

Program Curriculum

SEMESTER I**Principles and Practices of Management**

1. Business- The Purpose of Management
2. Designing Organisation for Business
3. Need for Managing Organisation and Business
4. Management of Standard Functions
5. Managing Resources
6. Planning
7. Decision-Making
8. Organising
9. Staffing
10. Leading: Directing | Communicating
11. Controlling
12. Coordinating (Synchronising)
13. Evolution of Management Thought
14. Pursuing Management as a Career

Legal Aspects of Business

1. Introduction to Business Law
2. Indian Legal Systems
3. Indian Contract Act, 1872 – Part I
4. Indian Contract Act, 1872 – Part II
5. Special Types of Contracts
6. Partnership Act, 1932
7. Sale of Goods Act, 1930
8. The Negotiable Instruments Act, 1881
9. The Consumer Protection Act, 2019
10. Companies Act, 2013

Management Accounting

1. Introduction to Accounting
2. Process of Accounting
3. Introduction to Management Accounting
4. Basics of Costing & Activity Based Costing
5. Marginal Costing
6. Applications of Marginal Costing in Short Term Decision Making
7. Transfer Pricing
8. Standard Costing & Variance analysis
9. Forecasting, Budgeting & Budgetary Control
10. Divisional Performance Measurement
11. Responsibility Accounting

Managerial Economics

1. Introduction to Managerial Economics
2. Utility
3. Demand and Elasticity of Demand
4. Demand Forecasting
5. Supply Analysis
6. Production & Cost Analysis
7. Revenue Analysis & Pricing Policies
8. Pricing Under Perfect Competition
9. Pricing Under Imperfect Competition
10. Cost Benefit Analysis
11. Macro-Economic Analysis
12. Consumption Function & Investment Function

Organisational Behaviour

1. Historical Evolution of Organisational Behaviour
2. Understanding Organisational Behaviour
3. Perception
4. Personality
5. Attitudes
6. Motivation: The Driving Forces of Human Behaviour
7. Work Motivation Theories
8. Morale and Work & Conditions of Work
9. Maximizing Human Potential through EQ'
10. Conflict Management
11. Group Dynamics
12. Stress Management
13. Leadership and Business Ethics
14. Management of Organisational Change
15. Organisational Culture
16. Workplace Psychology
17. Organisational Power and Politics

Business Ethics and Value Systems

1. Introduction to Business Ethics
2. Stakeholders and Corporate Social Responsibility
3. Business Ethics – The Indian Business Scene
4. Ethical Decision-Making, Organisational Culture & Code of Ethics
5. Values-Based Leadership
6. Diversity, Equity, & Inclusion
7. Ethics in Marketing & Advertising
8. Ethical Issues in HRM
9. Ethics in Finance
10. Ethics in Technology & Data Privacy

Program Curriculum

SEMESTER II**Operations Management**

1. The Production (Manufacturing) Function
2. Facilities Location & Layout
3. Production Planning & Control
4. Aggregate Planning
5. Master Production Schedule Operations Scheduling
6. Production Activity Control
7. JIT & Kanban
8. Project Planning & Control: Critical Path Analysis
9. Maintenance of the Plant
10. Quality Management
11. Six Sigma
12. Work Study -
13. Operations Management in Service Sector
14. Industry 4.0

Financial Management

1. Forms of Business Organization
2. Finance Function
3. Financial Statements
4. Interpretation of Financial Statements (Ratio Analysis)
5. Interpretation of Financial Statements (Funds Flow/Cash Flow Statements)
6. Capitalization
7. Sources of Long-Term and Medium-Term Finance
8. Capital Structure
9. Leverages and Theories of Capital Structure
10. Capital Budgeting
11. Working Capital Management
12. Management of Cash
13. Management of Receivables
14. Dividend Policy

Human Resource Management

1. Nature of Human Resource Management
2. Human Resource Planning
3. Job Analysis & Job Evaluation
4. Recruitment, Selection, Promotion & Transfer
5. Training & Development
6. Performance Improvement
7. Performance Appraisal
8. Career & Succession Planning
9. Total Quality Management through HR
10. HR Audit
11. Managing Change through Continuous Improvement
12. HR Practices in Information Technology Industry
13. International Human Resource Management
14. Legal Issues in HRM

Marketing Management

1. Basic Concepts of Marketing
2. The Marketing Environment
3. Market Oriented Strategic Planning
4. Competition & Competitive Strategy
5. Market Research & Demand Forecasting
6. Consumer Behavior
7. Market Segmentation & Selecting Target Markets
8. Positioning
9. Product Concepts
10. Distribution Channels & Marketing of Services
11. Strategic Pricing
12. Integrated Marketing Communications

Fundamentals of Business Analytics

1. Introduction to Business Analytics
2. Analytical techniques
3. Data Mining
4. Machine Learning
5. Business Intelligence
6. Data Visualisation
7. Marketing Analytics
8. Financial Analytics
9. Supply Chain Analytics

