the buy-out, Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy <b>Real options:</b> Financial and real options compared, various types of real options.		
<b>UNIT-III</b>		10 Hours
<b>Financial Distress and Restructuring:</b> Bankruptcy- Definition and reasons, reorganization of distressed firms, liquidation of firms. Types of Company disposals. Exit strategy- identifying exit route, valuation, timing of sale and tax planning opportunities. Fundraising: sources of capital, determining capital structure, cost of capital and cost saving strategy, production of a business plan. Financial Due Diligence.		
<b>UNIT-IV</b>		10 Hours
<b>Company Valuation:</b> An overview of valuation, principles and practices, financial and commercial factors affecting the business. Value enhancement tools & techniques: managing credit ratings, setting dividend and share repurchase policy, stock liquidity issues. Substitutability of capital structure, risk management choices-process control efforts, financial, physical, and operational hedging, value-based management.		
<b>Text Books</b>		
1	Damodaran, A. (2014). Corporate finance: theory and practice. Wiley.	
2	Jakhotia, G.P. (2000). Strategic Financial Management. Vikas Publication.	
<b>Reference Books</b>		
1	Ross, S., Westerfield, R., & Jordan, B. (2022). Fundamental of Corporate Finance. McGrawHill.	
2	Day, A. (2012). Mastering Financial Modelling in Microsoft Excel 3rd Edn: APractitioner's Guide to Applied Corporate Finance. Pearson.	
3	Vishwanath, S. R. (2007). Corporate Finance-Theory and Practice. Sage.	
4	Van Horne, J. C. (2001). Financial Management & Policy. Prentice Hall.	

RETAIL MANAGEMENT	
Course Code: BMS-316 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** Retail Management ensures that a retail organization functions at its maximal capacity, serves its target customers, and aligns its operations. The course provides an overview of retailing, from a marketing and managerial perspective, and examines the characteristics, development, and frontiers of the retail industry from a local and global outlook. The course will equip the students to identify the important features and process of Merchandise Planning, Price Management, and Retail Management Information.

**Course Objectives:** The objective of this course is to familiarize the students with the key dimensions of retail industry in view of the changing retail landscape in India and abroad. This course will enable students to develop decision making skills related to retailing. While the course focuses on the retail industry including retailers of consumer services, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to

1. Evaluate current retailing trends and demonstrate an understanding of decisions retailers make to satisfy customer needs in an evolving environment.
2. Recognize retail opportunities and evaluate the strategies associated with each type of opportunity.
3. Explain how retailers use marketing communications to build brand image and customer loyalty.
4. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to retailing:</b> Definition and scope, evolution of retailing, types of retail, trends in retailing industry, benefits of retailing, retailing environment, the retail scenario in India; composition of Indian retail sector, emerging formats of retail in India, challenges of retail development in India.		
<b>UNIT-II</b>		10 Hours
<b>Retail purchasing and pricing:</b> Purchase management - Merchandise purchasing, open to buy, open to buy planning, analyzing the merchandise performance, Pricing strategies - every day pricing, competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing. Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing.		
<b>UNIT-III</b>		11 Hours
<b>Retail marketing and promotion:</b> Nature and scope - relationship marketing, market strategies, retail research Understanding the retail customer - retail market, population analysis, demographic analysis, consumer behaviour Retail promotion Mix - Retail promotion programme, retail advertising media, promotional budget. Customer services - customer services, services quality gaps, service recovery.		
<b>UNIT-IV</b>		11 Hours
<b>Information system in retailing:</b> Acquiring and using information strategies, technology in retail, information sources, and retail information system. <b>Retailing in India:</b> Evolution and trends in organized retailing, Indian organized retail market, FDI in Indian organized retail sector, retail scenario in India, future trends of retail in India. <b>Ethical and legal issues in Retailing:</b> Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.		
<b>Text Books</b>		
1.	Berman B., Evans J. R. and Mathur, M. (2011), "Retail Management", (11th Ed.), Pearson Education.	
2.	Pradhan S. (2012), "Retailing Management – Text and cases", (4th Ed.), Tata McGraw Hill, New Delhi.	
3.	Levy M., Weitz B.A and Pandit A. (2012), "Retailing Management", (8th Ed.), Tata McGraw Hill, New Delhi.	
4.	Dunne P.M, Lusch R.F. and David A. (2002), "Retailing", (4th Ed.), South-Western, Thomson Learning Inc.	
5.	Lusch, R.F, Dunne, P.M and Carver, J.R (2011), "Introduction to Retailing", (7th Ed.), Cengage India Pvt. Ltd	
<b>Note: latest version of the book shall be used.</b>		

<b>SUPPLY CHAIN MANAGEMENT</b>	
Course Code: BMS-318 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** The supply chain is the most obvious face of the business for customers and consumers. The better a company can perform supply chain analytics, the better it protects its business reputation and long-term sustainability.

**Course Objectives:** This course is designed to help the students understand the role of supply chain (SC) in improving the efficiency of a network of organizations across the entire value chain right from sourcing of inputs to the retailing of final products with a view to delivering improved value to the customers. It would highlight the linkage of supply chain management (SCM) with Strategy, Operations, Marketing, Finance etc. so that the students can better appreciate the course in the backdrop of all functional domains.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to

1. Develop an understanding of the role of supply chain in an organization and the significance of supply chain strategy in overall business.
2. Explain how key sourcing and distribution decisions are made for efficient supply chain.
3. Explain the significance of transportation networks and purchasing decisions for operational efficiency.
4. Develop an appreciation about the need of sustainable supply chain management and the relevant framework to adopt the same.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Basics of Supply Chain:</b> Meaning, Definition, Objectives, Scope, Evolution of Supply Chain Management; Major Supply Chain Drivers involved in developing SCM Framework; Participants and their Individual functions in the Supply Chain; Cross - functional Coordination in SCM.		
<b>UNIT-II</b>		10 Hours
<b>Sourcing strategy:</b> Role of sourcing in a supply chain, Framework for Make/Buy decisions, Supplier scoring and assessment, Supply contracts and supply chain performance; <b>Distribution strategy:</b> Network Design Framework, Factors Influencing Network Design Decision, Customer Service Strategy		
<b>UNIT-III</b>		11 Hours
<b>Transportation in a Supply Chain:</b> Role of transportation in a supply chain, Modes of transportation and their performance characteristics, Design options for a transportation network, Trade-offs in transportation design. <b>Purchasing in Supply Chain:</b> Importance, Objectives, Process of Purchasing; Types of Purchasing, In-house or Outsource, Just-in-time purchasing		
<b>UNIT-IV</b>		11 Hours
<b>Supply chain resilience:</b> Flexibility and Agility in SC, Mass Customization, Supply Chain restructuring, Smart Pricing, IT in SCM, Performance measurement of Supply Chains. <b>Supply chain management:</b> Challenges and opportunities		
<b>Text Books</b>		
1.	Wisner, J.D., Tan, K-C, Keong Leong, G. (2012), “Principles of Supply Chain Management: A Balanced Approach”, Cengage Learning.	
2.	Cachon, G., and Terwiesch. (2018). Matching supply with demand. McGraw Hill, Chennai.	
3.	Chopra, S., and Kalra, D. (2019). Supply Chain Management: Strategy, Planning and Operation (6th ed.). Pearson Education, Delhi.	
4.	Rangaraj, N., Raghuram, G., & Srinivasan, M.M. (2009). Supply Chain Management for Competitive Advantage: Cases and Concepts. McGraw Hill, Chennai.	
5.	Sharma, S. (2010). Supply Chain Management: Concepts, Practices and Implementation.: Oxford University Press, New Delhi.	
<b>Note: latest version of the book shall be used.</b>		

