



Centurion
UNIVERSITY

2020



Centurion
UNIVERSITY
Shaping Lives...
Empowering Communities...

COURSE BOOK

Master of Business Administration (MBA)

School of Management

Centurion University of Technology & Management



Program Objective:

The program objective is to create management leaders who can navigate the ever-changing business landscape. The curriculum is getting updated continuously to bring in existing and emerging challenges and opportunities in the business environment, both nationally and internationally. The teaching methods are geared towards experiential learning and student centric. It is accomplished through interactive class room teaching: flipped classes, case study analyses, workshops, student projects, live industry interactions and more.

Relevant topics comprise legal aspects of marketing, ethical, social and environmental concerns in product, pricing, distribution and promotion decisions, socially responsible marketing; green marketing, cause relating marketing; social marketing, corporate governance and social responsibility of business, legal framework of business, e-business and cyber laws, labor and social security laws, ethical and legal issues in performance management, workforce diversity, role of ethics in organizational behavior, negotiation, international business; ethical and social considerations in strategic management and cross border ethics management. Provide students with the opportunity to develop and broaden their management and leadership skills. Develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today's business and societal challenges.

Program Structure:

MBA is two years full-time program, offered in four semesters. The first year commences in July every year continuing till April in the following year. At the end of first year, namely in the second week of April, students go for 8 weeks internship. The second year starts from mid-June and continues through till March of the following year. The courses offered in the first year, divided into two semesters, are compulsory for all the students and include foundation courses and functional area courses. In the second year, which is divided into two semesters, students drive through advanced functional area courses, integrative courses and elective courses of different areas of specialization.

Program Outcome:

Masters of Business Administration program helps in

- 1) Building the confidence of the students by emphasizing on domain knowledge so that they can contribute responsibly in the corporate sector.



- 2) Creating an option of working in Business Enterprises including manufacturing and services oriented enterprises (FMCG, FMCD, telecom, retail, infrastructure, financial services, etc.).
- 3) Pursuing higher education for a career in teaching and research
- 4) Starting one's own business as an entrepreneur.

Program Specific Outcomes

MBA program also helps in honing the business acumen of the participants by providing a live laboratory of human endeavor in the field of management. The program is delivered with the avowed objective of closely acquainting the students with prevailing corporate ethos in the state of Odisha and in India in general. It also provides a clear corporate roadmap for creating a career trajectory among the students. It gives timely inputs to students who are interested in research related activities and who show an inclination to contribute to society by becoming a cog in the wheels of institutions in the academic space. Budding entrepreneurs of various hues are invited to rub shoulders with the students to inculcate the ethos of independent and creative thinking.

School of Management, CUTM has been consistently reinventing management education with the objective of creating management leaders who can navigate the ever-changing business landscape. The curriculum is constantly updated to meet the dynamic needs of industry and academia.

This provides an opportunity to continuously engage in innovating curricula by envisaging current and emerging challenges and opportunities in the business environment. To incorporate the contemporary academic and practice concepts, the curriculum design and delivery process is dynamic in nature. The Curriculum has been suitably designed to give ample opportunity for experiential learning through domain based curriculum comprising of class room input, theme based workshop, project based learning, case based teaching and exposure through live projects, industry interaction etc.

The first year commences in July every year continuing to April in the following year. In second week of April, students go for 8 weeks internship and they join back in mid-June for the second academic year which culminates in March of the following year. The courses offered in the first year, divided into two semesters, are compulsory for all the students. In the second year, divided into two semesters, all students undertake compulsory core courses and opt for specialization courses according to different areas of specialization. In addition to these, students are required to register for value added courses offered during different semesters. Value added courses are considered as sessional papers.

MBA Course Structure

MBA Programme			
Basket	Basket Category	Minimum Credits to be acquired	Scope
I	Foundation	30	Core
II	Digital Technologies	06	Choice
III	Management Potential Development	36	Core
IV	Sustainability	06	Core
V	Domain Courses/ Skill Courses	24	Choice
VI	Summer Internship	04	Choice
	Total Credits	106	

Note:

- Student has to acquire minimum 16 credits from any one domain areas to claim specialisation.
- Student can opt for elective or domain area courses in 2nd year.

FOUNDATION

SI No	Code	Course	Credit	Type T+P+P*
1	CUTM1181	Evolution of Management Thought	1	0+0+1
2	CUTM1182	Job Readiness	3	0+0+3
3	CUTM1183	Quantitative Techniques	5	3+1+1
4	CUTM1184	Micro Economics	4	3+0+1
5	CUTM1185	Data analysis through Microsoft Excel	2	0+0+2
6	CUTM1186	Economic Environment of Business	4	3+0+1
7	CUTM1187	Indian Society and Culture	2	1+0+1
8	CUTM1188	Operation Research	1	0+0+1
9	CUTM1189	Principles of Management	2	1+0+1
10	CUTM1190	Basics of Design Thinking	2	0+1+1
11	CUTM1191	Data Analysis and Visualization Using Python	4	0+1+3

* T+P+P= Theory+Practice+Project

DIGITAL TECHNOLOGIES

Sl No	Code	Course	Credit	Type T+P+P
1	CUTM1192	Introduction to AI/ML	1	0.5+0+0.5
2	CUTM1193	Introduction Data Analytics	1	0.5+0+0.5
3	CUTM1194	Introduction Additive Manufacturing/3D Printing	1	0.5+0+0.5
4	CUTM1195	Introduction to AR/VR	1	0.5+0+0.5
5	CUTM1196	Introduction to Emerging Mobility Solutions	1	0.5+0+0.5
6	CUTM1197	Introduction to Blockchain	1	0.5+0+0.5
7	CUTM1198	Introduction to Robotics	1	0.5+0+0.5

MANAGEMENT POTENTIAL DEVELOPMENT

Sl No	Code	Course	Credit	Type (T+P+P)
1	CUTM1199	Accounting for Managers	4	3+0+1
2	CUTM1200	Marketing Management	4	3+0+1
3	CUTM1201	Organizational Behaviour and Structure	4	3+0+1
4	CUTM1202	Talent Acquisition and Development	4	2+0+2
5	CUTM1203	Marketing Research	4	2+0+2
6	CUTM1204	Corporate Finance	4	3+0+1
7	CUTM1205	Production & Operations Management	3	2+1+0
8	CUTM1013	Project Management	3	2+0+1
9	CUTM1206	Introduction to PLM (Platforms such as 3DS) ⁵	2	1+1+0
10	CUTM1207	Designing User/Customer Experience (UX/CX)	2	1+0+1
11	CUTM1208	Supply Chain Management	2	1+0+1

SUSTAINABILITY

Sl No	Code	Course	Credit	Type (T+P+P)
1	CUTM1014	Gender, Human Rights and Ethics	3	1.5+0+1.5
2	CUTM1015	Climate Change, Sustainability and Organisation	3	1.5+0+1.5



Centurion
UNIVERSITY



DOMAIN COURSES

Finance Domain				
Sl No	Code	Course	Credit	Type (T+P+P)
Financial Management Domain				
1	CUFM2350	Advanced Managerial Accounting	4	3+0+1
2	CUFM2351	Financial Institutions, Markets & Services	4	3+0+1
3	CUFM2352	Commercial Banking and ALM	4	3+0+1
4	CUFM2353	Security Analysis And Portfolio Management	4	1+0+3
5	CUFM2354	Project Appraisal & Financing	4	2+1+1
6	CUFM2355	Current Asset Management	4	2+1+1
7	CUFM2356	Financial Analysis and Visualization	4	1+0+3
8	CUFM2357	Robotics Process Automation (RPA) in Finance	4	2+0+2
Marketing Management Domain				
1	CUMM2360	Rural Marketing	4	2+1+1
2	CUMM2361	Sales and Distribution Management	6	2+2+2
3	CUMM2362	Services & Financial Services Marketing	4	2+1+1
4	CUMM2363	Brand Management & Consumer Behaviour	4	2+2+0
5	CUMM2364	Digital Marketing & Marketing Communications	4	2+0+2
6	CUMM2365	Retail & Etail Management	4	2+0+2
7	CUMM2366	B2B Marketing	4	2+2+0
Human Resource Management Domain				
1	MGHR2317	Performance Management	4	2+0+2
2	MGHR2318	Organization Change and Development	4	2+0+2
3	MGHR2319	Human Resource Planning and Sourcing	4	2+0+2
4	MGHR2320	Training and Development	4	2+0+2
Pharmaceutical Management Domain				
1	CUTM1607	Anatomy Physiology & Health Education (APHE)	4	4+0+0
2	CUTM1608	Pharmacology	4	4+0+0
3	CUTM1609	Basic Epidemiology	2	2+0+0
4	CUTM1610	Selling and Reporting Skills of Pharmaceutical Product	4	4+0+0
5	CUTM1611	Pharmaceutical Brand Management	4	4+0+0
6	CUTM1612	Pharmaceutical Sales and Distribution Management	4	4+0+0
7	CUTM1613	Business Analytics	4	4+0+0



8	CUTM1614	Drug Regulatory Affairs & Intellectual Property Rights	4	4+0+0
9	CUTM1615	Manufacturing Management	2	2+0+0
10	CUTM1616	Financial Reporting & Analysis	2	2+0+0
11	CUTM1617	Pharmaceutical Advertising & Services Management	2	2+0+0
12	CUTM1941	Project	20	0+0+20
University-wide Domains				
1	DACU2200	Data Analytics- Visualisation	20	0+14+6
2	BACU2210	Business Analytics	18	0+12+6
3	MLCU2000	Data Science and Machine Learning	26	2+9+15
4	ARCU2060	Gaming and Immersive Learning (AR & VR)	20	5+5+10
5	GMCU2140	GO-TO-MARKET(3D Experience)	22	4+10+8
6	FPCU2310	Food Processing	29	3+15+11
7	ABCU2320	Agri Business Management	23	2+0+21
8	FSCU2330	Commodity and Food Storage	29	3+15+11

SKII COURSES- University Skill Basket

COURSE CONTENTS

FOUNDATION COURSES

Evolution of Management Thought

Code: CUTM1181

Credit:0+0+1

Course Rationale:

This course provides an overall view about management by focusing on the genesis of management thoughts.

Course Objectives:

To make students

- understand how the solution to the age old problems of 'allocating scarce resources to meet the needs and wants of organizations and people' have evolved over time
- appreciate contributions of management thinkers to the discipline
- acquainted with different concepts and jargon in the field of management

Learning Outcomes:

After completion of this course students will be able to:

- Explain and use the principles and concepts of management at the work front
- Analyse the managerial problems from different perspectives
- Handle future issues that will affect the organizations with sound conceptual knowledge

Course Contents:

Module: I

Pre-scientific Management Era: management in ancient and medieval period (work of Sun Tzu, Kautilya, learnings from Shrimad Bhagabat Gita, Machiavelli) Scientific Management School: Scientific management (Works of Taylor), Administrative management (Fayol), Bureaucratic theory (Max Weber)

Module: II

Human Relation School: Hawthorne experiments of E. Mayo, major contributions of M. P. Follett, Behavioural School: Douglas M. McGregor, Chester I. Bernard, Chris Argyris, Herbert Simon, M.K. Gandhi Introduction to Organization Structures: Traditional and modern organizational structures.