Essentials of Research Methodology

1. Understanding Research
2. Research Design & Research Process
3. Formulating Research Problem and Hypothesis
4. Population and Sampling
5. Data Collection Techniques
6. Data Processing and Analysis
7. Hypothesis Verification Interpretation of Data
8. Data Presentation, Processing & Analysis

Program Curriculum

SPECIALISATION: FINANCE

SEMESTER III

Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal & SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis & Choice: I
8. Tools for Strategic Analysis & Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation & Control

Capital Market

1. Introduction to Capital Markets
2. Securities & Exchange Board of India (SEBI)
3. Mutual Funds
4. Merchant Banking
5. Recent Developments
6. Stock Exchanges
7. Venture Capital
8. Credit Rating
9. Share Buy Back
10. Portfolio Management & Financial Engineering
11. Corporate Governance
12. Mergers & Takeovers
13. Lease & Hire Purchase

Direct Taxation

1. Definitions under Income Tax Act, 1961
2. Income Exempt from Tax
3. Income from Salaries
4. Income from House Property & other Sources
5. Profits & Gains from Business or Professions
6. Capital Gains
7. Deductions from Total Income
8. Tax Deducted at Source, Interest, Rebates & Relief
9. Assessment & Procedures
10. Taxation of Partnership Firms
11. Taxation of Companies
12. Set Off & Carry Forward of Losses
13. Tax Audit

Behavioural Finance

1. Introduction to Behavioral finance
2. Investment Decision Cycle: Judgment under Uncertainty
3. Utility/ Preference Functions
4. Theories based on Expected Utility Concept
5. Behavioral Factors & Financial Markets
6. Active Portfolio Management
7. Behavioral Corporate Finance
8. External Factors & Investor Behavior:
9. Emotions & Decision – Making:
10. Optimum Decisions

ELECTIVES – Sem III

Financial Institutions & Banking

1. Overview of the Financial Markets - Meaning & Scope
2. Reserve Bank of India
3. Financial Institutions (FIs) (Industrial Sector)
4. Financial Institutions (Agriculture)
5. Financial Institutions – Others
6. Securitization
7. Financial Institutions (Area Specific)
8. Bank & Banking
9. Indian Money Market
10. Financial Intermediaries
11. International Monetary Fund (IMF)

Project Finance

1. Project Formation & Implementation
2. Promoter's Role/Functions, Data & Skills Requirements
3. Financial Statements & Tools
4. Lenders' General Appraisal
5. Commercial Viability
6. Sources of Finance
7. Financial Feasibility Appraisal
8. Technical Feasibility Appraisal
9. Project Risks, Risk Management & Credit Rating
10. Working Capital Arrangements & Terms & Conditions of Project Finance
11. Project Scheduling, Implementation & Follow-Up
12. Legal Aspects of Project Finance & Documentation
13. Infrastructure Projects (Private Sector) Financing
14. Public-Private Partnership (PPP) Projects

Security Analysis & Portfolio Management

1. Basic Concepts
2. Investment
3. Introduction to Security Analysis
4. Risk & Return Concepts
5. Security Market Indicators
6. Fundamental Analysis
7. Technical Analysis
8. Efficient Market Theory
9. Bond Valuation
10. Portfolio Management
11. Portfolio Theory
12. Derivatives: Futures & Options
13. Mutual Fund & their Schemes

Program Curriculum

SEMESTER IV**GST & allied Laws**

1. Introduction to GST
2. Supply
3. Registration
4. ICT Mechanism in GST
5. Levy & Collection of Tax
6. Valuation of Taxable supply of Goods & Services
7. Invoice
8. Other Processes under GST
9. Offences & Penalties under GST
10. Appeals & Revisions

International Finance

1. Introduction to International Finance
2. International Monetary & Financial System
3. Documents used in International Trade
4. External Commercial Borrowing
5. Foreign Investment in India
6. Direct Investment outside India
7. Foreign Exchange Markets
8. Foreign Exchange Risk Management
9. Export / Import Finance
10. Facilities for Residents & Non-Residents
11. Institutes involved in International Trade

Project Management

1. Introduction to Project Management: Genesis, history & evolution
2. Project Phases & Organisation
3. Understanding & Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling & Project Crashing
8. Project Implementation & Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focused areas from PMBOK
12. Introduction of other useful frameworks

ELECTIVES Sem IV**Corporate Governance**

1. Overview of Corporate Governance
2. Corporate Board
3. Shaping Directorial Competence & Board Effectiveness
4. Financial Institutions & Nominee Directors
5. Corporate Disclosure & Investor Protection (Listing Agreement with Stock Exchange)
6. Corporate Reputation
7. Corporate Governance & Regulatory Bodies
8. Globalization & Corporate Governance
9. Measures for Investor Protection
10. Corporate Social Responsibility & Corporate Governance
11. Majority Rule & Minority Protection – Prevention of Oppression & Mismanagement