MARKETING OF SERVICES	
Course Code: BMS-320	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

**Introduction:** Services marketing delves into the nuances differentiating the marketing of services from tangible goods, expanding upon the conventional strategic marketing mix to encompass additional components tailored to the unique characteristics of services. To foster a comprehensive grasp of services marketing, students explore various models and frameworks delineating strategies for service provision, including aspects such as service product development and delivery, management of physical evidence, nurturing relationships with employees and customers, and evaluating both customer satisfaction and service quality.

**Course Objectives:** This course aims to provide students with a comprehensive understanding of the unique aspects of marketing services and how to leverage them effectively in contemporary business environments. Through theoretical exploration and practical applications, students will learn to develop and implement strategies tailored to the distinct characteristics of services, including service product and delivery, managing physical evidence, employee and customer relations, and measuring customer satisfaction and service quality. By the end of the course, students will be equipped with the knowledge, skills, and frameworks necessary to navigate the complexities of services marketing and contribute to the success and competitiveness of service-oriented organizations.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to

1. Demonstrate understanding of the similarities and differences in service-based and physical product-based marketing activities;
2. Identify the major elements needed to improve the marketing of services
3. Elucidate the challenges of services marketing, including the elements of the product, price, place, promotion, processes, physical evidence, and people.
4. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to Services Marketing:</b> Growing importance of services sector; meaning and nature of services; classification of services; marketing challenges of services, service consumption model.		
<b>UNIT-II</b>		10 Hours
<b>Services Marketing Mix:</b> Services design and development; service blueprinting; service process; physical evidence and servicescape; pricing of services; cost, competition and valuebased approaches of pricing, concept of dynamic pricing, key issues in service pricing management, ethical considerations in service pricing.		
<b>UNIT-III</b>		11 Hours
<b>Services Distribution and Promotion Management:</b> Distribution options for serving customer, place and time decisions, roles and responsibilities of service intermediaries, delivery service in cyberspace, selection and training of intermediaries, managing the Integrated Services Communication mix; managing service personnel; employee and customer role in service delivery.		
<b>UNIT IV</b>		11 Hours
<b>Implementing Profitable Service Strategies:</b> Managing relationships and building loyalty; wheel of loyalty, complaint handling and service recovery strategies, service marketing strategies in e-commerce, healthcare and insurance		
<b>Text Books</b>		
1.	Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A., (2013), “Services Marketing”, (6th Ed.), Tata McGraw Hill Education Co. Ltd., New Delhi.	
2.	Lovelock C. H., Wirtz, J. and Chatterjee, J., (2011), “Services Marketing: People, Technology, Strategy”, (7th Ed.), Pearson Education	
3.	Hoffman K. D., Bateson, J. E.G., (2006), “Marketing of Services”, (6th Ed.), Cengage Learning India Pvt. Ltd., New Delhi	
4.	Rajendra Nargundkar “Services Marketing”; Tata Mc Graw Hill	
5.	Govind Apte “Services Marketing”, Oxford Univ. Press	
<b>Note: latest version of the book shall be used.</b>		

INTERNATIONAL MARKETING	
Course Code: BMS-322 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** The course is designed bearing in mind the global marketplaces and underlines the importance of cultural diversity for businesses to respond effectively to diverse market conditions. It also studies the macro and micro-environmental factors which help identify and evaluate market entry strategies. Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.

**Course Objectives:** This course aims to equip students with the knowledge, skills, and strategies required to navigate the complexities of international markets effectively. Students will explore the key concepts, theories, and practices of international marketing, including market entry strategies, cultural considerations, global branding, and international distribution channels. Through case studies, simulations, and real-world projects, students will develop a deep understanding of the challenges and opportunities inherent in global marketing environments. By the end of the course, students will be prepared to formulate and execute international marketing plans that drive business growth, enhance global competitiveness, and capitalize on opportunities in diverse cultural and economic landscapes.

**Pre-requisite:** None

**Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Examine the environmental variables that affect international marketing
2. Define the strategies that can lead to successful international marketing given the macro and micro environmental constraints
3. Develop understanding of the management decisions and problems, specific to the international arena
4. Understand how managers accomplish the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



## Contents

<b>UNIT-I</b>		10 Hours
<b>International Marketing:</b> Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G –Approach: An overview of the International Marketing Management Process; International Marketing Environment.		
<b>UNIT-II</b>		10 Hours
<b>International Market Segmentation and Positioning:</b> Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture, M&A, Setting up Wholly Owned Subsidiaries Abroad, Strategic Alliances.		
<b>UNIT-III</b>		11 Hours
<b>International Product and Pricing Strategies:</b> Product Designing, Product Standardization Vs Adaptation, Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets; Factors affecting International Price Determination.		
<b>UNIT-IV</b>		11 Hours
<b>Managing International Distribution and Promotional Distribution Channel Strategies:</b> International distribution Channels- their roles and functions; Selection and Management of overseas agents, international distribution logistics.		
<b>Text Books</b>		
1.	Onkvisit, S. and Shaw, J.J. (2009), “International Marketing- Strategy and Theory, Taylor and Francis.	
2.	Keegan, W.J. (2017), Global Marketing, 9 th Ed., Pearson Education, New Delhi.	
3.	Cateora, P. R. and Graham J. L. (2013), International Marketing, (16th Ed.), Tata McGraw- Hill, New Delhi.	
4.	Czinkota, Michael R., and Ronkainen, Ilkka A. (2010), International Marketing, (19th Ed.), Cengage Learning, New Delhi.	
5.	Philip Cateora, John Graham, Mary Gilly and Bruce Money, “International Marketing”, 8th Ed., McGraw Hill	
<b>Note: latest version of the book shall be used.</b>		

<b>PERFORMANCE AND COMPENSATION MANAGEMENT</b>	
Course Code: BMS- 324 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

### **Introduction:**

The term industrial relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship. This subject describes the different layers of industries and the worker participation in industries at different levels. The course will also teach you about the different Trade union acts.