Text Book:

- Claude S. George, Jr. *The History of Management Thought*, PHI, N.J., 1972.

Reference Book:

- Prasad and Prasad, *Administrative Thinkers*, Sterling Publishers Pvt. Ltd., 2015.
- HBR: 75 years of management ideas and practices 1922-1997.

Job Readiness

Code: CUTM1182

Credit: 0+0+ 3

Course Rationale:

The course will increase the analytical and communication skills of students by providing ample opportunities for practice and make them employable.

Course Objectives:

- Increase the analytical and communication skills of students by providing ample opportunities for practice and make them employable.
- A student will be awarded 6 credits upon achieving a minimum benchmark score i.e. 6.5 in IELTS, 60% in Verbal, 60% in Quantitative Aptitude and 60% in Logical Reasoning.

Learning Outcomes:

- Analytical Ability, ability to plan & strategic, creative & logical thinking, attention to details, ability to recall (Working Memory), problem solving ability, communication skills (written), spatial ability articulation, data interpretation skills, active Listening, ability to visualize, adaptation skills, decision making, ability to analyze pattern & trends.
- Ensure students to reach the Employability level as described in the link:

<https://drive.google.com/file/d/1Wst-jdAJuHHVtYC4F-p3SKuw1PHWO11U/view?usp=sharing>

Course Contents:

Module: I

IELTS Reading: Skimming and Scanning, Sentence Completion, Choose the Correct options (A, B, C, D), Locating the Specific Information, Assessment on Reading Skill.

IELTS Listening: Notes/ Form/Table completion, Label the Map/Passage, Multiple Choice Questions, Complete the Sentences, Listening to Find Information, Assessment on Listening Skills.

IELTS Speaking: Speaking about yourself, your family, your work and your interests, Introduction & Interview, Topic Discussion (e.g. Environment, Covid 19, Job), Assessment on Speaking Skills.

IELTS Writing: Summarizing the chart, table or graph, Comparing and contrasting graphs and tables, Describing maps & diagrams, Agreeing & disagreeing, Expressing a personal view & opinion, Assessment on Writing Skill, CV Writing (2nd year), Letter Writing, Email Writing (2nd year), Getting Started –writing an introduction.

Module: II

IELTS Verbal, Grammar: Articles, Prepositions, Subject-Verb, Spotting Errors, Sentence Correction, **Vocabulary:** Synonyms, Antonyms, Contextual Vocabulary,

Reading Comprehension: Paragraph/ Sentence Completion, Jumbled Sentences/ Jumbled Paragraph, Reading Comprehension, **Verbal Analogies**

Module: III

Quantitative Aptitude: Number System & Operation-Speed Math-1 : Multiplication tricks, Square, cube, square root, Cube root tricks, Speed Math-2 : Speed Calculations, Number System-01 : Operation on Numbers, Classification of Numbers, Tests of



Divisibility, Unit Digit Calculation, Number System-02 : Arithmetic Progression, Geometric Progression, Factors & Factorials, Trailing Zeroes, Remainder Theorem, HCF & LCM : Concepts, short tricks, question discussion, Average : Concepts, short tricks, question discussion, Assessments.

Basic Arithmetic: Percentage-01: Basics of Percentage, Effective percentage, shortcuts, Percentage-02: Advanced questions and discussions, Profit & Loss-01 : Basics and advanced questions of Profit & Loss and shortcuts, Profit & Loss-02 : MRP, Discount, Successive discount, Ratio & Proportion : Types of ratios, Basics & Advanced Question, Age : Concepts & Shortcuts, Partnership : Concepts & Shortcuts Mixture & Allegation: Rule of Allegation, Basics & Advanced question, Short tricks Assessments.

Time & Analysis: Time, Speed, Distance : Concepts, Problems based on relations, Average speed, Stoppage time, Trains : Relative Speed & All types of train problems, Boats & Streams : Basics, Upstream, Downstream & Shortcuts, Race : All concepts & Shortcuts, Time & Work : Efficiency, wages, alternative day, chain rule, Pipes & Cistern : Positive & Negative work, Simple Interest : Concepts & Shortcuts on Simple Interest & Installments, Compound Interest : Concepts & Shortcuts on Simple Interest & Installments, Logarithm : All Formulae, concepts & Shortcuts, Assessments

Advanced Arithmetic: Equation: Linear & Quadratic, Permutation: All concepts & Shortcuts on factorial, fundamental principles of counting, Combination : All concepts & Shortcuts on Selection (Groups/teams), Probability : Terms related to Probability, Event, Theorems related Probability, Conditional Probability. Shortcuts on coins, dices, balls, cards, etc, Data Interpretation: (Bar/Pi-Chart /Line) graph, Mensuration: Area & Volume, Height & Distance : Lines of Sight, Horizontal line, Angle of Elevation, Angle of Depression, Assessments

Module: IV

Logical Reasoning

Verbal Reasoning-I :Series-1 : Number series (Missing & Wrong), Series-2 : Letter, Alpha numeric, Miscellaneous series, Coding & Decoding : Letter Coding, Number coding, Message coding, Substitution coding, Conditional coding, Word Problem : Analogy, Odd man out, word formation, letter pair, Logical Thinking : Brain Riddles Assessments

Verbal Reasoning-II: Order& Ranking : Ranking & Sequence, Direction Sense Test : Shortest Distance, Angular movement concept and Dusk & Dawn, Clock : Concepts of Angle, Reflex angle, Right angle Opposite, Coincide and Incorrect clock, Calendar : All concepts & Shortcuts, Blood Relation : Jumbled-up descriptions, coded relations, Relation Puzzles, Assessments

Non Verbal Reasoning : Cubes & Dices, Cubes & Cuboids, Embedded Figure& Figure series, Figure Puzzle & Figure grouping, Figure Counting, Mirror & Water Image Paper Cutting & Paper folding, Assessments.

Advanced Reasoning : Sitting Arrangement : Circular, Square, Rectangular, Linear, Triangular, Puzzle : Box, Floor, Month, Day, Advanced Puzzle : 3 variable, Logical Venn Diagram, Syllogism, Statement & Conclusion, Data Sufficiency, Assessments



Quantitative Techniques

Code:CUTM1183

Credit: 3+1+1

Course Rationale:

This course focuses on developing quantitative aspects of management that helps in decision making while dealing with business problems.

Course Objectives:

- To understand, analyse and interpret empirical data
- To develop logical thinking for need of statistical tools and techniques

Learning Outcomes:

After the completion of this course, the students will be able to

- Develop an understanding on different types of data and statistical tools available for empirical analysis
- Identify different statistical tools that are essential for the empirical and analytical study of various business problems

Course Contents:

Module: I

Logic for problem solving, (Induction, deduction, falsification)

Module: II

Measurement of data, types of data, population, random variables, statistics, parameters and estimators

Module: III

Probability: Conditional and Bayesian Approach, Distribution: binomial, poisson and normal, Central Limit Theorem

Module: IV

Hypothesis testing (more emphasis is on formulation) Relationship between α and β and sample size. Sample size calculator, t test, Chi square (through 20 used cases, all through cases using SPSS/Excel)

Module: V

Project will be an info-graphic project which has to include story line and descriptive statistics like measures of central tendency; comparison, graphs

Text Book:

- Statistics for Management - Levin and Rubbin, Prentice Hall Of India.



Micro Economics

Code: CUTM1184

Credit: 3+0+1

Course Rationale:

A successful manager needs to decide on where to work, how much to produce, where to invest, and what goods to buy, among others. So it is important to know how markets work and how to make good decisions as a manager or as an individual operating in a market environment. This is what this course Managerial Economics will teach.

Course Objectives:

- To develop a managerial economics perspective
- To facilitate the students understand different economic paradigms using Microeconomics concepts

Learning Outcome:

After completion of the course students will be able

- To develop an economic perspective of business problems

Course contents:

Module: I

The Central Concepts:

Logic of Economics: Scarcity and Efficiency: The Twin Themes of Economics; Three Problems of Economic Organization: Market, Command, and Mixed Economies, Society's Technological Possibilities: Inputs and Outputs; The Production-Possibility Frontier: Applying the PPF to Society's Choices; The Modern Mixed Economy: How Markets Solve the Three Economic Problems; Circular Flow of an Economy; The Invisible hand given by Classical Economists; The visible hand of the government given by modern Economists

Module: II

Demand, Supply and its Applications:

Basic Elements of Supply and Demand: Forces behind the demand and supply curve; Shifts in demand and supply curve; Equilibrium of Supply and Demand; Price Rationing; Supply and Demand: Elasticity and Applications: Price Elasticity of Demand and Supply; Elasticity and Revenue; The Paradox of the Bumper Harvest; Applications to Major Economic Issues: Impact of a Tax on Price and Quantity; Minimum Floors and Maximum Ceilings; Demand and Consumer Behavior: Classical Utility Theory-Cardinal Utility; Neoclassical Utility Theory-Ordinal Utility Theory (Indifference Curve analysis; Income effect, Price effect; Substitution effect); The paradox of value; Leisure and the Optimal Allocation of Time

Module: III

Theory of Production and Cost:

Theory of Production and Marginal Products: The Production Function; Total, Average, and Marginal Product; The Law of Diminishing Returns; Returns to



Scale; Technological Change; Empirical Estimates of the Aggregate Production Function; Economic Analysis of Costs: Total Cost: Fixed and Variable; The Relation between Average Cost and Marginal Cost; The Link between Production and Costs; Diminishing Returns and U-Shaped Cost Curves; Choice of Inputs by the Firm; Marginal Products and the Least-Cost Rule; Transaction Cost, Opportunity Cost and Markets.

Module: IV

Decisions of the Firm:

Perfect and Imperfect Market: Perfect competition and Pareto optimality; Sources of imperfect competition; Economic Costs of Imperfect Competition; Public Policies on Imperfect Competition

Module: V

Market Failure and Inefficiency:

Economics of Risk and Uncertainty: The Economic Impacts of Speculation; Market Failures in Information; Moral Hazard and Adverse Selection; Externalities: Market Inefficiency with Externalities; Analysis of Inefficiency; Valuing Damages and Policies to Correct Externalities

Text Book:

- Geetika, Ghosh. P. & Roy Choudhury. P., 'Managerial Economics', Tata McGraw Hill Education Pvt Ltd, New Delhi

Reference Books:

- Samuelson, Paul A. and Nordhaus, W.P., 'Economics', McGraw Hill, New York
- Pindyck, R.S., Rubinfeld D. L. and Mehta P. L., 'Microeconomics', Pearson Education

Data analysis through Microsoft Excel

Code: CUTM1185

Credit: 0+0+2

Course Rationale: This course focuses on developing analysis skills of future managers for appropriated decision making.

Course Objectives:

- To build a strong understanding on the Basics of Microsoft Excel
- To understand data crunching and data presentation

Learning Outcome:

- To create dynamic reports by mastering one of the most popular tools in excels - PivotTables, Pivot chart, If, Vlookup, Index, and Match etc.

Course Contents:

Module: I

Introduction to Excel: Course objective, outcome, methodology and assessment, Excel Introduction, , Basic Navigation Tab, Concept of Cell and Cell address , row Column



concept, Sum, SumIf, Sumifs, Count number, CountA (Text and Number), Count if, Countifs, Average, AverageA, Averageif, Averageifs.