Strategic Finance

1. Capital Structuring
2. Dividend Theories
3. Restructuring through Share Repurchase
4. Mergers & Acquisitions
5. Activity Based Costing: I
6. Activity Based Costing: II
7. Working Capital
8. Accounting Standards: I
9. Accounting Standards: II
10. Human Resources Accounting

Risk Management

1. The concept of risk
2. Types and sources of risk
3. Principles of Risk and Risk Management
4. A risk management framework
5. Risk measurement tools and techniques
6. Financial Market Risk: Interest Rates
7. Financial Market Risk: Foreign Exchange
8. Financial Risk: Liquidity Risk
9. Financial Risk: Credit and Counterparty Risk
10. Financial Risk: Commodity Price Risk
11. Emerging Risks
12. Practice of Risk Management

Program Curriculum

SPECIALISATION: MANAGEMENT ACCOUNTING**SEMESTER III****Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal & SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis & Choice: I
8. Tools for Strategic Analysis & Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation & Control

Cost Planning & Analysis

1. Introduction to Cost Planning & Analysis
2. Tools for CVP Analysis
3. Value Analysis
4. Just-In-Time
5. Kaizen Costing & Learning Curves
6. Activity Based Costing
7. Life Cycle Costing
8. Value Chain & Supply Chain Management
9. Gain-Sharing Arrangement
10. Pareto Analysis

Budgeting & Management Control

1. Control System & Risk Management
2. Diversifying Risk
3. Internal Control Systems
4. Use of Budgets & Planning
5. Controllable & Uncontrollable Cost
6. Performance Analysis & Ratio Analysis
7. Responsibility Accounting
8. Performance Reporting
9. Behavioural Issues in Budgeting
10. Performance Evaluation
11. Transfer Pricing

Behavioural Finance

1. Introduction to Behavioral finance
2. Investment Decision Cycle: Judgment under Uncertainty
3. Utility/ Preference Functions
4. Theories based on Expected Utility Concept
5. Behavioral Factors & Financial Markets
6. Active Portfolio Management
7. Behavioral Corporate Finance
8. External Factors & Investor Behavior:
9. Emotions & Decision – Making:
10. Optimum Decisions

ELECTIVES – Sem III**Security Analysis & Portfolio Management**

1. Basic Concepts
2. Investment
3. Introduction to Security Analysis
4. Risk & Return Concepts
5. Security Market Indicators
6. Fundamental Analysis
7. Technical Analysis
8. Efficient Market Theory
9. Bond Valuation
10. Portfolio Management
11. Portfolio Theory
12. Derivatives: Futures & Options
13. Mutual Fund & their Schemes

Group Financial Statements

1. Introduction to Group Financial Statements
2. Preparation of Consolidated Financial Statements I
3. Preparation of Consolidated Financial Statements II
4. Associates & Joint Ventures
5. Changes in Group Structure
6. Complex Groups
7. Foreign Currency Transactions
8. Group Statements of Cash Flows I
9. Group Statements of Cash Flows II

Project Financial Management

1. Introduction to Project Financial Management
2. Project Planning
3. Project Process
4. Tools & Techniques of Project Management
5. Project Evaluation Rules
6. Management Control & Change Control
7. Project Completion, Documentation & Reporting
8. Project Audit

Program Curriculum

SEMESTER IV**Indian Financial System**

1. Financial System: Meaning, Characteristics, Significance & Components
2. Evolution of Financial System in India
3. Structure of Indian Financial System
4. Role & need of Regulations in Financial System-RBI, SEBI & IRDA
5. Financial Markets: Functions & Organisation
6. Primary Market
7. Secondary Market
8. Stock Exchanges in India
9. Role of Financial Intermediaries
10. Reserve Bank of India

Strategic Management Accounting

1. Introduction to Strategic Management Accounting
2. Strategic Management Accounting Techniques I
3. Strategic Management Accounting Techniques II
4. Strategic Performance Management
5. Customer Profitability Analysis
6. Inter-Organizational Cost Management Structure
7. Strategic Cost Management
8. Strategic Pricing - I
9. Strategic Pricing - II
10. Strategic Audit

Project Management

1. Introduction to Project Management: Genesis, history & evolution
2. Project Phases & Organisation
3. Understanding & Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling & Project Crashing
8. Project Implementation & Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focused areas from PMBOK
12. Introduction of other useful frameworks

ELECTIVES Sem III**Risk Management**

1. The concept of risk
2. Types and sources of risk
3. Principles of Risk and Risk Management
4. A risk management framework
5. Risk measurement tools and techniques
6. Financial Market Risk: Interest Rates
7. Financial Market Risk: Foreign Exchange
8. Financial Risk: Liquidity Risk
9. Financial Risk: Credit and Counterparty Risk
10. Financial Risk: Commodity Price Risk
11. Emerging Risks
12. Practice of Risk Management