### **Course Objectives:**

The course is designed to help the students to:

1. Develop an understanding on philosophy, origin and relevance of managing and appraising the performance of employees in an organization
2. Establish the trends and methods of appraising and managing the performance of the employee
3. Analyse the factors affecting the pay model and wage structure of compensation for an employee
4. Identify the various economic and legal issues at national and international level in deciding and formulating the compensation package for an employee

### **Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Demonstrate the relevance of job analysis and job evaluation process in creating and constructing performance management system
2. Assess pay decisions to achieve a competitive advantage in the organization
3. Design the pay model and structure in accordance to the organizational needs
4. Implement the various elements of compensation and benefits determining wage and salary structure

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### **Evaluation Scheme:**

<b>Course Type</b>			<b>Examination</b>		<b>Relative Weights</b>						
<b>L</b>	<b>T</b>	<b>P</b>	<b>TH</b>	<b>PR</b>	<b>CAT</b>	<b>CAP</b>	<b>MTET</b>	<b>MTEP</b>	<b>ETET</b>	<b>ETIP</b>	<b>ETEP*</b>
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		08 Hours
<b>Introduction-</b> Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.		
<b>UNIT-II</b>		12 Hours
<b>Performance and Reward System:</b> Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.		
<b>UNIT-III</b>		12 Hours
<b>Compensation Structure:</b> Concepts, objectives, dimensions of compensation, Forms of Pay, Job Analysis approach, Job Evaluation approach and methods, Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation from wage and salary to cost to company concept, Comparable worth, broad banding, competency-based pay.		
<b>UNIT-IV</b>		10 Hours
<b>Other Issues in Performance and Compensation Management:</b> Employee Benefits, Union Role in Wage and Salary Administration, International Pay System, Government and Legal Issues in Compensation, Pay as change agent		
<b>Text Books</b>		
1	Newman, J. M., Gerhart, B. A., & Milkovich, G. T. (2019). Compensation. McGraw Hill.	
2	Jain, S. (2020). Performance & Compensation Management. Arcler Education Inc.	
3	Goel, D. (2023). Performance Appraisal and Compensation Management: A Modern Approach, Third Edition. PHI Learning Pvt. Ltd.	
<b>Reference Books</b>		
1	Singh. (2007). Compensation and reward management. Excel Books India.	
2	Armstrong, M. (2022). Armstrong's Handbook of Performance Management: An Evidence Based Guide to Performance Leadership. Kogan Page Publishers.	
3	Berger, L. A., & Berger, D. (2015). The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design. McGraw Hill Professional.	

## COUNSELLING & NEGOTIATION SKILLS FOR MANAGERS

Course Code: BMS- 326 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6
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### Introduction:

The subject “Counselling & Negotiation Skills for Managers” will provide a clear and concise account of different aspects of counselling and negotiation skills. This subject delineates the pivotal roles played by individuals, entities, and diverse communication channels, along with strategies that enhance the effectiveness of anticipated outcomes in conflicts or any other general managerial scenario.

### Course Objectives:

The course is designed to help the students to:

1. Illustrate and examine the nature of counselling, its goals, process, procedures, and application of counselling skills
2. Understand the complex theories, styles and practice of negotiation in conflicting and general situations
3. Identify principles, challenges, pressure points and power of negotiation
4. Foster a perspective to decide a suitable and appropriate approach to conflict resolution using negotiation and counselling skills

### Course Outcomes:

Students, who successfully complete this course, should be able to:

1. Develop an understanding of the issues related to counselling and negotiation
2. Express and demonstrate dynamic and skilled nature of counselling and negotiation in various professional settings
3. Develop an analytical and ethical perspective for identify common ground, propose creative solutions, and handle conflicts constructively
4. Engage in reflective practice to continuously improve managerial and counselling skills

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to Counselling-</b> Introduction, Nature of counselling, Approaches to Counselling, Goals and Process of Counselling, Organizational application of counselling skills		
<b>UNIT-II</b>		11 Hours
<b>Role of Counselling:</b> Changing Behaviors through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.		
<b>UNIT-III</b>		11 Hours
<b>Introduction to Negotiation:</b> Introduction, Nature and need for negotiation, Negotiation process, Types and styles of negotiation; Strategies and tactics; Barriers in effective negotiation, Communication Style, Breaking Deadlocks.		
<b>UNIT-IV</b>		10 Hours
Role of trust in negotiations; negotiation and IT; Ethics in negotiation; Cultural differences in negotiation styles; Gender in negotiations; Context of mediation; Negotiation as persuasion		
<b>Text Books</b>		
1	Kapoor, P. (2011). Counselling and Negotiation Skills for Managers. Dreamtech Press Biztantra.	
2	Singh, K. (2015). Counselling Skills for Managers, Second Edition. PHI Learning Pvt. Ltd.	
3	Shepard, D. & J. Kottler, J. (2014). Introduction to Counseling: Voices from the Field, Cengage Brooks.	
<b>Reference Books</b>		
1	Carroll, M. (2012). Workplace Counselling: A Systematic Approach to Employee Care. Sage Publications Ltd.	
2	Lewicki, R., Tasa, K., Barry, B., & Saunders, D. (2020). Essentials of negotiation. McGraw Hill.	

CROSS CULTURAL HRM	
Course Code: BMS- 328	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

### Introduction:

The subject “Cross Cultural HRM” delves into the fascinating and dynamic field of cross-cultural HRM, equipping students with the knowledge and skills to navigate the complexities of managing people from different cultural background.

### Course Objectives:

The course is designed to help the students to:

1. Develop the knowledge, skills and capabilities required to work and manage across culture
2. Analyze cultural differences and its impact on individuals and organizations
3. Develop culturally sensitive approaches to recruitment, training, performance management, and compensation
4. Explore the latest developments and challenges in managing human resources in globalized world, such as the impact of technology, cross border mergers and acquisitions, labour unions and changing demographics

### Course Outcomes:

Students, who successfully complete this course, should be able to:

1. Develop a comprehensive understanding of cross-cultural HRM issues and propose innovative solutions to emerging challenges to it
2. Design and implement effective strategies for recruitment, training, performance management and compensation that caters to the diverse cultural needs of a global workforce
3. Strategize the plans for managing expatriates and repatriates during different stages of their international assignments
4. Compare and contrast different approaches to issues and challenges to managing global workforce and teams, evaluating their suitability for specific solutions

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		11 Hours
<b>Introduction-</b> Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofstede's approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.		
<b>UNIT-II</b>		10 Hours
<b>Managing Diversity:</b> Diversity and organizational culture, approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building.		
<b>UNIT-III</b>		10 Hours
<b>Performance and Compensation Management in Global Workforce:</b> Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation Objectives of expatriate compensation plan. Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy.		
<b>UNIT- IV</b>		11 Hours
<b>Global Issues and Challenges in Managing cross-cultural workforce-</b> Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective. International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.		
<b>Text Books</b>		
1	Browaays, M., & Price, R. (2019). Understanding cross-cultural management. Pearson UK.	
2	Jackson, T. (2013). International HRM: A Cross-Cultural Approach, Sage Publications.	
3	Wintersberger, D. (2017). International Human Resource Management: A Case Study Approach. Kogan Page Publishers.	
4	Thomas, D. C., & Peterson, M. F. (2016). Cross-Cultural management: Essential Concepts. SAGE Publications.	
5	Bhattacharyya, D. K. (2010). Cross-Cultural Management: text and cases. PHI Learning Pvt. Ltd.	
<b>Reference Books</b>		
1	Aswathappa, K., & Dash, S. (2020). International Human Resource Management-Text and Cases, Tata McGraw-Hill	
2	Hofstede, G. (1984). Culture's consequences: International Differences in Work-Related Values. SAGE.	