Module: II

Understanding different Formula: Round, Roundup, Round Down, Concatenate, Min, Max, Trim, Lower, Upper, Proper, Left, Right, Mid, Exact, Randbetween, Rand, Len (Length of character) Paste special, SQRT, If function with Example of IF, More function like And, OR with their example, Conditional Formatting basic and advance level with OR, AND, Nested IF function, Index, Offset, Match

Module: III

Data analysis and Data presentation: Vlookup, Hlookup, Trace Precedents, Trace Dependents, show formula, Text to Column, Data Validation, Filter, Duplicate Removal, Sort, Filter, Wrap Text, What if Analysis, with detail example Merge Cell, Shapes, Median, Mode, Standard Deviation (S), Correlation, Large, Small, Pivot Table, Pivot Charts, Slicing, Sparkling

Online Reference links :

<https://www.youtube.com/watch?v=L3-uVawPLKc>

https://www.youtube.com/watch?v=RdTozKPY_OQ&t=192s

<https://www.youtube.com/watch?v=rBuiBNZWjE4&t=1511s>

Economic Environment of Business

Code: CUTM1186

Credit: 3+0+1

Course Rationale:

This course focuses on alternative perspectives of economic growth and development. It will ensure manager to understand different economic perspectives and government policies that have much effect on business.

Course Objective:

- To develop perspectives of economic growth and development with special reference to Indian economy.

Learning Outcome:

After the completion of the course:

- The students will be able to apply the varying perspectives of Indian economy since Independence, contribution of different sectors to the economy and policy environment in analysis.

Course Contents:

Module: I

Perspectives of Growth and Development: Free Market Perspectives- free market capitalism and profit maximisation., Marxian Perspectives- the Labour theory of Value and the falling rate of profit, Keynesian Full Employment- Underemployment equilibrium, Keynesian theory and policy, Gandhian Perspectives- Gandhi on Socialism, Economic Ideas- How Gandhi is different from Marx?, Critiques of present development models-Gender, Human rights and Ecology, Book Review- Choice of Techniques: An Aspect of the Theory of Planned Economic Development by



AmartyaSen, Economy of Permanence by J C Kumarappa, Small is Beautiful by E F Schumacher, The Indian Economy-Poverty and Development by PrimitChaudhuri (Reviewed by Michael Lipton)

Module: II

India's Economic Environment since Independence to Liberalisation: Planning Debate- The Bombay Plan, Sarvodaya Plan, People's Plan, The Mahalanobis Strategy, The Wage Good Model Planning Process and its focus areas- Review of Five Year Plans Achievements and Failures-Green Revolution, Nationalisation of Bank, Public Sector, Hindu Rate of Growth, PL 480 crisis GDP and its growth- India's GDP in Pre and Post Liberalisation, Sector wise contribution to India's GDP Inflation and its control in India

Module: III

Current India Economic Environment: Structure of Indian Economy- Primary, Secondary and Tertiary; Kuznets hypothesis on structural change Monetary Policy Environment-RBI's Monetary Policy and its Instruments, CRR, SLR, Marginal Standing Facility Rate, Repo rate, Reverse Repo rate, Present Fiscal Policy Environment- Fiscal Policy since 1991, FRBM Act, Investment Policies- Globalisation, Liberalisation and Privatisation

Agricultural policies- Plan Expenditure on Agriculture, Agricultural Prices, National Agricultural Policy 2009-2015, Poverty Alleviation Policies-Special focus on DBT, India's Balance of Payments- Current Account and Capital Account.

Module: IV

Projects: Project on current scenario of Indian Economy , How can India become a 5 trillion economy?, How can India drastically improve social indicators?, Strategies to make India as global factory, Strategies to improve India's HDI score , Comparison of India's economy with China's economy , Analysis of Nobel Prize -Abhijit Banerjee, AmartyaSen, Paul Krugman, Daniel Kahneman, Williamson ElenorStromme and ElinorOstrom, Present Economic Scenario-Covid-19

Text Book:

- Development Economics by Debraj Ray. Oxford University Press

Reference Books:

- History of Economic Thought- R R Paul. Kalyani Publishers
- Economy by Dutt and Sundaram

Indian Society and Culture

Code: CUTM1187

Credit: 1+0+1

Course Rationale:

The purpose of this course is to expose students of Technology and Management to different aspects of Indian society and culture.

Course Objectives:

Students will develop

- an understanding of societal and cultural dimensions of the dynamic nature of society and the environment in which they will live and work as scientists, engineers, entrepreneurs or managers.
- More specifically, they will appreciate how societal and cultural issues interface with technology, science and business in the context of overall development of the country.

Learning Outcomes:

- To develop an understanding of social environment
- To develop an understanding of cultural environment
- Understanding the linkages among social, cultural and scientific/business environment

Course Contents:

Module: I

Introduction to Indian Society: Indian Society - Roots of Indian Society; Social Structure – Rural and Urban Contexts; Social Institutions in Indian Society; Caste, Tribe, Dalits and Other Excluded Groups; Power and Conflicts.

Module: II

Introduction to Culture in Indian Society: Basic understanding of culture in India; Languages and Literature in India; Culture Change and its Impact on Indian Society

Module: III

Social Movements : tribal, women and environment, Reformers and Radicals: Rammohan Roy, Syed Ahmed Khan, Jyotirao Phule, Gopal Krishna Gokhale, Bal Gangadhar Tilak, Tarabai Shinde, Dayananda Saraswati and Vivekananda *Nurturing a Nation* :M. K. Gandhi, Rabindra Nath Tagore, B R Ambedkar, Mohammad Ali Jinnah, EV Ramaswami, Jawaharlal Nehru, Rammanohar Lohia, Jayaprakash Narayan, Verrier Elwin Peasant, Tribal, Women and Environment movement

Module: IV

Social Issues in Modern India: Poverty - multidimensional aspects; Gender issues in development; Constitution of India: Slums; Informal sector; Child, Physically challenged

Module: V

Science, Technology and Society: Appropriate Technology; Science, Technology and Development Linkage; Science and Technology Policy

Operation Research

Code: CUTM1188

Credit: 0+0+1

Course Rationale:

This course aims at developing analytical skills of budding managers.



Course Objective:

- To learn about the operations research techniques, model formulation and applications used to solve business decisions by using computer software

Learning Outcomes:

- Ability to formulate complex problems into mathematical models to solve using software
- Ability to interpret the results for optimize the costs
- Ability to learn different tools to focus on business decisions

Course Contents:

Module: I

Linear Programming, Simplex method

Module: II

Transportation problem, Assignment problem

Text Book:

- Harvey M. Wagner, *Principles of Operations Research*, Englewood Cliffs, Prentice-Hall, 1969

Reference Book:

- S D Sharma and Himansu Sharma, *Operations Research: Theory, Methods and Applications*, 15 Edition, Kedarnath Ramnath & Co

Principles of Management

Code: CUTM1189

Credit: 1+0+1

Course Rationale:

A career span of over 60 years Peter F Drucker has been amongst the most widely acclaimed management thinker for 21st Century. His early writings reflect the shadow of the Nazism, Hitler and the Second World War. For the first time Drucker also argued that organizations are collective of the economic and social organ. Leading a clinical study in the General Motors in 1946 he presented some of the path breaking ideas for the organizations to reflect such as; Decentralisation, Empowerment and self-management, social and environmental responsibility of business and marked the establishment of the beginning of management as a discipline. A lifetime devoted to advance the field of management, his contributions are always ahead of times, and thus by common consent regarded as the father of modern management. This course aims to orient the students with the management philosophy, principles and practices outlined by Peter F Drucker.

Course Objectives:

- The course aims to orient the students with the works of Peter F. Drucker on Management tasks practices and responsibilities.
- The course will help the students to understand and appraise the applications of the concepts in various organization settings.



- The course will encourage the students to critically examine the concepts and develop essays reflecting various works of Peter F. Drucker

Learning Outcomes:

After completing the course the students will be able to,

- Apply the various principles propagated by Peter F. Drucker and relate them to a diverse set of organizations.
- Do a critical analysis of the managerial concepts and apply in organizational set up.

Course Contents:

Module-I

The study of General Motors and the concept of the Organization. The nature of Management (Management as a social function and liberal art) Dimensions of Management, The Purpose and Objective of a business, Role of a Manager

Module-II

The structure of Management, Management of Work and the Worker, Management's New paradigm social Impacts, technology and managers of tomorrow.

Text Book:

- Peter Drucker (2016) "The Practices of Management" revised edition, Routledge

Reference Books:

- Peter Drucker (2001). The Essential Drucker. HarperCollins
- The Peter F. Drucker Reader: Selected Articles from the Father of Modern Management Thinking by Peter F. Drucker, Harvard Business Review

Basics of Design Thinking

Code:CUTM1190

Credit: 0+1+1

Course Rationale:

The course will orient the students on the basics of the design thinking process and familiarize them with the elements and application of Design thinking.

Course Objectives:

The course aims to

- Orient the participants on the basics of the design thinking process
- Familiarize participants with the elements and application of Design thinking

Learning Outcome:

After completion of the course,

- The student will be able to apply the design thinking process to innovative problem solving

Course Contents:

Module: I

Basics of Design Thinking, Why Design Thinking, Design Thinking Mindset (Inspiration, Ideation and Implementation) Design thinking process, (Empathy, Define, Ideate, Prototype, Test). Cases of application of Design thinking approach (Intuit,



IDEO, Infosys, IBM, Google, Apple, Jubilant Foods). This will be in a flip class mode followed by a workshop, to be conducted by an external expert and a faculty anchor.

Module: II

Executing a Design Thinking Project- Apply Interviewing and empathy building technique, Drawing inferences from the observations, Defining a point of view, Ideation process, developing and testing prototypes and writing a story of a minimum viable solution.

Text Book:

- Tom Kelly & Jonathan Littman (2001). “The Art of Innovation” Broadway Publication.

Reference Book:

- Brown Tim (2008). “Design Thinking”, Harvard Business Review

Data Analysis and Visualization Using Python

Code:CUTM1191

Credit: 0+1+3

Course Rationale:

The course will increase the ability of students to develop visualisation to tell the story.

Course Objectives:

This course intends to develop in students

- How to tell a story from data
- How to marshal the data for storyline
- The ability to develop visualisation to tell the story
- The focus is on analysis of data using visualisation as a tool

Learning Outcomes:

After completion of the course, students can

- create impactful visualisation with good story line in business arena

Course Contents:

Module: I

Story board development:The objective and flow of the story to be understood through cases.

Module: II

Data reading using python functions:Python libraries: Pandas, NumPy, Plotly, Matplotlib, Seaborn, Dash, Data collection from online data sources, Web scrap, data formats such as HTML, CSV, MS Excel, data compilation, arranging and reading data, data munging.