Corporate Governance

1. Overview of Corporate Governance
2. Corporate Board
3. Shaping Directorial Competence & Board Effectiveness
4. Financial Institutions & Nominee Directors
5. Corporate Disclosure & Investor Protection (Listing Agreement with Stock Exchange)
6. Corporate Reputation
7. Corporate Governance & Regulatory Bodies
8. Globalization & Corporate Governance
9. Measures for Investor Protection
10. Corporate Social Responsibility & Corporate Governance
11. Majority Rule & Minority Protection – Prevention of Oppression & Mismanagement

Taxation Laws & Practices**Part A: Direct Taxation**

1. Definitions under Income Tax Act, 1961
2. Income Exempt from Tax
3. Income from Salaries
4. Income from House Property & other Sources
5. Profits & Gains from Business or Professions
6. Capital Gains
7. Deductions from Total Income

Part B: Indirect Taxation

8. Introduction to GST
9. Registration
10. Process under GST
11. Offences & Penalties under GST

Program Curriculum

SPECIALISATION: HUMAN RESOURCES**SEMESTER III****STRATEGIC MANAGEMENT:**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal & SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis & Choice: I
8. Tools for Strategic Analysis & Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation & Control

EMPLOYEE RELATIONS & LABOUR LAWS

1. Introduction to IR & Employee Relations
2. Employees Rights & Responsibilities
3. Employee Engagement
4. Conflict Resolution
5. Grievance Handling & Employee Retention
6. Remote Work & Virtual Teams
7. Global Employee Relations
8. Code on Wages, 2019
9. The Industrial Relations Code, 2020
10. Code on Social Security, 2020
11. Occupational Safety, Health & Working Conditions Code, 2020

HUMAN RESOURCE DEVELOPMENT

1. Introduction to Human Resource Development
2. Training & Organisation Environment
3. Training Needs Analysis
4. Learning Principles & Conditions
5. The Training Program: Selection, Design & Delivery
6. Assessing the Effectiveness of Training
7. Training Audit & Cost Benefit Analysis
8. Training for a New Economy & Skills of a Trainer
9. Emerging Trends in Training
10. AI & ML in L&D
11. Performance Appraisal, Feedback & Reward Systems
12. Quality of Work Life & Career Development

DEI & GLOBAL HR PRACTICES

1. Introduction to Diversity, Equity, & Inclusion
2. Equity in Employment Practices
3. Social Identity & Intersectionality
4. Effective Communication in a Diverse Environment
5. Global Perspectives on DEI
6. Building Inclusive Teams & Inclusive Leadership Styles
7. Introduction to Global HR Management
8. Global Workforce Trends
9. Global Recruitment Strategies
10. Global Talent Development
11. Global Compensation Strategies
12. Cross-Cultural Communication & Team Building

ELECTIVES SEM III**COMPENSATION MANAGEMENT**

1. Compensation & Costs - Concepts & Context
2. Control Systems for Labour Costs
3. Compensation Systems Their Merits & Demerits
4. Wage & Salary Administration
5. Legal Framework for Wage & Salary Administration
6. Compensation Structures
7. Compensation Surveys
8. Pay Structure Today & Tomorrow
9. Incentives, Reward System & Pay Restructuring
10. Process & Steps for Preparation of Payroll
11. Tax Planning & Payroll Components
12. Emerging Issues & Trends
13. Constitutional & International Labour Standard Norms

HR ANALYTICS

1. Introduction to HR Analytics
2. Data Literacy for HR Professionals
3. HR Metrics & Key Performance Indicators (KPIs)
4. HR Information Systems (HRIS)
5. Data Visualization
6. Predictive Analytics in HR
7. Recruitment Analytics
8. Sourcing & Selection Analytics
9. Employee Engagement Analytics
10. Workforce Planning & Analytics
11. DEI Metrics & Analytics
12. Legal Compliance in HR Analytics

DIGITAL TRANSFORMATION IN HR

1. Introduction to Digital HRM
2. Technologies Shaping HR
3. HR Information Systems (HRIS)
4. Digital Recruitment & Talent Acquisition
5. Employee Experience & Engagement
6. Learning & Development in the Digital Era
7. Performance Management in the Digital Age
8. HR Metrics & Analytics
9. Digital Employee Relations
10. Change Management in Digital HRM
11. Future Trends in Digital HRM

Program Curriculum

SEMESTER IV**ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT**

1. Introduction to Organization Development
2. Organizational Assessment & Diagnostic tools
3. Surveys & Feedback
4. Change Management Theories
5. Kotter's Eight-Step Model
6. Prosci's ADKAR Model
7. Leadership in Change Management
8. Employee Resistance & Engagement
9. Communication Strategies in Change
10. Stakeholder Analysis
11. Project Management for Change
12. Organizational learning & Culture Change
13. Measuring Change Impact
14. Sustaining Change