<b>TALENT AND KNOWLEDGE MANAGEMENT</b>	
Course Code: BMS- 330 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:**

Talent and knowledge are two of an organization’s most valuable assets. This course will equip you with the tools and strategies to effectively manage both, ultimately contributing to a company’s success. The syllabus is intended to help students identify best practices and approaches for talent management.

**Course Objectives:**

The course is designed to help the students to:

1. Discover frameworks for assessing talent needs, crafting compelling employer branding, and utilizing effective recruitment techniques
2. Understand how to identify, collect and store valuable knowledge within an organization
3. Critique the effectiveness of existing talent and knowledge management processes within an organization
4. Design knowledge strategies and systems tailored to address organizational needs

**Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Appreciate the strategies of managing talent that provide competitive advantage to the organization
2. Distinguish between different knowledge types (explicit, tacit, etc.) and their implications for management strategies
3. Demonstrate successful application of knowledge management principles in various organizational settings
4. Critically assess the effectiveness of different knowledge-sharing platforms and recommend improvements

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



## Contents

<b>UNIT-I</b>		11 Hours
<b>Introduction to Talent Management-</b> Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage		
<b>UNIT-II</b>		10 Hours
<b>Knowledge Management-</b> Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers		
<b>UNIT-III</b>		11 Hours
<b>Knowledge management process, Approaches to knowledge management:</b> Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.		
<b>UNIT- IV</b>		10 Hours
<b>Knowledge management strategies:</b> Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis		
<b>Text Books</b>		
1	Berger, L. A., & Berger, D. (2017). The Talent Management Handbook, third Edition: Making Culture a Competitive Advantage By acquiring, identifying, developing, and promoting the Best people. McGraw Hill Professional.	
2	Gowri, J., & Vohra. V. (2018). Talent Management, Cengage Publications.	
3	Awad, E. M., & Ghaziri, H. M. (2013). Knowledge management, Pearson education International.	
4	Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge management in organizations: A Critical Introduction. Oxford University Press.	
5	Collings, D. G., Mellahi, K., & Cascio, W. F. (2017). The Oxford Handbook of Talent Management. Oxford University Press.	
<b>Reference Books</b>		
1	Marshall, S. (2017). Essential Guide to Knowledge Management.	
2	Tiwana, A. (2015). The Knowledge Management Toolkit: Orchestrating It, Strategy, and Knowledge Platforms. Prentice Hall.	

INTERNATIONAL DISTRIBUTION & SUPPLY CHAIN MANAGEMENT	
Course Code: BMS-332	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

**Introduction:** This course is designed to help the students understand the role of distribution and supply chain (SC) in improving the efficiency of a network of organizations across the entire value chain right from sourcing of inputs to the retailing of final products with a view to delivering improved value to the customers. It would highlight the linkage of supply chain management (SCM) with Strategy, Operations, Marketing, Finance etc. so that the students can better appreciate the course in the backdrop of all functional domains

**Course Objectives:** To familiarize the students with the essential elements of Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the fundamental concepts, functions and objective of supply chain management
2. Understand Strategic issues in Supply Chain – Strategic Partnership, Logistics Management
3. Design logistics network for global operations
4. Understand Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
Introduction to Supply Chain Management-Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management, Distribution control & Evaluation.		
<b>UNIT-II</b>		11 Hours
Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing and Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third-Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL (Fourth Party Logistics), Reverse Logistics.		
<b>UNIT-III</b>		10 Hours
Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.		
<b>UNIT-IV</b>		11 Hours
Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies, Design of Supply Chains.		
<b>Text Books</b>		
1	Rushton, A., Croucher, P., & Peter Baker, B. (2010). Handbook of Logistics and Distribution Management (6th ed.). Kogan Page.	
2	Christopher, M. (2016). Logistics and Supply Chain Management (5th ed.). Pearson Education.	
3	Chopra, S. (2019). Supply Chain Management: Strategy, Planning and Operation (7th ed.). Pearson.	
<b>Reference Books</b>		
1	Bloomberg, D. J. (2002). Stephen LeMay & Logistics. Prentice-Hall of India Pvt Ltd.	
2	Sweeney, E., & Waters, D. (2021). Global Logistics: New Directions in Supply Chain Management. Kogan Page Publishers	
3	Stock, J. (2020). Supply Chain Management (1st ed.). McGraw Hill.	

INTERNATIONAL ACCOUNTING & REPORTING SYSTEM	
Course Code: BMS-334	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

**Introduction:** The Organizations operating in global environment and doing cross border business face challenges in dealing with the accounting processes. This course will focus on providing skills in contemporary International Accounting methodologies and issues.

**Course Objectives:** To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the course.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the concept and significance of global accounting standard and comprehend the concepts of harmonization and convergence in global accounting standards.
2. Understand the role and functioning of different accounting bodies in contributing to international accounting and reporting system
3. Understand the objective of the International financial reporting standards.
4. Assess content of International Financial Reporting Standards (IFRS and peculiarities of alternative accounting and reporting methods).

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Global accounting standard:</b> Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.		
<b>UNIT-II</b>		11 Hours
<b>International Accounting Standard Committee (IASC):</b> Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. <b>International Accounting Standard Board (IASB):</b> Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.		
<b>UNIT-III</b>		10 Hours
<b>International Financial Reporting Standards (IFRS):</b> Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.		
<b>UNIT- IV</b>		10 Hours
<b>A Comparative Perspective of Accounting:</b> Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.		
<b>Text Books</b>		
1	Radebaugh, H. L., Gray, S. J., & Black, E. L. (2005). International Accounting and Multinational Enterprises. Wiley.	
2	Choi, D. S., & Mueller, G. (2017). International Accounting. Englewood Cliffs, NJ: Prentice Hall.	
3	Raiyani, R., Jagadish, & Lodha, G. (2012). International Financial Reporting Standards (IFRS) and Indian Accounting Practices. New Century Publications.	
<b>Reference Books</b>		
1	Van Greuning, H., Scott, D., & Terblanche, S. (2010). International Financial Reporting Standards: A Practical Guide (6th ed.). The World Bank.	
2	Miller, P. B. W. (2002). Quality Financial Reporting. McGraw-Hill.	
3	Arpon, Jeffert G., & Radebaugh, Lee H. (2006). International Accounting and Multinational Enterprises. Wiley.	