Module: III

Data visualization using python libraries: Different graphs such as Scatterplot, Line chart, Histogram, Bar chart, Bubble chart, Heatmaps etc. Dashboard Basic: Layout, Reporting, Infographics, Interactive components, live updating

References:

<https://www.programmer-books.com/wp-content/uploads/2019/04/Python-for-Data-Analysis-2nd-Edition.pdf>

<https://towardsdatascience.com/data-visualization/home>

Reading materials and videos available on internet on how to use ANACONDA, JUPYTER NOTEBOOK and Python Libraries



DIGITAL TECHNOLOGIES

Introduction to AI/ML

Code:CUTM1192

Credit: 0.5+0+0.5

Course Rationale:

The course will develop a basic understanding of AI/ML and its transformative impact on business (existing and new).

Course Objective:

- Develop a basic understanding of AI/ML and its transformative impact on business (existing and new).

Learning Outcomes:

- Understand and simply articulate: What is AI/ML? (in non-technical terms)
- Consider and apply AI/ML to solve/create alternate solutions to business problems and opportunities

Course Contents:

Module: I

Introduction to AI/ML, Applications of AI/ML in Marketing, Supply Chain Management, New User Experience, Insurance & Real Estate How NETFLIX uses AI/ML, How Microsoft is advancing manufacturing innovation with AI, Power Industry 4.0 with Artificial Intelligence

Module: II

Centurion University where AI/ML could be applied for transformative impact

References:

<https://www.coursera.org/learn/introduction-to-ai>

<https://www.coursera.org/learn/wharton-ai-application-insurtech-real-estate-technology?>

<https://www.linkedin.com/pulse/15-applications-artificial-intelligence-marketing-robert-allen/>

Introduction Data Analytics

Code:CUTM1193

Credit: 0.5+0+0.5

Course Rationale:

This course will expose you to the data analytics practices executed in real time in the business world. The students will explore key areas such as the analytical process, how data is created, stored, accessed, and how the organization works with data and creates the environment in which analytics can flourish. This course will help the students to gain a strong foundation in all the business areas that support analytics.

Course Objective:

- Develop a basic understanding of Data Analytics and its transforming impact on business.



Learning Outcomes:

- Understand and simply articulate: What is Data Analytics? (in non-technical terms)
- Consider and apply Data Analytics to solve/create alternate solutions to business problems and opportunities

Course contents:

Module: I

Introduction to Data Analytics, Applications of Data Analytics in Marketing, Supply Chain Management, New User Experience, Automobile, Amazon India uses Data Analytics to automate the process of product recommendations for their customers, Demand Positioning and Segmentation by UBER India.

Module: II

Applications of Data Analytics in Centurion University to improve- Student Outcome, Admissions, Faculty Quality & Managing Finance.

Introduction Additive Manufacturing/3D Printing

Code: CUTM1194

Credit: 0.5+0+0.5

Course Rationale:

This short course is designed to clarify and practically demonstrate the most important concepts for the learners to know about the applications of 3D printing (also known as additive manufacturing). This course walks the students through how additive manufacturing has been an important part in shaping the Business landscape.

Course Objectives:

- Develop a basic understanding of additive manufacturing/ 3D printing and its transforming impact on business.

Learning Outcomes

- Apply the new technology in the business domain

Course contents:

Module: I

What is 3D printing, Applications of 3D printing in Healthcare Industry, Manufacturing, Education, Benefits of 3D printing in Business. 3D printing for production at Siemens Energy Innovation Centre. 3D printing in Centurion University.

Module: II

Centurion University where 3D printing could be applied for transformative impact.

References:



<https://www.classcentral.com/course/3d-printing-revolution-5991>

<https://www.youtube.com/watch?v=70njtcA6un0>

<https://www.youtube.com/watch?v=9uGq2BU7Fyc>

<https://www.youtube.com/watch?v=xTprmsVHrrI>

Introduction to AR/VR

Code: CUTM1195

Credit: 0.5+0+0.5

Course Rationale:

This course focuses on the basic understanding of Augmented Reality (AR) & Virtual Reality (VR) concepts and the way they are being utilized by the Industries to drive business much efficiently. Throughout the course, the students will learn about each of the supporting technologies, some history about when it first came into use, limitations and future potential for improvement, and how AR/VR is used by major industries.

Course Objectives

- Understand different forms of AR/VR and their applications

Learning Outcomes

- In depth knowledge of real time applications of AR/VR in Industry 4.0
- Consider and apply AR/VR to solve/create alternate solutions to business problems and opportunities

Course Contents:

Module: I

Introduction to AR/VR, Applications of AR/VR in building better user interface, marketing, Automobile, TATA Motors VR Showroom Concept, AUDI AR/VR Product Marketing Experience, Fanta using AR/VR for Packaging

Module: II

AR/VR in Gram Tarang for modelling EV's, Centurion University's Unity Lab for AR/VR development, AR/VR for learning in classes.

References:

- <https://www.coursera.org/learn/introduction-virtual-reality>
- https://www.youtube.com/watch?v=FaNtoxc_Ww
- <https://www.youtube.com/watch?v=6Z4n6KzUgPc>

Introduction to Emerging Mobility Solutions

Code: CUTM1196

Credit: 0.5+0+0.5

Course Rationale:

This course focuses on the basic concepts of smart mobility and various industrial applications. The students will be exposed to real world examples of how smart mobility solutions have been applied in various situations, how they have made advances in human life and what their future capabilities will be. After completing this

course the students will be able to explain what smart mobility is and how it has been important in transforming the Business scenario.

Course Objectives:

- Develop a basic understanding of Smart Mobility Solutions and its transforming impact on business.

Learning Outcomes:

- Understand and simply articulate: What is Smart Mobility Solutions? (in non-technical terms)

Course contents:

Module 1:

Introduction to Smart Mobility, Major Industrial applications, how Smart Mobility is Transforming Business. Smart Mobility Solutions as a Business: Monetizing the Emerging Megatrend in Public Transport.

Module 2:

Smart Mobility applied for transformative impact.

References Recommended:

<https://www.youtube.com/watch?v=0dkg1C4B25U>

<https://www.youtube.com/watch?v=xgGM4sKiCk0>

<https://www.youtube.com/watch?v=faxfVJIoSqs>

<https://hub.beesmart.city/en/solutions/smart-mobility/smart-mobility-challenges-and-solutions-in-smart-cities#:~:text=This%20smart%20urban%20mobility%20solution,services%20through%20an%20integrated%20account.>

Introduction to Blockchain

Code: CUTM1197

Credit: 0.5+0+0.5

Course Rationale:

This course aims to develop a basic understanding and explain how block chain technology represents the way forward. After completing this course, the students will be able to explain what block chain is, how it works, and why it is revolutionary. The students will also meet the players in the block chain ecosystem through various case studies.

Course Objective:

- Develop a basic understanding of Data Analytics and its transforming impact on business.

Learning Outcome:

- Understand and simply articulate: What is Block chain?

Course Contents:

**Module: I**

Introduction to Block Chain, Block Chain Applications in Supply Chain Management, Marketing, E- Governance, Financial Services, Education, Telecom, Healthcare, Block Chain Currency

Module: II

Block Chain: The Indian Imperative

References:

- <https://www.coursera.org/learn/introduction-blockchain-technologies>
- <https://www.coursera.org/learn/blockchain-business>
- <https://www.youtube.com/watch?v=0w6ii3HFmYo>
- <https://www.youtube.com/watch?v=cPKBpmtohlI>

Introduction to Robotics

Code: CUTM1198

Credit: 0.5+0+0.5

Course Rationale:

This course focuses on the basic concepts of robotics and various industrial applications. The students will be exposed to real world examples of how robots have been applied in disaster situations, how they have made advances in human health care and what their future capabilities will be. After completing this course the students will be able to explain what robotics is and how it has been important in transforming the Business scenario.

Course Objectives:

- To understand how Robotics is used by the leading industry to simplify & automate the process
- Get knowledge on various types of Robots uses by different industries
- Understand the Robot Control Architecture

Learning Outcome:

- Examine case studies of proper and improper robotic implementations

Course Contents:**Module: I**

Introduction to Robotics, Areas of Application & benefits, The three Phase of Robot Control.

Module: II

Collaborative Robots (Cobots), Industrial Robots, Industrial robots in the automotive industry, Automated Guided Vehicles / AGV, Service robots, Domestic Robots, Security Robots, Hospitality Industry Robots, Agriculture Robots, Robots in Surgery, Revolution of Industrial Robots.

MANAGEMENT POTENTIAL DEVELOPMENT

Accounting for Managers

Code:CUTM1199

Credit: 3+0+1

Course Rationale:

This course emphasis on the role, functions and interpretation of accounting require for managers. It will help students in applying the knowledge to work in the corporate environment. This course will expose students to gain knowledge on accounting and its applications of accounting in diriment corporate sectors.

Course Objectives:

- To familiarise with the basic conceptual frame work of Financial Accounting i.e., from recording of transactions for Understanding and Interpreting of Financial Statements.
- To provide the knowledge to the students about financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- To equip students with the skills required to understand cost statements/records and management accounting.

Learning Outcomes:

On successful completion of the course, students will able to

- Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods and methods of depreciation).
- Understand and interpret the nature and role of the principal financial statements (i.e., the Income Statement, the Statement of Financial Position, and the Statement of Cash Flows).
- Understand and apply cost concepts and management accounting to analyse common business management decisions such as pricing a product and services.

Course Contents:

Module: I

Fundamental Principles of Accounting:Accounting Environment of Business: Purpose of accounting, Links of accounting with every aspect of business, Cash based vs Accrual based accounting, Accounting Cycle, Financial Year, Difference between management accounts and statutory accounts, Concepts and Conventions of Accounting: Accounting as an Information System, Users of Accounting information (specifically the difference in financial information required by the Board, CXO levels, field level staff, stock exchanges, auditors and regulators etc.). Accounting Principles and Standards. Computerised Accounting (Learning to use Tally Package)

Module: II

Accounting Process: Basic Accounting Procedures: Balance Sheets items, P&L items, Accounting Equation, Transactions, Capital & Revenue Expenditure and Receipts, Classification of Accounts and Chart of Accounts (relevance to reporting), The Accounting Process: The Journal, the Ledger, and the Trial Balance, Depreciation: Meaning Causes, Factors affecting depreciation, Methods of providing depreciation, Straight Line Method & Diminishing Balance Method, Inventory Valuation:



Introduction, Determination of Cost, Valuation of Inventories (FIFO, LIFO, and Average Method)

Module: III

Understanding and Interpreting Financial Statements: Financial Statements: Purpose, Minimum content and information, Vertical and Horizontal Financial Statement, Trading and Profit and Loss Account, Balance Sheet, and Cash Flow Statement, Content of Annual Report.

Module: IV

Introduction to Cost and Management Accounting: Difference from financial accounting and reporting, concept of overheads and allocation principles, reconciling management and financial accounts, Classification of Costs; Cost Unit, Cost Centres, Preparation of Cost Sheet, Marginal Costing: Marginal Cost and BEP Analysis.

Text Book:

- Financial Accounting, A Managerial Perspective, R. Narayanswamy, PHI

Reference books:

- Accounting for Management, Ashok Sehgal, Taxxman
- Horngreen, Datar, Foster, Cost Accounting, Pearson

Marketing Management

Code: CUTM1200

Credit: 3+0+1

Course Rationale:

This course aims to familiarize students with the marketing function in organizations. This course shall identify the foundation terms and concepts that are commonly used in marketing. This course shall expose the students to the various modern techniques of marketing that are prevailing in the modern era.