PERFORMANCE & POTENTIAL MANAGEMENT

1. Introduction to Performance Management
2. Performance Appraisal Systems
3. Potential Management
4. Goal Setting & Alignment
5. Performance Planning & Agreements
6. Strategies for providing constructive feedback
7. Coaching for Performance Improvement
8. Identifying Performance Issues
9. Performance Improvement Plans (PIPs)
10. Employee Recognition Programs
11. Performance-Linked Rewards
12. Talent Calibration Meetings
13. Succession Planning
14. Performance Dashboards
15. Ethical Practices in Performance Management

PROJECT MANAGEMENT

1. Introduction to Project Management: Genesis, history & evolution
2. Project Phases & Organisation
3. Understanding & Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling & Project Crashing
8. Project Implementation & Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focused areas from PMBOK
12. Introduction of other useful frameworks

ELECTIVES SEM IV:**TALENT MANAGEMENT**

1. Introduction to Talent Management
2. Talent Management Models
3. Talent Acquisition Strategies
4. Recruitment Technologies
5. Interviewing & Selection Techniques
6. Onboarding Programs
7. Individual Development Plans (IDPs)
8. Career Pathing & Succession Planning
9. Success Metrics in Talent Management
10. Global Talent Management
11. Talent Analytics

LEADERSHIP & CAPACITY BUILDING

1. Leadership & Leadership Styles
2. Leadership Traits & Behaviors
3. Capacity Building Strategies
4. Creating a learning culture within organizations
5. Leadership's role in managing organizational change
6. Applying emotional intelligence in leadership
7. Effective communication strategies for leaders
8. Conflict Resolution, Mediation & Negotiation
9. Decision Making Models for Leaders
10. Root Cause Analysis & Critical thinking
11. Team Building & Collaborative Leadership
12. Cultural Intelligence & Global Leadership Skills
13. Leveraging technology for leadership effectiveness
14. 360-degree feedback & leadership evaluations

STRATEGIC HR & TQM

1. Introduction to Strategic HR
2. Linking HR strategy to overall organizational strategic planning
3. Strategic HR Metrics
4. Linking performance management with strategic goals
5. Principles & philosophy of Total Quality Management
6. Linking performance management with strategic goals
7. Building a culture of quality in organizations
8. TQM Tools & Techniques
9. Training for Quality Improvement
10. Strategies for engaging employees in quality initiatives
11. Continuous Improvement in HR Processes
12. Legal Compliance in Strategic HR & TQM

Program Curriculum

SPECIALISATION: MARKETING**Semester III****Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal & SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis & Choice: I
8. Tools for Strategic Analysis & Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation & Control

Services Marketing

1. Introduction to Services
2. Customer Expectations & Service Perceptions
3. Service Models & New Product Development
4. Pricing & Service Delivery
5. Service Promotion
6. The People Dimension of Services
7. Service Process Blueprinting & Physical Evidence
8. Service Quality

Marketing Research

1. Fundamentals of Market Research
2. Application & Limitations
3. Sampling
4. Questionnaire Design Development
5. Scaling
6. Data Collection-Primary & Secondary
7. Data Preparation & Processing
8. Data Analysis & Interpretation
9. Multivariate Analysis
10. Research Process & Design
11. Specialised Techniques in Market Research
12. Market & Sales Analysis Research
13. New Product Development & Test Marketing
14. Presentation of Research Findings
15. Research in Service Segments

Consumer Behavior

1. Consumer Behaviour
2. Consumer Research
3. Motivation, Personality & Emotion
4. Consumer Learning
5. Consumer Perception
6. Consumer Involvement
7. Information Processing
8. Attitude
9. Social Class, Lifestyle & Culture
10. Retail Consumer & Outlet Selection
11. Consumerism
12. Consumer/Satisfaction
13. Organizational Buying Behaviour (OBB)
14. Consumer Modelling
15. Rural Buying Behaviour

ELECTIVES Sem III**Integrated Marketing Communication**

1. Introduction to Integrated Marketing Communication
2. Introduction to Advertising
3. Creating Advertising Campaign
4. Brand image, Personality and Equity
5. Media Strategy, Budget and Advertising Research
6. Advertising Ethics and Regulations
7. Global Advertising and IMC
8. Public Relations
9. Sales Promotion
10. Direct Marketing
11. Personal Selling
12. Digital Marketing

Strategic Marketing

1. Introduction To Consumer Centric Strategies
2. Consumer Insight & Market Research
3. Segmentation & Targeting
4. Customer Journey Mapping
5. Personalization Strategies
6. Customer Centric Branding & Positioning
7. Customer Engagement & Retention
8. Metrics & Analytics for Consumer Centricity.
9. Omnichannel Marketing.
10. Emerging Trends in Consumer Centric Strategies