<b>MULTINATIONAL BUSINESS FINANCE</b>	
Course Code: BMS-336	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

**Introduction:** The goal is to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate

**Course Objectives:** The course has been designed to familiarize the students with the International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Get a comprehensive understanding of the operations and functioning of Multinational and transactional Corporations operations in business finance
2. Understand the concepts, types and role of Foreign Exchange Markets
3. Get an understanding on the financial aspects of multinational corporations through determining Cost of Capital, Capital Structure and capital budgeting
4. Get understanding to analyze and strategize the payment systems in international finance

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Multinational Business Finance</b> – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).		
<b>UNIT-II</b>		10 Hours
<b>The Foreign Exchange Markets:</b> Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates		
<b>UNIT-III</b>		10 Hours
<b>Financial management of the Multinational Firm</b> – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting Problems and issues in foreign investment analysis.		
<b>UNIT-IV</b>		11 Hours
<b>Payment Systems:</b> Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.		
<b>Text Books</b>		
1.	Vij, M. (2021). International Financial Management: Text and Cases (4th ed.). Taxmann.	
2.	Shapiro, C. A. (2019). Multinational Financial Management (11th ed.). Wiley.	
3.	Buckley, A. (2004). Multinational Finance (5th ed.). Pearson Education.	
4.	Levi, M. (2005). International Finance (4th ed.). McGraw Hill Inc.	
<b>Reference Books</b>		
1.	Eiteman, K., Stonehill, I., & Moffett, A. H. (2017). Multinational Business Finance (14th ed.). Pearson.	
2.	Bekaert, G., & Hodrick, R. (2017). International Financial Management. Cambridge	

	University Press..
3.	Apte, P. G. (2014). International Finance Management. Tata McGraw Hill.
4.	Madura, J. (2009). International Financial Management (10th ed.). Cengage Learning.

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INTERNATIONAL JOINT VENTURES, MERGERS & ACQUISITIONS	
Course Code: BMS-338	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

**Introduction:** To familiarize the students with the concepts of research. Also, there is much information on Joint Ventures, Mergers and Acquisitions Diversification strategy Costs and benefits of diversification, Mergers and acquisitions, Franchising, alliances, joint ventures and networks

**Course Objectives:** This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post- merger valuation, methods of payment and financing options at global level.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the key concepts and types of Joint Ventures
2. Understanding the techniques for applying mergers & acquisitions
3. Analyze the factors affecting valuation and apply valuation techniques in Joint Ventures and Mergers & Acquisitions
4. Understand the post-merger financial performance and its impact on the shareholders' wealth

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Joint Ventures:</b> Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.		
<b>UNIT-II</b>		11 Hours
<b>Mergers and Acquisitions:</b> Introduction to mergers, types of mergers, theories of mergers acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demergers, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.		
<b>UNIT-III</b>		10 Hours
<b>Deal Valuation and Evaluation:</b> Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination		
<b>UNIT-IV</b>		11 Hours
<b>Post-Merger Evaluation:</b> Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.		
<b>Text Books</b>		
1	Gupta, M. (2017). Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.	
2	Sundarsanam, S. (2010). Creating Value from Mergers and Acquisitions (1st ed.). Pearson Education.	
3	Narayankar, R. (2017). Merger and Acquisitions Corporate Restructuring, Strategy and Practices (2nd ed.). International Book House Pvt. Ltd.	
<b>Reference Books</b>		
1	Eun, C., Resnick, B., & Chuluun, T. (2021). International Financial Management (9th ed.). McGraw Hill.	
2	Rajesh Kumar, B. (2010). Mergers & Acquisitions: Text & Cases. Tata McGraw Hill Education Private Limited.	
3	Aurora, R. (2011). Mergers and Acquisitions. Oxford University Press	
4	Gaughan, P. A. (2015). Mergers, Acquisitions and Corporate Restructurings (6th ed.). John Wiley.	

<b>HR ANALYTICS</b>	
Course Code: BMS-340 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** This course provides students with an introduction to HR analytics also known as human capital analytics or people analytics. The course will teach emerging practices and techniques used to acquire data, analyze, predict and finally solve questions and challenges challenging organizations of all sizes and sectors today. Students will learn about human capital measurement and metrics, predictive analytic tools and methods, human capital reporting standards, frequently used metrics, core analytic study methods to acquire, analyze, predict and create a data driven solution/business case with advanced visualization techniques.

**Course Objectives:** The basic objective of this course is to provide a strong foundation in HR Analytics in order to handle diversified human resource data, build advanced analytical models and deliver effective visualization employee data and create comprehensive reports.

#### **Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Differentiate between traditional HR practices and the evolving landscape of HR analytics, and develop a structured approach to conducting HR analysis.
2. Understand informed decision making regarding the development of analytical capabilities within organizations.
3. Use Analytical tools to deal with human resource data.
4. Elucidate the concept of strategic work force planning.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

#### **Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction and Practical Examples:</b> The Evolution, do we know the difference? How to approach an analysis? Metrics, dashboards Practical Examples- The strategic value in surveys, assessing an HR program, Engagement and turnover, Finding the money in analytics, dispeller of myths, linking HR data to operational performance, building your linkage map</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Data Challenges and Building capabilities:</b> Data Challenges, should we build the capabilities in-house? Hiring analytical employees, the analytical leader</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Analytical tools:</b> Data Collection, Analysis tools, Visualization tools, AI tools</p>		
<b>UNIT-IV</b>		11 Hours
<p><b>Strategic Workforce Planning:</b> What is strategic workforce planning, its evolution, purpose, how will it help my company, the role of business strategy, determine the roles of interest, establish the current state, determine desired forecasting scenarios, perform gap assessments Benchmarking and best practices, Staffing, supply and demand forecasting, Gantt Chart, CPM, PERT</p>		
<b>Text Books</b>		
1	Bhattacharyya, D.K. (2017), “HR Analytics Understanding Theories and Applications”, SAGE Publications.	
2	Edwards, M. & Edwards, K. (2016), “Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Limited.	
3	Soundarajan, R. & Singh, K. (2016), “Winning on HR Analytics: Leveraging Data for Competitive Advantage”, SAGE Publications.	
4	Smith, T. (2012), “Strategic Workforce Planning: A practical guide”, Create Space Independent Publishing Platform	
5	Smith, T. (2013), “HR Analytics: The What, Why & How”, Create Space Independent Publishing Platform.	
<p><b>Note: latest version of the book shall be used.</b></p>		

OPERATION AND SUPPLY CHAIN ANALYTICS	
Course Code: BMS-342 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** The supply chain is the most obvious face of the business for customers and consumers. The better a company can perform supply chain analytics, the better it protects its business reputation and long-term sustainability. Supply chain analytics can help an organization make smarter, quicker and more efficient decisions. Students will learn about discovering patterns from data, use of predictive analytics tools and methods for demand forecasting and data driven decision making.

**Course Objectives:** The basic objective of this course is to provide core concepts of operations and supply chain management with the use of analytics software's in order to handle diversified data, build advanced analytical models and deliver effective visualization and comprehensive reports.

**Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Define, articulate, and evaluate the relevance and scope of analytics within the context of operations and supply chain management.
2. Analyse key issues and challenges inherent in supply chain analytics and understand the importance of descriptive analytics in providing insights into historical data patterns and trends.
3. Apply regression analysis, forecasting techniques and risk analysis methodologies to predict future demand, identify potential bottlenecks, and optimize supply chain performance
4. Develop analytical skills in operations and supply chain to address real world problems

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Introduction: Definition, relevance and scope of Analytic sin Operations and Supply Chain Analytics, recent trends in Supply Chain Analytics, Relating Operations Management with Supply chain concepts with Supply Chain Analytics, the importance of supply chain analytics in the flows involving material, money, Information and ownership		
<b>UNIT-II</b>		11 Hours
Supply Chain Descriptive Analytics: Key issues in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Overview of Supply Chain Models and Modeling Systems: Descriptive models, Optimization modes, Off-the shelf modeling system (SLIM)		
<b>UNIT-III</b>		10 Hours
Predictive & Prescriptive Analytics of supply chain: Developing approaches for building and analyzing predictive models, applying regression, forecasting, queuing techniques, and risk analysis, etc. Prescriptive analytics in network planning in a supply chain: Network Planning in a Supply Chain, Importance of Network Planning, Concept of 3PL/4PL in a Supply Chain		
<b>UNIT-IV</b>		11 Hours
Application of Supply Chain Models: A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models of Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management' Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship Management,		
<b>Text Books</b>		
1	Nagurney, A., Yu, M., Masoumi, A.H. & Nagurney, L.S. (2013), “Networks Against Time: Supply Chain Analyticsfor Perishable Products”, Springer.	
2	Chopra, S., & Meindl, P. (2012), “Supply Chain Management Strategy, Planning and Operation”, Prentice Hall	
3	Jeremy F. Shapiro, “Modeling the Supply Chain” Duxbury Cengage Learning.	
4	D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, “Designing and Managing the Supply Chain concepts, Strategies and Case studies”, Tata McGraw Hill, New Delhi	
5	P. (2015), “Analytic sin Operations/Supply Chain Management”, I.K. International Publishing.	
6	Hyndman, R.J., & Athanasopoulos, G. (2014), “Forecasting: principles and practice”, Online Open Access Textbooks	
<b>Note: latest version of the book shall be used.</b>		

SOCIAL MEDIA AND WEB ANALYTICS	
Course Code: BMS-344 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

**Introduction:** In today's digital age, understanding how to leverage data from social media and web platforms is essential for businesses and marketers to make informed decisions and drive strategic initiatives. These two forms of analysis allow businesses to know their audience, track metrics such as time spent on page or bounce rate, and much more. The main difference between the two is that social analytics include demographic and behavioural data, while web analytics includes content generated on a website. However, both are used to increase engagement with a business's content.

**Course Objectives:** The main objective of the course is to familiarize the students with the measurement, collection, analysis, and reporting of internet data for the purposes of understanding and optimizing web usage.

**Pre-requisite:** Basic knowledge of social media and Web, Techniques of Data Collection & Reporting.

#### Course Outcomes:

After successful completion of this course, the students shall be able to

1. Demonstrate proficiency in analyzing social network data and extracting meaningful insights from complex relational structures.
2. Understand social relations using graphs, interpret socio-grams, and distinguish between different types of graphs commonly used in social network analysis.
3. Gain insights into the concept of power and its relationship with centrality and network structure.
4. Perform social network analysis to understand and identify social media network properties, its actors and sub-groups.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

#### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	OP	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction:</b> What's different about social network data? Nodes, Relations, Scales of measurement, statistics and social network data. Introduction to formal methods, efficiency, using computers, seeing patterns. Using graphs to represent social relations: Introduction, graphs and socio grams, kinds of graphs.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Web Analytics and Connections World of web analytics,</b> optimal strategy for choosing web analytics soul mate, Click stream analysis: metrics and practical solutions. Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Connection: Search, collapse, robustness Social movements and diffusion of innovation, social graph analytics</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Ego Networks, Centrality and Power Ego Networks:</b> Introduction, Ego network data, ego network density, structural holes, brokerage. Centrality, centralization, and power: Introduction, Degree centrality, closeness centrality, betweenness centrality. Embedding: Introduction, Density, Reciprocity, Transitivity, Clustering, Group-external and group internalities</p>		
<b>UNIT-IV</b>		11 Hours
<p><b>Cliques and Subgroups, Positions and Roles:</b> Cliques and groups: Introduction, Bottom-up approaches, top-down approaches. Homophily and social segregation</p>		
<b>Text Books</b>		
1	Ganis, M. & Kohirkar, A. (2015), "Social Media Analytics: Techniques and Insights for Extracting Business value out of Social media", IBM Press	
2	Sponder, M. (2014), "Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics", McGraw Hill	
3	Clifton, B. (2012), "Advanced Web Metrics with Google Analytics", John Wiley & Sons.	
4	Easley, D. & Kleinberg, J. (2010), "Networks, Crowds, and Markets: Reasoning about a Highly Connected World", Cambridge University Press	
5	Hanne man, R. and Riddle, M. (2005), "Introduction to Social Network Methods	
<p><b>Note: latest version of the book shall be used.</b></p>		



TIME SERIES ANALYTICS	
Course Code: BMS-346	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 6
Course Category: DEC	

**Introduction:** This course introduces the basic time series analysis and forecasting methods. From understanding the nature of time series data to performing advanced forecasting and modeling techniques, this course will delve into how time series analytics can be leveraged to gain actionable insights and make data-driven decisions in business settings.

**Course Objectives:** The basic objective of this course is to provide a strong foundation various method to perform quantitative techniques on time series data and study advanced analytical models to do effective data visualization.

**Course Outcomes:**

After successful completion of this course, the students shall be able to:

1. Analyze various time series models and understand their solutions.
2. Understand the stationary time series models.
3. Apply time series techniques to states pace models, ARCH and GARCH, multivariate time series.
4. Analyzing and interpreting models with trend components in time series data.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Difference Equations: Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators.		
<b>UNIT-II</b>		11 Hours
Stationary Time Series Models: Stochastic difference equation models, ARMA models, stationary restrictions for ARMA (p, q) model, autocorrelation function, partial autocorrelation function, sample autocorrelation so f stationary series, box-jerkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.		
<b>UNIT-III</b>		10 Hours
Modeling Volatility: Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk, ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Estimating the NYSE International 100 index, Multivariate GARCH.		
<b>UNIT-IV</b>		11 Hours
Models with Trend: Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Dickey-Fuller-tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate decompositions		
<b>Text Books</b>		
1	Enders. (2014), Applied Econometric Time Series. John Wiley & Sons, Inc., Fourth Edition	
2	Brockwell, P.J. & Davis, R.A. (2016), Introduction to Time Series and Forecasting, Springer, Third Edition.	
3	Tsay, R.S. (2014), Analysis of Financial Time Series, Wiley, Third Edition.	
4	Hamilton, J.D. (2012), Time Series Analysis, Princeton University Press	
5	Shumway, R.H.& Stoffer, D.S. (2013), Time Series Analysis and Its Applications: With R Examples, Springer	
<b>Note: latest version of the book shall be used.</b>		

GOVERNMENT POLICIES & SCHEMES	
Course Code: BMS- 348 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

### Introduction:

This course equips the students with the knowledge and tools to leverage government initiatives as a springboard for your future ventures. The subject will help the students to analyze key policies and schemes, deconstruct their impact, and explore their potential to support innovation, entrepreneurship, and venture development.