Course Objectives:

- To familiarize the students with the concepts, theories and strategies of marketing that is followed by the organizations.
- To understand the digitization of marketing and its application in the modern era.
- To focus on the emerging areas of marketing.

Learning Outcomes:

After the completion of the course, the students

- Will be able to demonstrate the skill to interpret complex marketing issues facing a variety of enterprises they would be employed in or setting up as entrepreneurs and offer solutions using relevant theories, concepts and methods.
- Will be able to use the digital platform in the optimal way to formulate possible solutions to marketing problems faced by several firms.
- Will be able to analyse the data generated (particularly through digital means) to make informed problem solving in marketing.



Course Contents:

Module: I

Introduction to marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, core concepts of marketing, Key customer markets, market places, marketing myopia, market spaces, Digital Markets, Brick & Click Model. Understanding Marketing Environment: Factors affecting marketing environment (PESTEL), Competition, Porter's five force model, Market intelligence system, Introduction to market research, Market research and forecasting, Elementary idea of marketing mix.

Module: II

Segmentation, Targeting & positioning (STP): What is market segmentation? Criteria for effective segmentation, Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection, Segment Marketing, Niche & Local, Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of, differentiation & positioning, Value Proposition & Unique Selling Proposition., Effective positioning strategies, repositioning and positioning errors.

Module: III

Product Management: Product concept, Classification of products (Consumer and Industrial), Product life cycle (PLC), Branding and branding strategies, brand equity. New Product Development - Need, Booz Allen & Hamilton classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization., Pricing: Meaning and role, Setting pricing objectives, Methods of setting price, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium), Consumer Behavior: Role of consumers, Consumer decision making process, Post purchase behavior.

Module: IV

Place: Marketing channels, Channel conflict management, Basics of SCM, Channel Options: Wholesaling, Retailing, Direct Marketing, E-Commerce, Introduction to Omni channel & hybrid channel options, B2C Electronic Retailing (E-Tailing), Characteristics, Advantages, Limitations. Promotion: What is promotion, types of promotion, advertising, sales promotion, Personal Selling, Public Relations, Direct Marketing. Integrated Marketing Communication, Social Media Marketing, Search engine optimization (SEO), Pay-per-Click (PPC) Advertising

Text Books :

- Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson
- Marketing, Lamb, Hair, Sharma & Mc Daniel, Cengage Learning

Reference Books:

- Marketing, Baines, Fill & Page, Oxford
- Marketing 4.0, Kotler, Wiley

Organizational Behaviour and Structure

Code: CUTM1201

Credit: 3+0+1

**Course Rationale:**

This course focuses on the behavioural aspects of individuals, groups, and structure in an organization. It will help students in applying the knowledge at work front to enhance performance and make organizations work more effectively. This course will expose students to gain knowledge on the diversified behavioural science theories and their applications in organizations.

Course Objectives:

- To make aware about the perceptual process and errors therein for better managerial judgment
- To acquaint the participants with the personality dimensions that influences the work life
- To develop an understanding of the complexities involved in motivation at workplace
- To develop interpersonal competencies, teamwork skills and leadership potential.
- To make students understand the modern variant of organizational structure and culture

Learning Outcomes:

After completion of the course students will be able to

- analyse a business situation from the perspective of individual behaviour
- apply organizational behavioural theories/models to reflect critically on specific business context
- manage conflicts and demonstrate leadership skills required for working in groups in organizations
- motivate the employees and handle stress for well being
- develop appropriate structure and imbibe to transformational culture

Course Contents:**Module: I**

Introduction: Concepts and contours of OB, Diversity in Organizations, models & approaches in OB, OB System: Formal Organization System (FOS), (Individual System) & Social System (SS)

Module: II

Individual System: Personality and organizational requirement, perception and perceptual distortions, emotion and emotional intelligence at work place, behavioural modification through learning process, motivation and employee performance, relevance of attitudes and values, individual well-being and managing stress

Module: III

Social System: Group dynamics, group decision making process and team effectiveness, interpersonal conflict and conflict management techniques, leadership in organizations

Module: IV



Organizational Systems: Industry 4.0, Organizations of 21st Century - types, characteristics, culture and structure; organizational learning, organizational transformation (case studies of Indian Organizations)

Text Book:

- Organizational Behavior, 18th Edition, Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra, Pearson.

Reference Books:

- Organizational Behaviour, 10e, Fred Luthans, Tata McGraw Hill Publication, 2010
- Organizational Behaviour, 4e, Steven McShane, Mary Von Glinow, Tata McGraw Hill, 2008
- Understanding Organizational Behaviour, 3e, Udai Narain Pareek, Oxford University Press, 2004
- Organisational Behaviour, 1st Edition, P S James, Pearson, 2017.

Talent Acquisition and Development

Code: CUTM1202

Credit: 2+0+2

Course Rationale:

The course will familiarize the students about the job skills required by the future workforce and managing the human capital effectively

Course Objectives:

- To acquaint the student about Human Resource Management in an organization.
- To provide theoretical knowledge and required practical skills in the area of HRM.
- Orient the learners with the changing scenario of HRM
- To develop the skills for appreciating and meeting the HR requirements for an emerging organisation.

Learning Outcomes:

Upon completion of the below modules, the student will be able to

- apply the concept of Human Resource Management
- able to match people with the roles through resourcing
- Initiate appropriate human resource development and the rewards management principles and practices.
- ensure a legally compliant HR system for a healthy work environment

Course Contents:

Module: I

HRM- Why Businesses need it?

HRM - Definition, Importance and Objectives, Scope and Functions of HRM, The Changing environment of HRM, Transitions from the personal manager to the new age HR manager. Role & Functions of HR Manager in 21st Century. HRM issues in Indian Organizations, Aligning HR with Business Strategy, Measuring HR Contribution.

Module 2: Designing Jobs and Resourcing People



Job Design, Human Resource Planning, Scouting and managing talent in organization, Recruitment and Selection, Induction and Orientation, Exit.

Module 3: Human Resource Development and Rewards Management

Performance assessment, Learning and Development, Management Development. The elements of reward management.

Module-4: Ensuring a Legally Compliant HR for a Healthy Work Environment and Effective Employee relationship

Managing Employee Separations (Voluntary and Non Voluntary), Labour-Management Relations, Trade Unions, Collective Bargaining, Disciplinary and Grievance Procedure,

Text Books:

- Gary Dazzler- Human Resource Management
- Dr. S. S. Khanka- Human Resource Management-2018

Reference Books:

- E.B. Flippo- Personnel Management
- C.B. Mamoria - Personnel Management
- C.S. Venkata Ratnam & B. K. Srivastava - Personnel Management Human Resources
- R. Armstrong- Human Resources Management
- Fisher Schenfeldt & Shaw - Human Resource Management

Marketing Research

Code: CUTM1203

Credit: 2+0+2

Course Rationale:

This course covers the fundamental concepts of marketing research in traditional and digital environments and examines how these can be used to assist companies in their decision-making. This course focuses on the importance of information in Marketing and develops students' skills in using information to support decision-making.

Course Objectives:

- To enable the learners interpret marketing research output and make managerial decisions out of marketing research outcomes.
- To enable the learners implement the marketing research tools in summer internship program and generate a SIP report which can be used effectively for managerial decisions.

Learning Outcomes:

- After completion of the course students will be able to slot a customer problem into a research problem and effectively make a choice on what type of marketing research insights are required for resolving this research problem like U&A, industry analysis or online database etc.
- After completion of the course students will be able to understand the marketing research reports and their implications in managerial decisions.



- After completion of the course students will be able to know how to implement marketing research tools specifically in SIP.

Course Contents:

Module: I

Introduction to marketing research: Definition, classification and nature of MR, MR suppliers and services, careers in MR, ethics in MR, role of MR in MIS and DSS, Marketing research process: steps in MR, defining the MR problem, research design, sample design, research brief, Data collection: sources of secondary data, methods of primary data collection.

Module: II

Tools of MR: Measurement and scaling, preparation of questionnaire, schedules, discussion guidelines, the role of data and databases, Research Methods: qualitative vs. quantitative research methods, selection of appropriate method in usage and attitude studies, industrial researches and social researches.

Module: III

Data analysis (using Excel and SPSS): data entry, editing, coding, cleaning, crosstabs, Quantitative techniques: Interpreting results of reliability analysis, descriptive analysis, inferential analysis, chi-square test, ANOVA (one way and two way), t-Test, Z-Test, correlation and covariance, simple and multiple regression analysis, Qualitative techniques: Interpreting results of content analysis.

Module: IV

Multivariate Analysis (using SPSS): Interpreting results of factor analysis, cluster analysis, Digital MR: Sources of electronic MR reports, Interpreting e-MR reports and Google Analytics, Use of Online Tools for analyzing Data, Presenting findings and conclusion: Report preparation and presentation process, report format, report writing, guidelines for table and graph, oral presentation.

Text Book:

- Marketing research: An applied orientation by N.Malhotra, Pearson Education

Reference Book:

- Research Methodology by C. R. Kothari, New Age Publications

Corporate Finance

Code: CUTM1204

Credit: 3+0+1

Course Rationale:

This gives a global background to the course and hence thorough understanding of the whole financial system. The companies have to work in a global environment and hence study of the said factors is important. The entire study program is designed in such a manner that step by step, starting from the basics of corporate finance along with changes in the international finance system.

Course Objectives:



- Developing skills for preparation and interpretation of business information apart from application of financial theory in investment decisions, with special emphasis on capital structure, Capital Budgeting and other concepts.
- The course emphasise real-world examples and applications in Excel.

Learning Outcomes:

- Appreciate the Interdisciplinary aspects of Financial Management.
Practical applications of TVM
- Identify the Investment Decision Criteria
- Learn the application of Management of Cash & Marketable Securities-Concept, Need & Techniques
- Gain an understanding of some of the practical aspects of corporate finance decisions

Course Contents:

Module: I

Scope of Financial Management; Objectives of Financial Management, Role of Finance manager, Time Value of Money, Conceptual Framework of Risk and Return.

Module: II

Relevant costs, depreciation, inflation, Nature of Capital Budgeting, identifying Relevant Cash Flows, Investment Evaluation Techniques: DCF and Non-DCF Techniques, NPV vs. IRR, Importance and concept of cost of capital, Cost of debt, Cost of Preference share, Cost of Equity, Overall WACC.

Module: III

Capital Structure Theories concept, NI Approach, NOI approach, MM approach, Operating, Financial and Combined Leverage

Module: IV

Concept of Dividend, Cash dividend and Bonus Share, Share repurchase and stock split, Irrelevance of Dividends; and Relevance of Dividends, Concept of Working Capital

Text book:

- Dr Prasanna Chandra – Tata Mc Graw-Hill

Reference Books:

- I M Pandey –Tata McGraw-Hill
- Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
- Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.

Production & Operations Management

Code: CUTM1205

Credit:2+1+0

Course Rationale:



This course is intended to develop understanding of management students about the production and operation designs adopted in modern industry. It also emphasises on quality management practices adopted in manufacturing industries.

Course objectives:

- Understand Manufacturing 4.0 and appreciate technology integration in smart production
- Understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
- Understand the importance of product and service design decisions and its impact other design decisions and operations.
- Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.
- Understand the roles of inventories and basics of managing inventories in various demand settings.