Rural Marketing

1. Introduction & Nature of Rural Markets – Key Constituents
2. Consumer Behavior in Rural Markets
3. Rural Market Research
4. Product Designing for Rural Markets (B2B & B2C Segments)
5. Pricing For Rural Markets (What Constitutes Value to Rural Consumers.)
6. Delivery Mechanisms (Methods of Taking the Product from Manufacturer to Consumers in Rural Markets. Go To Market Strategies.)
7. Marketing & Communication Strategies for Rural Markets & Consumers
8. Promotion & Trade Marketing Programs
9. Sales Force Management, Including Retailer Management, Product Retailing & Merchandising
10. Creating Successful Business Ventures Targeted to Rural Markets – Emerging Trends, Partnerships & Collaborations, P&L Management.
11. Case Study Analysis & Recommendations

Program Curriculum

SEMESTER IV**Sales & Distribution Management****Part-I**

1. Introduction to Sales Management
2. Personal Selling
3. Effective Sales Executive
4. Sales Planning & Budgeting
5. Sales Forecasting
6. Sales Organisation
7. Recruitment & Selection of Sales Force
8. Sales Training
9. Sales Quota & Compensating Sales Personnel
10. Leading & Motivating the Sales Personnel
11. Evaluation & Control of Sales Force
12. Sales Territory
13. Key Account Management

Part-II

1. Introduction to Distribution Management
2. Retailing
3. Wholesaling
4. Warehousing
5. Transportation
6. Distribution Channels in Services
7. Distribution Planning & Control

Product & Brand Management

1. Introduction to Product Management
2. Market Research & competitive Analysis
3. Product Development & Innovation
4. Product launch & evaluation metrics
5. Customer Feedback & Iteration
6. Financial Aspects of Product Management
7. Introduction to Brand management
8. Brand identity & brand positioning
9. Brand communication
10. Brand equity & brand valuation
11. Co-branding, brand extension & multi brands
12. Branding strategies
13. Case studies of products & brands.

Project Management

1. Introduction to Project Management: Genesis, history & evolution
2. Project Phases & Organisation
3. Understanding & Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling & Project Crashing
8. Project Implementation & Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focused areas from PMBOK
12. Introduction of other useful frameworks

ELECTIVES Sem IV**International Marketing**

1. Introduction to International Marketing
2. Challenges of Globalisation
3. Why Firms Go International
4. The Task of International Marketing
5. Environmental Factors Affecting International Marketing
6. Foreign Market Entry Strategy
7. International Product Strategy
8. International Distribution Strategy
9. International Promotion Strategy
10. International Pricing Strategy
11. Outsourcing & Strategic Relationships
12. International Marketing Research
13. E-Marketing & E-Commerce
14. Future Trends

B2B Marketing

1. Introduction to Business Marketing
2. Organisational Buying / Buyer Behaviour
3. Enterprise Selling
4. Product Differentiation of Business Products
5. B2B Hub
6. Multi-Channel Marketing
7. B2B Database Marketing
8. Key Account Management (KAM)
9. Strategic B2B Marketing
10. Marketing Research in B2B Marketing

Digital marketing Strategy & Planning

1. Introduction to Digital Marketing Strategy & Planning
2. Overview of Digital Marketing Landscape -Post Covid Impact
3. Setting Goals & Objectives for Digital Marketing Strategy
4. Developing a Digital Marketing Plan
5. Budgeting & Forecasting for Digital Marketing
6. Implementing Digital Marketing Strategies
7. Measuring & Optimizing Digital Marketing Campaigns
8. Ethical Considerations in Digital Marketing
9. Future of Digital Marketing Strategy & Planning

Program Curriculum

SPECIALISATION: CUSTOMER RELATIONSHIP MANAGEMENT**Semester III****Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal & SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis & Choice: I
8. Tools for Strategic Analysis & Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation & Control

Customer Relationship Management

1. Introduction to customer Relationship Management
2. Customer Satisfaction & Loyalty
3. Relationship & Retention
4. Services Marketing & CRM
5. Data Management
6. Sales Force Automation
7. Implementing a CRM Programme
8. Effective CRM Today & Tomorrow

Consumer Behaviour

1. Consumer Behavior
2. Consumer Research
3. Motivation, Personality & Emotion
4. Consumer Learning
5. Consumer Perception
6. Consumer Involvement
7. Information Processing
8. Attitude
9. Social Class, Lifestyle & Culture
10. Retail Consumer & Outlet Selection
11. Consumerism
12. Consumer Satisfaction
13. Organizational Buying Behavior
14. Consumer Modelling
15. Rural Buying Behavior

Customer focused innovation management & Consumer Protection

1. Introduction to consumer-focused innovation
2. Understanding consumer behaviour for innovation
3. Design thinking & innovation
4. Innovation through collaboration
5. Innovative product development
6. Marketing strategies for innovative products.
7. Customer feedback & iterative improvements
8. Ethical considerations in consumer centric innovation.
9. Introduction to Consumer Protection Act, 2019
10. Consumer' Under Consumer Protection Act
11. Consumer Disputes Redressal Agencies
12. Procedure for Filing Consumer Complaint