### Course Objectives:

The course is designed to help the students to:

1. Explore the India's evolving policy landscape for entrepreneurial journey
2. Discover the start-up policies and scheme of Indian government
3. Evaluate the design, implementation, and impact of key government policies and schemes relevant to innovation and entrepreneurship in the Indian context
4. Assess the effectiveness, feasibility, equity and sustainability of their venture

### Course Outcomes:

Students, who successfully complete this course, should be able to:

1. Identify and leverage applicable government policies and schemes as funding sources, or support mechanism for their innovative business models
2. Develop innovative business models or venture ideas that leverage specific government policies and schemes to address existing challenges or create new opportunities in the Indian market
3. Utilize knowledge of government policies and schemes to identify potential funding opportunities, regulatory bodies and compliance requirements
4. Formulate concrete recommendations for improving and effectively foster innovation and entrepreneurship in India

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		12 Hours
Role of government in entrepreneurship and venture creation- Entrepreneurial ecosystem Startup Policies of Indian Government-Pradhan Mantri Kaushal Vikas Yojana (PMKVY)- Start-up India-Atal Innovation Mission (AIM): Atal Tinkering Labs (ATL), Atal Incubation Centres (AICs) -Make In India, Digital India		
<b>UNIT-II</b>		12 Hours
Support for MSMEs: Pradhan Mantri Mudra Yojana-Credit Guarantee Trust Fund for Micro & Small Enterprises (CGT SME)- Credit Linked Capital Subsidy for Technology Upgradation (CLCSS)- Design Clinic for Design Expertise to MSMEs.		
<b>UNIT-III</b>		10 Hours
Entrepreneurship and Skill Development Programme (ESDP)- Industrial Motivation Campaigns (IMCs)- Entrepreneurship Awareness Programmes (EAPs)- Entrepreneurship-cum-Skill Development Programme (E-SDP)- Management Development Programmes (MDPs)- Entrepreneurship Development Programmes (EDPs)/ Technology based Entrepreneurship Development Programmes (TEDPs)		
<b>UNIT-IV</b>		08 Hours
Support for Women Entrepreneurs: Support to Training and Employment Programme For Women (STEP) - Trade-Related Entrepreneurship Assistance And Development (TREAD)- The Women Entrepreneurship Platform (WEP): Iccha Shakti, Gyaan Shakti, Karma Shakti		
<b>Text Books</b>		
1	Subrahmanya, M. H. B. (2021). Entrepreneurial ecosystems for tech start-ups in India: Evolution, Structure and Role. Walter de Gruyter GmbH & Co KG.	
2	Subrahmanya, M. H. B., & Krishna, H. S. (2021). Technology business incubators in India: Structure, Role and Performance. Walter de Gruyter GmbH & Co KG.	
3	e-book on schemes of MSME   Ministry of Micro, Small & Medium Enterprises. (n.d.). <a href="https://msme.gov.in/e-book-schemes-msme">https://msme.gov.in/e-book-schemes-msme</a>	
4	Velagapudi, M. Women Entrepreneurship- 19 Case Studies of Women Entrepreneurs.	
5	Garg, K. (2022). Bharat's Start-Ups & MSMEs (Policies, Procedures & Finance). Bharati Law House.	
6	Yousafzai, S., Henry, C., Boddington, M., Sheikh, S., & Fayolle, A. (2022). Research Handbook of Women's Entrepreneurship and Value Creation. Edward Elgar Publishing.	
<b>Reference Books</b>		
1	Mathi, B. K. K. M. (2019). Becoming a woman entrepreneur. Notion Press.	
2	Bagley, C. E., & Dauchy, C. E. (2012). The Entrepreneur's Guide to Business Law. Thomson South-Western.	

<b>IPR MANAGEMENT</b>	
Course Code: BMS- 350 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

### **Introduction:**

In today's knowledge-driven economy, intellectual property (IP) has become a crucial asset for individuals, businesses, and nations alike. This course helps in exploring the fascinating world of IPR Management, delving into the strategies and practices that protect and leverage these valuable assets.

### **Course Objectives:**

The course is designed to help the students to:

1. Learn and identify the aspects and types of Intellectual Property System and protection in India
2. Discuss the legal aspects of patent, copyrights, and trademarks
3. Understand the application of intellectual property laws in their ventures
4. Evaluate the effectiveness and significance of intellectual property rights for small businesses and ventures.

### **Course Outcomes:**

Students, who successfully complete this course, should be able to:

1. Critically assess the value of various IP rights on individual, organizational and societal levels
2. Apply knowledge of different IP rights to identify appropriate protection strategies for specific inventions, or business innovations
3. Analyze the potential risks and benefits associated with different IPR strategies
4. Leverage the IPR management plan for a product or innovation lifecycle

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### **Evaluation Scheme:**

<b>Course Type</b>			<b>Examination</b>		<b>Relative Weights</b>						
<b>L</b>	<b>T</b>	<b>P</b>	<b>TH</b>	<b>PR</b>	<b>CAT</b>	<b>CAP</b>	<b>MTET</b>	<b>MTEP</b>	<b>ETET</b>	<b>ETIP</b>	<b>ETEP*</b>
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT- I</b>		12 Hours
<b>Introduction to Intellectual Property-</b> Intellectual property and physical property-Importance of Intellectual Property-Intellectual Property Rights (IPR)-Classification of IPRs-Intellectual Property System in India-Development of TRIPS Complied Regime in India-National IPR Policy of India- Objectives and provisions.		
<b>UNIT- II</b>		10 Hours
<b>Concept of Patent-</b> The Patents Act-Salient Features of the Act-Product/Process Patents, Elements of Patentability-Inventions Not Patentable-Procedure of grant of Patent- E filing of Patent Application-Rights of Patentee-Term of patent-Milestones in Indian Patent Law-Transfer of Patent Rights-Infringement of Patent Rights-Remedies.		
<b>UNIT- III</b>		10 Hours
<b>Copyright-</b> Meaning-Publication-Copyright registration in India-Ownership of Copyright-The rights of the owner-Term of copyright-Infringement of copyright-Remedies-Copyright (Amendment) Act 2012-The Information Technology Act,2000-Internet and Copyright issues.		
<b>UNIT- IV</b>		10 Hours
<b>Trade mark-</b> Important Definitions in The Trade Marks Act, 1999- Procedure of registration of trade mark in India-Infringement of Trade Mark-Remedies against Trade Mark Infringement. Intellectual Property Management-Need and Importance-Major IP management activities-5Cs model of managing IP- Competencies for Intellectual Property Management-Commercialization aspects of IPR: IPR licensing and business opportunities from expired patents.		
<b>Text Books</b>		
1	Prabhu, M.C. (2022). Legal Aspects & Intellectual Property Rights, Pen to Print Publishing LLP.	
2	Golkowsky, S. (2022). Intellectual property strategies for start-ups: A Practical Guide. Edward Elgar Publishing.	
3	Bader, M. A., & Süzeroğlu-Melchior, S. (2023). Intellectual property management for start-ups: Enhancing Value and Leveraging the Potential.	
4	Pandey, N., & Dharni, K. (2014). Intellectual Property Rights. PHI Learning Pvt. Ltd.	
5	TISCs, Scheme for IPR Facilitation for Start-ups (SIPP), 2023	
<b>Reference Books</b>		
1	Korenberg, A., & Robertson, S. (2017). Intellectual property strategy: A Practical Guide to IP Management.	