Learning outcomes:

- Understand the core features of the operations and production management function at the operational and strategic levels, specifically the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms
- Students will develop an integrated framework for strategic thinking and decision making to analyse the enterprise as a whole with a specific focus on production delivery processes
- Develop the ability to identify operational methodologies to assess and improve an organizations performance
- Assess the OPM function performance and capabilities in various organizations

Course outlines:

Module: I

Manufacturing Operations Management - The Smart Backbone of Industry 4.0:

Introduction, Basic concepts of Manufacturing Operations Management(MOM)/ Manufacturing Execution System(MES) for Industry 4.0, Smart manufacturing;The roots of smart manufacturing, Pillars of smart manufacturing; Pillar 1: Manufacturing technology and processes, Pillar 2:Materials, Pillar 3: Data, Pillar 4: Predictive engineering, Pillar 5: Sustainability, Pillar 6: Resource sharing and networking,, Challenges and trends in OM; Process structure in services & manufacturing; Strategic fit, Process tools, Strategies for change: Process improvement

Module: II

Process Analysis: key elements of process analysis: flow rates, and flow times, uncover bottlenecks, optimize labour and inventory, and complexities of multiple flow units.InventoryManagement;Purpose of Inventories, Costs of Inventories, Independent versus Dependent Demand, Economic Order Quantity, Continuous Review System, Periodic Review System, Using P and Q System in Practice, ABC Inventory Management, Betting on the Uncertain Demand. Service Levels and Lead Times; Newsvendor Model

Module: III



Quality: quality in operations, from examining the common reasons for defects to the most widely used implementation techniques for addressing problems of quality and ensuring reliability and standards. sound strategy for maintaining quality and stability.

Module: IV

Service Management: Queues Effect of Randomness on Process Performance. Waiting Line Problems. Effect of Randomness on Thruput. Thruput Loss due to Impatience / Limited Buffers.

Texts Books:

- OM by Chase, Jacobs, Aquilano, Agarwal
- Krajewski, Ritzman, Malhotra- Operations Management, Pearson
- Gaither, Frazier, Operations Management, CENAGE

References Books:

- 1. Roberta S. Russell & Bernard W. Taylor III, - “Operations Management”, Pearson/ PHI- (PPT)
- 2. Everette. Adam Jr., Ronald J. Ebert, - “Production and Operations Management”, PHI
- 3. B.MAHADEVAN, “OPERATIONS MAANGEMENT” FOR CASELETS

Project Management

Code: CUTM1013

Credit: 2+0+1

Course Rationale:

This course will develop the students' knowledge on development and implementation of all project's procedures. They will learn project management methodology to initiate and manage projects efficiently and effectively.

Course Objectives:

- The successful development and implementation of all project's procedures.
- Learn project management methodology to initiate and manage projects efficiently and effectively
- Acquire key project management skills and strategies for Productive guidance, efficient communication and supervision of the project's team
- The achievement of the project's main goal within the given constraints

Learning Outcomes:

- Develop a Project Charter document for any project
- Develop Project Management Plan document
- Acquire 10 knowledge area identified by PMI and its application while delivering a projects
- Implement the Project and Prepare a project document that they have undertaken as a learning tool
- Qualify CAPM/PMP certification offered by PMI

Course Contents:

Module: I



Project Management framework; Introduction to Project Management: Project Life Cycle and Organisation, Project vs. Operational work, Stakeholders, Organisational Influences Project Management Process for a Project, groups, Initiating, planning, executing, monitoring & controlling and closing process groups., Project management Knowledge area; Project Integration Management; Develop project charter, develop project management plan, direct and manage project execution, monitor and control project work, perform integrated change control, close project or phase.

Module: II

Project Scope Management: collect requirements, define scope, create WBS, verify scope, control scope, Project Time Management; Define activities, sequence activities, estimate, develop and schedule, Project Cost Management; Estimate costs, determine budget, control costs

Module: III

Project Quality Management: Plan quality, perform quality assurance, perform quality control, Project HR Management; Develop HR plan, acquire project team, develop and manage project team, Project Communications Management; Identify stakeholders, plan communication, distribute information, manage expectation of stake holders, report performance.

Module: IV

Project Risk Management; Plan risks: identify risks, perform quality and quantitative risk analysis, plan risk responses, monitor and control risks, Project Procurement Management; Plan procurements, conduct procurements, administer procurements, close procurements, Project Stakeholders Management; Identifying stakeholders, stakeholder analysis, engagement.

Text Books:

- Project Management: A Managerial Process, Clifford F Gray & Eric W Larson, Tata McGrawHill
- A Guide to the Project Management Body of Knowledge, 6th Edition, PMI
- Project Management- A system Approach to Planning, Scheduling and Controlling (Harold Kerzner). CBS Publishers and Distributors, New Delhi.

Reference Books:

- Projects, Preparation, Appraisal and Implementation (Prasanna Chandra), 3rd Edition, Tata Mc Graw Hill, New Delhi.
- Project Management (Nagarajan, K), New Age Publishers, New Delhi.
- Project Management. A Managerial Approach (Meredith, R.J and Mantel, S.J), Wiley (India).

Introduction to PLM (Platforms such as 3DS)

Code: CUTM1206

Credit: 1+1+0



Course Rationale:

This course will develop knowledge to manage Product Life Cycle using Enovia

Course Objectives

- Learn product life cycle management methodology to initiate and manage projects efficiently and effectively
- To learn and understand the actual industry work culture for product development program through gate process.

Learning Outcomes

- Develop a Project initiation and Product specification document
- Develop Market analysis document
- Developing a digital prototype of a given product.

Course Syllabus

Module 1:

Product planning and programs: Identifying potential issues and risk in projects and driving the project deliverables, updating status. Global Product Development: Defining conceptual product definitions, satisfying market specifications, possible optional capabilities, frame work for defining variant products, configurable products, Finalizing the product specification and preparing a project plan (Gate 0)

Module 2:

Global Design Management: Supporting the product development process by giving early visibility to design information and allowing the enterprise to collaborate before final product decisions are made. Design Parameter Optimization and simulation of system and subsystem of the product using system Engineering Final functional and logical design of integrated product in system engineering with simulation (Gate 1)

Module 3:

Global engineering Manufacturing and support management: Enabling bill of material management across the product life cycle from design to manufacturing , Developing product model for validation and digital manufacturing certification (Gate 2)

Module 4:

Quality and Compliance Management: Extending compliance data to a broader audience, allowing for more effective decisions and awareness. IP Classification and Protection: Leveraging product information from other enterprise system by federating their IP into the context of product development business process(Gate 3) Strategic customer relationship management, Strategic Supplier Relationship. Regulatory Certification, BOM and Production planning and Vendors development and Launching preparation(Gate 4)

Note: Students will use the ENOVIA software of Dassault Systemes for their project.



Designing User/Customer Experience (UX/CX)

Code: CUTM1207

Credit: 1+0+1

Course Rationale:

This course will develop the students' knowledge about the fundamentals of Designing User/Customer Experience.

Course Objective:

- To develop an understanding about the fundamentals of Designing User/Customer Experience

Learning Outcome:

After completion of the course students

- Will be able to do customer journey mapping

Course contents:

Module: I

Converging on a common definition for Designing User/Customer Experience (UX/CX): Examine Branding activities through the lens of Customer Experience, Classify the diversity of CX and Branding profiles in an organization, Overcome the common pitfalls when mapping your Customer Journey.

Module: II

Branding and Customer Experience: Apply Customer Journeys to map out Branding Activities, Align brand guidelines across all customer touchpoints, Analyze and quantify your Customer Experience, Examine how, why and where branding efforts can break down during a Customer Journey, Evaluate the Brand's reflection in Purchase, Use and Customer Service, Using Behavioral Economics concepts to prioritize your efforts to align CX, Apply the Value Proposition Canvas to build empathy with Colleagues, Show the relationship between Employee Experience and a great CX, Analyze and mitigate the risks of outsourcing on CX, Illustrate the impact of ethics on your customer experience.

References:

<https://www.mckinsey.com/business-functions/operations/our-insights/designing-and-starting-up-a-customer-experience-transformation>

Project/Case Studies:

To create own Customer Journey Map (Details attached)

Supply Chain Management

Code: CUTM1208

Credit: 1+0+1



Course Rationale:

Students will learn cross-functional approaches to supply chain management, including marketing, sales, research & development, finance and accounting, manufacturing/operations, and information technology

Course Objectives

- Creating awareness on the desirability of supply chain management (SCM) concepts for the Indian Industry.
- Understand the integration of the physical (material flow) and virtual (information flow) value chain across multiple organizations will be highlighted.
- Learn cross-functional approaches to supply chain management, including marketing, sales, research & development, finance and accounting, manufacturing/operations, and information technology.

Learning Outcomes

- Establish the strategic importance of logistics to achieve business success by creating value through supply chains
- Analysing, comparing and interpreting the combination of customer accommodation, market distribution, procurement, and manufacturing represents the supply chain areas that are linked and supported by logistics and lean management.
- Estimate and evaluate the concept of operational integration and global supply chain integration.

Course Contents:

Module: I

Overview of supply chain management, objectives of a supply chain and the decision phases in a supply chain, the process views of a supply chain, nature and scope of supply chain management, model of supply chain management, Logistics, warehousing and Expediting, Logistics and SCM Relationship, Importance of Logistics/supply chain management. Drivers of supply chain performance, A framework for structuring drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to achieving fit., Supply Chain Network Analysis and Design; evaluate the structure and functions of logistics/supply chain networks, factors that may lead to redesign of a logistics/supply chain network, different types of modeling approaches that may be used to gain insight into logistics/supply chain network design and facility location decision making, “grid” or center-of-gravity approach to facility location.

Module: II

Strategic Challenges and Change for Supply Chains, current and future strategic challenges for supply chains Linking to corporate strategies, principles for supply chain success, how supply chain management can help to grow revenues, as well as contain costs, types of supply chain strategies: differentiation, financial, technology-based, relationship-based, and global, supply chain transformation and some of the steps that are important to accomplish this objective, Role of transportation in a supply chain, characteristics of transportation modes and carrier selection, transportation infrastructure, service and cost characteristics of the primary transportation modes, various transportation strategies, information technology supports transportation planning and execution



Module: III

Sourcing materials and services in supply chain; role and nature of purchasing, procurement, and strategic sourcing in a supply chain context, principles and approaches for the effective management of sourcing and procurement activities, effective relationships with suppliers and understand the value of supplier organizations having certain certifications and registrations, contemporary advances in the areas of e-sourcing and e-procurement, Demand Forecasting and Managing Variability in a Supply Chain; Role of forecasting in a supply chain, Components of a demand forecast, Demand forecasting using historical data, Analysing forecast errors, Managing demand/supply in a supply chain

Module: IV

Supply Chain Performance Measurement and Financial Analysis; the scope and importance of supply chain performance measurement, characteristics of good performance measures, various methods used to measure supply chain costs, service, profit, and revenue. impacts of supply chain strategies on the income statement, balance sheet, profitability, and return on investment., strategic profit model, financial impacts of supply chain service failures, Role of Technology in SCM; importance of information to supply chain management, role of information technology in the supply chain, key components of an integrated supply chain information system, critical issues in technology selection and implementation processes, role of emerging technologies for improving supply chain information management, E-SCM; Aims and Benefits, Activities and processes, Infrastructure, Strategies, Tools and Technologies, e-commerce, Online store (B2C).