ELECTIVES Sem III**B2B Markets & CRM**

1. Introduction to Business Marketing
2. Buyer Behaviour
3. Enterprise Selling
4. Elements of Enterprise selling
5. Segmentation
6. Targeting & Sales Planning
7. Relationship Marketing & CRM
8. Product Differentiation of Business Products
9. Pricing
10. Customer Service Management
11. Product Differentiation & Solution
13. B2B Hub
14. International Business
15. Marketing Communication

Business Communication

1. Foundations of Business Communication:
2. Professional Email Writing
3. Business Writing Skills
4. Effective Presentation Skills
5. Virtual Communication Tools
6. Interpersonal Communication
7. Cross-Cultural Communication
8. Negotiation & Persuasion
9. Conflict Resolution
10. Business Ethics & Communication
11. Social Media & Business Communication
12. Feedback & Performance Communication
13. Project Communication
14. Business Communication in Crisis

Customer experience design & delivery

1. Introduction to Customer experience
2. Role of culture in consumer experience
3. Emotional intelligence & empathy in consumer interaction
4. Design thinking for consumer experience
5. Technology & consumer experience
6. Cross functional collaborations for consumer experience.
7. Employee engagement & customer experience
8. Crisis management in consumer experience
9. Multichannel consumer support
10. Measuring & metrics for Consumer experience
11. Future trends in Consumer experience management

Program Curriculum

SEMESTER IV**Advanced CRM**

1. CRM Concepts
2. CRM through Effective Customer Complaints Handling
3. Call Centre to Contact Centre to Customer Interaction Centre
4. Sales Force Automation
5. Architectural Map for CRM Implementation
6. Industry Specific CRM Cases
7. Operational CRM
8. Analytical CRM
9. Customer Experience Management (CEM)

Strategic Marketing

1. Introduction to consumer centric Strategies
2. consumer insight & market research
3. Segmentation & Targeting
4. Customer journey mapping
5. Personalization Strategies
6. Customer centric branding & positioning
7. Customer engagement & retention
8. Metrics & Analytics for consumer centricity.
9. Omnichannel marketing.
10. Emerging trends in consumer centric strategies

Project Management

1. Introduction to Project Management: Genesis, history & evolution
2. Project Phases & Organisation
3. Understanding & Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling & Project Crashing
8. Project Implementation & Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focused areas from PMBOK
12. Introduction of other useful frameworks

ELECTIVES Sem IV**Technology in CRM**

1. Introduction to CRM
2. Introduction to E-CRM
3. Sales Force Automation (SFA)
4. Enterprise Marketing Automation
5. Implementing CRM
6. The Application Service Provider (ASP)
7. Customer Loyalty, CRM in FMCG & Data Mining in CRM
8. IT-Enabled CRM
9. Case Studies

CRM in Service Industry

1. An Introduction to Service Industry
2. Understanding Services
3. Understanding CRM
4. Relationship between Service & CRM5.
5. Designing of Service for CRM
6. Internal Marketing: People Dimension of Service & CRM
7. Service Management & Productivity
8. Service Quality & Customer Satisfaction
9. CEM-Customer Experience Management for Service Business

Marketing Research

1. Fundamentals of Market Research
2. Application & Limitations
3. Sampling
4. Questionnaire Design Development
5. Scaling
6. Data Collection-Primary & Secondary
7. Data Preparation & Processing
8. Data Analysis & Interpretation
9. Multivariate Analysis
10. Research Process & Design
11. Specialised Techniques in Market Research
12. Market & Sales Analysis Research
13. New Product Development & Test Marketing
14. Presentation of Research Findings
15. Research in Service Segments

Program Curriculum

SPECIALISATION: OPERATIONS

Semester III

Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal & SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis & Choice: I
8. Tools for Strategic Analysis & Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation & Control

Planning & Control of Operation

1. Aligning operations strategy with overall business strategy
2. Demand Forecasting: Impact of demand variability on operations
3. Balancing capacity & demand
4. Production Planning & Scheduling
5. Techniques for optimizing production processes
6. Long-term planning for production & resource allocation
7. Managing capacity & inventory levels
8. Inventory Control
9. Materials Requirement Planning (MRP)
10. Statistical tools for process improvement
11. Managing project timelines & resources
12. Integrating supply chain with overall operations planning
13. Lean Operations & Control
14. Sustainable Operations

Materials Management

1. Introduction to Materials Management
2. Materials Planning
3. Purchase Management: An Overview
4. Buying Policies
5. Buying at the Right Price
6. Project & Capital Goods Purchasing
7. Transport & Traffic Management
8. The Stores Function
9. Stores Operations
10. Fundamentals of Inventory Management
11. Economic Lot Size
12. Replenishment Systems
13. Just-in-Time (JIT)
14. Computerization of Materials Management
15. Evaluation of Materials Department