## MARKETING MANAGEMENT FOR START-UPS

Course Code: BMS- 352 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6
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### Introduction:

The course on “Marketing Management for Start-ups” is tailored to empower entrepreneurs with essential skills to navigate the competitive landscape. Explore strategic marketing concepts, innovative approaches, and practical tools to propel the start-up towards success. From market analysis to effective promotional strategies, this course equips the students with the knowledge and insights to make informed marketing decisions.

### Course Objectives:

The course is designed to help the students to:

1. Identify the unique challenges and opportunities in marketing for start-up venture
2. Interpret market trends and consumer behaviour to inform strategic decision-making
3. Apply market research techniques to identify target audiences and competitive positioning
4. Create a marketing strategy that aligns with the unique value proposition of a given start-up.

### Course Outcomes:

Students, who successfully complete this course, should be able to:

1. Articulate the specific challenges and opportunities inherent in marketing for entrepreneurial venture
2. Acquire knowledge of market research techniques and their application in the start-up context
3. Interpret and diagnose the market trends and consumer behaviour to inform strategic decision-making for an entrepreneurial venture
4. Develop a comprehensive and actionable marketing plan tailored to the unique needs and goals of a start-up venture

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Start-ups Marketing Fundamentals:</b> Identifying key characteristics for start-ups compared to established companies, articulating a unique value proposition and competitive advantage, 4Ps, understanding buyer personas and early adopters, Branding		
<b>UNIT-II</b>		11 Hours
<b>Engaging Target Audience:</b> Advertising-Pay per click (PPC), promotion, leveraging search engine (SEO), social media marketing, content marketing- expertise, authority, trustworthiness (E-A-T), website management, marketing communication channels, identify brand identity, craft compelling messages that aligns with the start-up goals, segmentation, positioning and targeting		
<b>UNIT-III</b>		11 Hours
<b>Customer Acquisition:</b> low-cost, data driven marketing tactics for customer acquisition, tracking relevant marketing performance indicators, service marketing, email marketing, public relations and media outreach, sustainable and ethical marketing plans for startups, personalization and enhanced customer experience (Instagram, Facebook, YouTube etc.), Influencer marketing		
<b>UNI- IV</b>		08 Hours
<b>Measuring effectiveness of marketing metrics:</b> market research and future plans for product improvement and development, emerging trends and technologies shaping marketing landscape (use of AI, ML, AR, VR, crowdfunding etc.)		
<b>Text Books</b>		
1	Ramesh, M., Grover, P., & Dasgupta S.(2022). Start-up Marketing Strategies, Jaico Publishing House.	
2	Moore, G. A. (1997). Inside the Tornado: Marketing Strategies from Silicon Valley’s Cutting Edge. Journal of Marketing, 61(2), 97.	
3	Cooper, B & Vlaskovits, P. (2010). The Entrepreneur’s Guide to Customer Development.	
4	Ramesh, M. A. (2019). Start-up marketing strategies in India. In Emerald Publishing Limited eBooks.	
<b>Reference Books</b>		
1	Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2019). Principles of marketing. Pearson UK.	
2	Kotler, P., Keller, K., Brady, M., Goodman, M., & Hansen, T. (2019). Marketing management: 4th European Edition. Pearson UK.	
3	Lancaster, G., & Massingham, L. (2017). Essentials of Marketing Management. Routledge.	



ALTERNATE INVESTMENT FUNDS	
Course Code: BMS- 354 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 6

### Introduction:

This course focuses on Alternative Investment Funds (AIFs) supporting startups and entrepreneurial ventures. Understanding the dynamics of AIFs is crucial for attracting funding, analyzing investment opportunities, and navigating the evolving financial landscape. Through a blend of theory and practical application, this course equips the students with the knowledge and skills to leverage AIFs effectively within the startup ecosystem.

### Course Objectives:

The course is designed to help the students to:

1. Utilize knowledge of AIF structures, fundraising processes, and valuation methodologies to analyze real-world investment opportunities in startups
2. Identify the target fund type, outlining the investment strategy, analyzing expected returns and risks
3. Assess their suitability for different investor profiles, particularly founders and investors in entrepreneurial ventures.
4. Analyze the potential impact of emerging trends and technologies (e.g., blockchain, fintech) on AIF participation in and support for innovative businesses.

### Course Outcomes:

Students, who successfully complete this course, should be able to:

1. Analyze the role of AIFs in supporting the growth of startups and entrepreneurial ventures.
2. Evaluate the suitability of AIFs for specific investment objectives and risk tolerance.
3. Apply valuation methodologies and negotiation strategies relevant to AIF investments.
4. Critically assess the impact of emerging trends and regulations on the future of AIFs and startups.

**Pedagogy:** Interactive exercise, scenario-based cases, lecture, tutorials, quizzes and innovative group projects and assignments

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction to AIFs-</b> Definition and classification of AIFs (Private Equity, Venture Capital, Hedge Funds, Real Estate, etc.), AIFs antecedents and Growth, Key players and structures within the AIF ecosystem (fund managers, investors, portfolio companies), Comparative analysis of traditional vs. alternative investments, Distinguishing Alpa and Beta, Role of AIFs in Portfolio management, Evolution and Growth of AIFs in India, Current AIF Market Status,		
<b>UNIT-II</b>		12 Hours
<b>AIFs &amp; Startup Funding:</b> Role of AIFs in different stages of the entrepreneurial journey (seed, early-stage, growth), Investment strategies and decision-making criteria employed by AIFs, Sources of finance- issues, strategies, risks; Term sheets, Due Diligence, and key legal considerations in AIF investments, Sponsor commitment, co-investments, ESGs, Summary of Principal Terms (SOPT), Case studies of successful startup investments by AIFs		
<b>UNIT-III</b>		12 Hours
<b>Valuation &amp; Deal Structuring:</b> Monitoring AIF progress and performance, Fund reporting, secondary exists, Valuation basis for fixed income instruments, approaches to equity valuation, assets-based valuation, Discounted Cash Flow (DCF) valuation, negotiation strategies and deal structing for AIF investment, impact investing and venture philanthropy in the AIF landscape		
<b>UNIT-IV</b>		08 Hours
<b>Future of AIFs and Startups:</b> Emerging trends and innovations in the AIF industry (FinTech, AI, Blockchain), Regulatory reforms and their implications for AIFs and startups, Global perspectives on AIFs and their role in fostering entrepreneurship, developing a personal investment strategy using AIFs		
<b>Text Books</b>		
1	ChambersDonald, R., BlackKeith, H., & LaceyNelson, J. (2018). Alternative Investments: A primer for investment professionals.	
2	Chambers, D. R., Anson, M. J. P., Black, K. H., Kazemi, H. B., & Association, C. (2020). Alternative investments: CAIA Level I. John Wiley & Sons.	
3	Scharfman, J. (2020). Alternative investment operations: hedge funds, private equity, and fund of funds.	
4	Katare, S. & Bollera, R. (2022). Alternative Investment Funds- A comprehensive study.	
<b>Reference Books</b>		
1	Trehan, K., & Verma, A. (2020). Investment funds in India - a legal handbook. Thomson Reuters South Asia Private Limited.	