Text Books:

- Supply Chain Management – N Chandrasekharan(Text)
- Supply Chain Management - Chopra • Meindl (Text)

Reference Books:

- Supply Chain Management - K Shridhar Bhatt
- Supply Chain Management for competitive Advantages –Rajaram
-



SUSTAINABILITY

Gender, Human Rights and Ethics

Code: CUTM1014

Credit: 1.5+0+1.5

Course Rationale:

This course is about gender, human rights and ethics in which the student will be sensitized and exposed to related issues in the context of business and organisations in India. It will develop an understanding of gender, human rights and ethics in an unequal society like India.

Course Objectives:

This course is about gender, human rights and ethics in which the student will be sensitized and exposed to related issues in the context of business and organisations in India. The specific objectives are:

- To develop an understanding of gender, human rights and ethics in an unequal society like India
- Sensitisation of how gender, human rights and ethics are significant in organisations.
- Integrating concerns related to gender, human rights and ethics in organisations.

Learning Outcomes:

- Understanding the complexity of issues and challenges relating to gender, human rights and ethics
- Be sensitive to gender, human rights and ethics within an organizational context,
- To integrate concerns related to gender, human rights and ethics into the policies, processes and systems in an organization.

Course Contents:

Module: I

Difference between sex and gender; social construction of gender and its outcomes in the form of behavior, roles, gender based division of labour, hierarchy; gender relations. Gender issues in organisations - significance of relations between structures, practices, context, interactions and power for construction of gender at organisational level
Gender implications at workplace, management and leadership, Laws and Acts
Comparing different types of organisations; how to create a gender sensitive organisation.

Module: II

Introduction to human rights, Meaning and Definition, Types

Human Rights Law: Protection, violation and the legal framework for their protection - International Human Rights Law, Universal Declaration of Human Rights

Conflicts of Rights and its Significance to Organisations: Challenges of the past and challenges for the future. Persistence of social discrimination and inequality; efforts in the search for justice for past violations, continued struggle for human rights and accountability in an organisational context.

Module: III

Introduction to and study of ethics; Indian and Western ethics

Different ethical systems and perspectives; ethical relativism and its implications,



utilitarianism, duty ethics and virtue ethics in organisations

Critique of various ethical positions and develop their own position in an organizational context.

References:

- “Why Gender is a Development Issue”, Handout 4, Oxfam Gender Training Manual (1994)
- Freedman, Jane. (2002), “Introduction: Feminism or Feminisms?” in *Feminism*, Viva Books, N. Delhi.
- Chafetz, J.S. (1990), “The Coercive Bases of Gender Inequality”, in *Gender Equity: An Integrated Theory of Stability and Change*, Sage.

Climate Change, Sustainability and Organisation

Code: CUTM1015

Credit: 1.5+0+1.5

Course Rationale:

This course will develop an understanding about climate change in general, responses and debates. It will create awareness about the impact of climate change on organisations in performance, growth and sustainability.

Course Objectives:

- To develop an understanding about climate change in general, responses and debates
- To create awareness about the impact of climate change on organisations in performance, growth and sustainability
- To facilitate in developing reference points to factor in aspects of climate change in organizational planning and development
- To develop an understanding of sustainable development, SDGs and their relevance for sustainability of organisations
- To comprehend the application of the Integrated Reporting Framework for Sustainability in business.

Learning Outcomes:

- Students will be exposed to current climate change issues, challenges and debates
- They will be sensitive to its implications for organisations in different sectors
- The course will equip the students of Management to develop strategies for perspective planning of organisations
- The student will develop an understanding of perspectives on SDGs, sustainability and development in the context of organisations
- Argue the business case for sustainability informed by an understanding of the impact of current global and local economic, social and environmental pressures (including pandemics)

Course Contents:

Module: I

Basics of climate change; impacts on various sectors; responses and mitigation efforts by the state and non-state agencies; debates and critiques, Sectoral implications of climate change: Agriculture and Forestry; Transportation; Buildings; Energy; Industry and Manufacturing, Climate change: specific impacts (Migration, Disasters and



Pandemics), Mitigation and adaptation keeping the sustainability of business organisations

Module: II

Sustainable development, debates, SDGs, challenges and opportunities; The business case and leadership for action, Regulatory environment and International policy; Integrated Reporting Framework for Sustainability, Production and consumption; Design, technology, and planning for sustainability, Communication and marketing; Collaboration and partnerships

DOMAIN COURSES

Finance Domain

Advanced Managerial Accounting

Code: CUFM2350

Credit: 3+0+1

Course Rationale:

Advent of new business models and a rapid evolution of new businesses driven by factors such as digital technologies requires finance managers/leaders to adapt the financial information for it to remain relevant (over and beyond what is mandated by the regulators and markets) for the business leaders. This course builds a strong foundation in managerial accounting as well as exposes the students to the emerging concepts/metrics relevant for new age businesses.

Course Objectives:

- To equip the students with various concepts, tools and techniques Cost and Management accounting.
- To provide thorough understanding and techniques of financial statements analysis.
- To provide an understanding of methods of cost accounting and its relevance in management decision making.

Learning Outcomes:

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

- Critically analyze and improve the operations of organisations through the application of management accounting techniques;
- Read, interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and position of a company;
- Apply relevant costing methods to analyze specific business issues.
- Develop (plan and forecast) budgets for difference business.

Course Contents:

Module: I

Concept of Management Accounting: Concept; Tools of Management Accounting; Difference between Financial Accounting, Cost Accounting & Management Accounting, and their Scopes; Role of Management Accountant in Decision Making

Module: II

Financial Performance Analysis: Corporate Financial Statements: Income Statement and Balance Sheet, concepts of triple balance sheet and The integrated report framework, Financial Statement Analysis: Common Size Statements, Comparative Analysis, Trend Analysis, Financial Ratio Analysis, Inter-firm and intra-firm comparison.

Module: III

Standard Costing and CVP Analysis: Standard Costing and Variance analysis: Concept of Standard Cost and Standard Costing, Types of Variance (Material Variance and Labour Variance); Activity Based Costing, CVP Analysis and CVP Application in decision making.



Module: IV

Budgetary Control : Budget, Budgeting, Classification of Budget: Cash Budget, Fixed Budget and Flexible Budget, Zero-Base Budgeting, Responsibility Accounting.

Text Book:

- Horngren, Foster & Dater - Cost Accounting: A Managerial Emphasis (Pearson)

Reference Books

- M.N. Arora – Cost and Management Accounting Theory and Problems Vikash
- Khan and Jain- Management Accounting-TMH

Financial Institutions, Markets & Services

Code: CUFM2351

Credit: 3+0+1

Course Rationale:

This course will enable the students to understand the role and functioning of financial markets, financial institution and financial products. Also students will get knowledge on issues related to risk and return, the role of regulatory bodies, operations of insurance companies and mutual funds.

Course Objectives:

- This course aims to provide an idea on the role and functioning of financial markets, financial institution and financial products that are traded in such financial markets and institutions associated with financial markets.
- The focus of the course will be in the context of global financial markets and institutions.
- Various conceptual issues related to risk and return, the role of regulatory bodies, operations of insurance companies and mutual funds are discussed elaborately. It also describes the importance of small savings, provident funds, pension funds and credit rating agencies.
- The course provides a comprehensive overview and systematic evaluation of the mainstream markets of various financial instruments such as call money, bond, stock, derivatives and exchange rate.

Learning Outcomes:

- Evaluate critically a range of theories relevant to financial institutions and markets and apply these theories in the analysis of issues related to these institution and market.
- Evaluate a range of topical issues drawn from financial institutions and markets contexts from a variety of empirical and theoretical perspectives, identifying the key issues emerging and applying theory.

Course Contents:

Module: I

Introduction to Financial System and Economic Development, Indicators of Financial Development, Role of financial intermediaries in an emerging market, Concepts Related to Financial Markets and Institutions, Financial Instruments – Financial Markets – Capital Markets & Money, Markets – Interlink Between Money Market & Capital,

Market – Characteristics of Financial Markets – Functions of Stock Exchange, Financial Sector reforms, financial inclusion.

Module: II

Financial Regulations and Regulatory Institutions in India (RBI, SEBI, IRDA, PFRDA), Other Important Financial Institutions – I (Provident Fund, Pension Fund, Insurance Companies)

Module: III

Mutual Fund,, Credit Rating Agencies,, Merchant Bank,, Venture Capital Funds, Private Equity

Module: IV

Money Markets in India, (Call Money Market, Treasury Bill, Commercial Paper, Certificate of Deposit), Classification of Stock Market and Securities - IPO, Stock Exchanges, Stock Market Indices, Market Micro-Structure in Stock Market, Foreign Exchange Market - Foreign Exchange Market Structure, Risk Management in Foreign Exchange Market

Text Book:

Madurra Jeff, " Financial Market and Institution", South Western Cenage Learning

Reference Books:

Financial Instution and Market by L .M. Bhole
Indian Financial System by M.Y Khan

Commercial Banking and ALM

Code: CUFM2352

Credit: 3+0+1

Course Rationale:

This course focuses on the role, functions and management of commercial banks. It will help students in applying the knowledge to work in the banking environment. This course will expose students to gain knowledge on Asset/Liability Management (ALM) and its techniques in bank.

Course Objectives:

- To give a comprehensive overview of functioning of a Commercial Bank, various products and services offered by Commercial Bank as well as various risks faced by Banks.
- To provide thorough understanding and techniques of the Asset/Liability Management of a Bank.

Course Outcomes:

On successful completion of the course the students will be able to

- Understand and gain knowledge about the Regulatory Framework in the Indian Banking system as well as functioning of a Commercial bank.
- Analyse Asset/Liability Management (ALM) and apply various Techniques of Asset/Liability Management for smooth operation of the Bank.

Course Contents:

Module: I

Indian Banking System, Banks: Meaning, nature, characteristic of Indian banking system, functions of commercial banks – primary functions; secondary functions; agency functions and general utility functions, Structure of banking sector in India, role of banks in the development of economy, Reserve Bank of India, Bank Regulatory Environment.

Module: II

Product and Services Provided by Commercial Banks, Type of Deposit Account: Types of deposits, process of opening bank accounts, pay in slip, Cheque book, pass book, ATM cum Debit card, Credit Card, advantages of bank account, Loan and Advances: Introduction, classification of loans, principles of good lending, loan procedure followed by banks, evaluating consumer and commercial loans; core banking solution Capital Adequacy, Non-Performing Assets

Module: III

Bank Performance and Risk in Bank, Financial statements of commercial banks, evaluation of bank performance measures, valuation of bank stocks; , Risk in bank: credit risk, interest rate risk, market risk, operational risk, liquidity risk, solvency risk, legal risk

Module: IV

Techniques of Asset/Liability Management, An Overview of Asset/Liability Management (ALM), Techniques of Asset/Liability Management: Liquidity: gaps analysis, sensitivity analysis, duration analysis and use of derivatives in ALM. Lending Management, Investment Management, Liquidity Management, Capital Management, Management of Off-Balance Sheet Activities.