Knowledge Management in Supply Chain & Performance Measurement

1. Knowledge Management in Supply Chain
2. Supply Chain IT Framework
3. Supply Chain Information Systems
4. Digital Markets & Efficient Supply Chains
5. E-Supply Chain Opportunities
6. Technology Standards
7. Enterprise Resource Planning
8. Emerging Technologies in SCM

9. IT Tools in Procurement
10. Performance Measurement of Integrated Supply Chain
11. Traditional Approaches to Supply Chain Performance Measurement
12. World Class Performance Measures for Supply Chains
13. Process Driven Metrics
14. Balanced Score Card – Supply Chain
15. SCOR Model & Case studies

ELECTIVES Sem III

Techniques for Operations Efficiency

1. Systematic Problem Solving
2. 7 QC Tools
3. Quality Circles
4. 5-S for Good Workplace Organisation
5. SMED for Set-up Time Reduction
6. MUDA (Waste) Elimination
7. Poka-Yoke (Mistake/Error Proofing)
8. Statistical Process Control (SPC)
9. Kaizen
10. Daily Work Management (DWM)
11. Benchmarking
12. Total Productive Maintenance
13. Total Quality Management (TQM)

Operations Strategy

1. History of Operations Management - Current Status & Vision 2020
2. Operations Strategy - A Strategic Fit with Corporate, Business & Technology Strategies
3. Operations Strategy & Competitive Dimension
4. Stakeholders & Strategy
5. Product/Process Design & Strategy
6. Operations Strategy & Market Requirements
7. Company / Product / Service Profiling & Downsizing
8. Capacity Decisions
9. Operation Strategy Implementation
10. Implementing Operation Strategy (Modern Techniques)
11. Strategic Quality Management, CAD, CAM & CIM
12. Delivering Value to Customers' Key Performance Indicators
13. Investment Decisions, Market Feedback & Organizational Learning

Project Management (Operations)

1. Introduction to Projects
2. Project Management Process
3. Project Financing & Evaluation
4. Project Estimation & Economic Analysis
5. Organising Projects
6. Project Planning
7. Networks for Project Management
8. Resource Levelling & Project Crashing
9. Project Implementation & Monitoring
10. Controlling Projects
11. Projects Contracts Management
12. Management Risk in Projects
13. Project Quality Management
14. Software Project Management
15. Issues in Project Management

Program Curriculum

SEMESTER IV**Industry 4.0**

1. Introduction to Industry 4.0
2. Drivers & challenges of digital transformation
3. Interconnected systems & intelligent automation
4. Overview of IoT & its applications in industry
5. Role of big data in Industry 4.0.
6. Applications of AI & ML in manufacturing
7. Cloud-based services for Industry 4.0.
8. Real-time monitoring & control
9. Concept of digital twins in Industry 4.0
10. Communication standards in Industry 4.0
11. 5G Technology in Industry 4.0
12. Supply Chain & Logistics
13. Industry 4.0 Standards & Regulations
14. Digital SCM

Supply Chain Management

1. Introduction to Supply Chain Management (SCM)
2. Logistics to Supply Chain Management (SCM)
3. Forecasting & Aggregate Planning
4. Inventory Management in SCM
5. Transportation
6. Inbound Supply Chain Management
7. Outbound Supply Chain Management
8. Designing Supply Chain Distribution Network
9. Postponement & CRM in SCM
10. Outsourcing & Financial Aspects of SCM
11. Role of IT in Supply Chain Management
12. E-Business & the Supply Chain
13. SCM Measurement
14. The Indian Supply Chain Architecture

Project Management

1. Introduction to Project Management: Genesis, history & evolution
2. Project Phases & Organisation
3. Understanding & Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling & Project Crashing
8. Project Implementation & Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focused areas from PMBOK
12. Introduction of other useful frameworks

ELECTIVES Sem IV**Technology Management**

1. Introduction to Technology Management
2. Competitive Advantages through New Technologies
3. Technology Strategy
4. Technology Forecasting
5. Technology Assessment
6. Technology Diffusion & Absorption
7. Technology Transfer Management
8. Human Aspects in Technology Management
9. Issues in Technology Management

World Class Manufacturing

1. Overview & History
2. Changing Scenario & Measures for WCM
3. Productivity & Work Study
4. Manufacturing Strategy
5. Product & Process Design
6. Waste Elimination
7. Toyota Production System (TPS)
8. Views of Experts (Gurus)
9. Lean Six Sigma
10. Modern Techniques
11. World Class Indian Companies

Business Process Re-engineering

1. Introduction to BPR
2. Business Processes & MIS
3. Strategic Planning & BPR
4. Strategic Impact of IT & BPR
5. BPR Principles
6. Business Process Reengineering Techniques & Methodologies
7. BPR & QMS
8. Organising & Implementing BPR
9. Managing Barriers to BPR Success
10. BPR in Banks
11. ERP & BPR
12. SCM & BPR