Text Books:

- Banking Theory and Practice by K.C. Shekhar & Lekshmy Shekar: Vikas Publishing House (P) Ltd., 21st Edition 2013.
- Risk Management In Indian Banks by Dr. K.M. Bhattacharya: Himalaya Publishing House Pvt. Ltd.

Reference Book:

- Banking Theory And Practice by E. Gordon & Dr.K. Natarajan: Himalaya Publishing House Pvt. Ltd.
- Risk Management in Banking by Joel Bessis : John Wiley & Sons
- Risk Management (CAIIB 2018) by Indian Institute of Banking & Finance (IIBF): Micmillen Education

Security Analysis And Portfolio Management

Code: CUFM2353

Credit: 1+0+3

Course Rationale:

This course will acquaint the students with the working of security markets. It will develop the skills required for portfolio management. It will identify, interpret and



analyze the varied technical patterns and indicators presented on the real-life stock charts. Students will be able to understand basics of balancing risk and rewards using portfolio management.

Course Objectives:

- To develop the skills required for portfolio management
- Identify, interpret and analyze the varied technical patterns and indicators presented on the real-life stock charts.

Learning Outcomes:

After completion of the course students

- Will be able to do fundamental analysis and technical analysis
- Will be able to analyze risk and return using portfolio management

Course contents:

Module: I

Fundamentals of investment: Investment avenues: stocks, debentures, mutual funds, over view of stock market, primary and secondary market, risk and return: types of risk, measurement of risk and return, calculation of beta, capital asset pricing model (CAPM).

Module: II

Fundamental analysis: Economic analysis, industry analysis, company analysis, bond valuation, equity valuation, Technical Analysis: technical indicators like; moving averages, Pivot point, support and resistance, candlestick chart, line charts.

Module: III

Portfolio analysis: Calculation of expected return and risk of a portfolio, diversification of risk, capital market line, security market line. Portfolio revision: Passive management, active management, formula plan

Module: IV

Portfolio evaluation: Sharpe's Performance Index, Treynor's performance Index, Jensen's Performance Index

Text Books:

- Security Analysis and Portfolio Management, Pandian, Vikash
- Security Analysis and Portfolio Management, Kevin, PHI

Reference Books:

- Security Analysis and Portfolio Management, Fischer and Jordan, PHI
- Security Analysis and Portfolio Management, V.A. Avadhani, Himalaya Publishing house. <http://www.himpub.com/documents/Chapter1155.pdf>
- Security Analysis and Portfolio Management, D.Khatri, Macmillan.

Project Appraisal & Financing

Code: CUFM2354

Credit: 2+1+1

Course Rationale:

This course will enable the students for the preparation of detailed project report (DPR) & business plans. It will explain project appraisal techniques and financing alternatives. It will provide students an understanding of the commercial, financial, and socio-economic aspects of a new project and provide students an understanding of the commercial, financial, and socio-economic aspects of a new project.

Course Objective:

- To provide students an understanding of the commercial, financial, and socio-economic aspects of a new project and/or a business.

Learning Outcomes:

Upon successful completion of this subject students

- Will be able to prepare a DPR and/or a business plan.
- Will be able to apply project/business appraisal techniques.

Course contents:**Module: I**

Project appraisal: Project: Definition, characteristics, types, Appraisal: Marketing, Technical, Political, Financial, Social, Project Identification, project Preparation, Pre-feasibility study, Feasibility study, Preparation of detailed project report. Licensing/clearances: type of licenses, clearances involved, Procedure and documentation required for getting a license in India.

Module: II

Financial Analysis: Estimation of cost of project & Means of financing, Arrangement of Funds, Traditional sources of financing: Equity shares, preference shares, Debentures/bonds, loan from Financial institutions, Alternative sources of financing: FDI & FII, Private Equity, Securitization, Venture Capital, Different business/project support government schemes in India, Government funding for projects, Startup schemes of government, Projected cash flows of project, Appraisal Criteria, NPV, IRR, PI, PBP, ARR.

Module: III

Social Cost Benefit Analysis: Rationale, UNIDO, Little and Mirrlees Approach, Public Private Partnerships (PPP): Forms, Guidelines, Problems and Issues.

Module: IV

Project Risk analysis: Types of risk, External stakeholders-related risks: customers, consumers, suppliers, Internal risks: project team members, top-management, Project-related risks: technological or logistic risks, Event-related risks: economic (e.g. financial crisis), sociopolitical, Simple estimation of risk: Sensitivity Analysis, Monte Carlo Simulation, Decision Tree Analysis.

Text Books:

- Projects: Planning, Analysis, Financing, Implementation & Review, Prasanna Chandra
- Introduction to Project Finance: An Analytical Perspective, H R Machiraju

Reference Books:

- Project Management, Maylor
- Project Management : By Jeffery Pinto
- Project Management, K.Nagarajan, New Age International Publisher

Current Asset Management

Code: CUFM2355

Credit: 2+1+1

Course Rationale:

This course will enable the students to understand how to manage Current Assets, working capital financing policies, increasing profits through working capital management and how to estimate working capital requirements of the company.

Course Objectives:

- This course provides an understanding on how to manage Current Assets, working capital financing policies, increasing profits through working capital management and how to properly fund working capital
- The course also discusses the cash conversion cycle, Cash budgeting and credit policy and credit variables.
- Students are expected to be familiar with the Current Asset Management policy of any Organisation. They are expected to get hands on experience on any Organisation (e.g. Gram Tarang).

Learning Outcomes:

- The students will be able to have a basic understanding of a company's working capital structure.
- Understand how proper management of working capital increase profits
- Have an understanding of the various Working capital management policies
- Calculate the cash conversion cycle
- Establish knowledge of working capital in the budgeting process and credit policy

Course Contents:

Module: I

Concept & Significance: Concept of working capital, Significance of working capital, Determinants of working capital, Operating cycle, Estimation of working capital, Risk-return trade-off of working capital, Working capital policies: Current asset policy and financing policy, Working capital financing,

Module: II

Inventory management: meaning, Tools and technique of inventory management, EOQ, Various levels of inventory, inventory control (ABC and VED analysis);

Module: III

Cash Management: Cash management: Meaning, Objectives/Motives of holding cash, Determinants of cash needs and method for determining cash needs (Baumol Model and Miller-Orr Model).

Module: IV

Receivables management: credit policy variables, evaluation of alternative receivable policy, collection policy, cost of receivables.

Text Books:

- I M Pandey-Financial Management-Vikash
- Prasanna Chandra- Financial Management-TMH

Reference Books:

- Khan and Jain-Financial Management-TMH
- Sudhindra Bhatt- Financial Management-Excel

Financial Analysis and Visualization

Code:CUFM2356

Credit: 1+0+3

Course Rationale:

With the growing amount of data available to businesses, decision-makers must translate strategy into accountability, measure progress against goals, and leverage data for business decision making. Dashboards are used to present and analyzing enterprise performance data, both strategic and operational, and to perform business analysis easily and quickly. This course will teach dashboards and financial data visualization technologies, using an approach that will include practice as well as a significant hands-on live project. Students will learn how to design and build dashboards, as well as create content of different types of financial analysis that can be incorporated into dashboards.

Course Objectives:

- To equip the students with various concepts, tools and techniques Data Visualization Principles for Dashboard Design.
- To provide thorough understanding and techniques of visualization of financial analysis for dashboard design in excel and tableau based on financial data that can meet managerial and business needs.
- Create compelling, interactive dashboards to combine several visualizations into a cohesive for financial analysis.

Learning Outcomes:

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

- Understand and describe the main concepts of data visualization
- Understand the best practices of data visualization and how to apply them to solve analytics problems
- Create ad-hoc reports, data visualizations, and dashboards in Tableau

Course Contents:

Module: I

Data Visualization Principles for Dashboard Design: Dashboard: Meaning, purpose and benefits of dashboards, understanding dashboard design principles, layout, colour and display, common issue when building dashboards, choosing the right data visualization to communicate information effectively, displaying trends with charts.



CFO Scorecard, Types of Dashboards: Business Dashboards, Management Dashboard, Strategic Dashboard, Analytical Dashboard, Operational Dashboard. Create a Dashboard based on real-time data: Practice Dashboard Design in Excel and Tableau with Graphs.

Module: II

Visualization of Financial Statement Analysis for Dashboard Design: Preparation of different Dashboard with visualization of Financial Statement Analysis: Financial Key Performance Indicators (KPI) Dashboard, Profit and Loss Dashboard, Accounts Receivable & Accounts Payable Dashboard, Financial Performance Dashboard, Balance Sheet Dashboard, The Right Business Dashboards for every Users. Preparation of Dashboard for Financial Data Comparison Analysis, Development Trend Analysis and Key Financial Analysis. Project on preparation of the above with Excel and Tableau

Module: III

Visualization of Corporate Finance for Dashboard Design: Preparation of different Dashboard with visualization of Corporate Finance: Financial Investment Dashboard, Funds Raising Dashboard, Components of Working Capital Dashboard, Dividend Dashboard, Cash Management Dashboard, Budget Management Dashboards, Significance of Budgeting and Forecasting Data at a Glance, Budget to Actual Comparison Template, Key Elements for Budget vs. Actual Dashboards, Project Dashboard: Overall Project Dashboard, Cost Performance Dashboards, Schedule Performance and Progress Dashboard, Project on preparation of the above with Excel and Tableau.

Module: IV

Visualization of Stock Market for Dashboard Design: Visualizing Company Profits, Visualizing by Sector, Financial results by business segment in a Small Multiples Dashboard, KPI & Sparkline in Stock dashboard, Top Performer Stock Performance dashboard, PE ratio, Investment Returns, Investment Summary, Investment Comparisons, Stock Dividend Tracker, Stock Market Dashboard - Trend Analysis of Stock Performance, Dashboard for comparing Rates of Return, Security's Rate of Return, Portfolio of Securities' Rate of Return, Security's Risk, Project on preparation of the above with Excel and Tableau.

Text Book:

- Visualizing Financial Data by Julie Rodriguez and Piotr Kaczmarek, Wiley Publication

Reference Book:

- Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic: Wiley Publication

Robotics Process Automation (RPA) in Finance

Code: CUFM2357

Credit: 2+0+2

Course Rationale:



The course will develop an understanding about the fundamentals of Robotics Process Automation (RPA) in Finance.

Course Objectives:

- To develop an understanding about the fundamentals of Robotics Process Automation (RPA) in Finance.

Learning Outcomes:

After completion of the course students will

- Recognize what RPA is and its business value, with specific focus on accounting and finance functions.
- Recognize key risks and challenges that need to be addressed before implementing RPA
- Be able to use RPA tools and its application in Finance

Course contents:

Module: I

Introduction for Robotic Process Automation: The characteristics, benefits, challenges and risks of RPA, the RPA landscape and how it's transforming business, how RPA affects accounting and finance professionals, an overview of how to get started developing and implementing an RPA strategy.

Module: II

Robotic Process Automation (RPA): Understand Robotic Process Automation (RPA) and its value proposition, RPA industry use cases across Banking, RPA tools Automation Anywhere, UiPath, Blue Prism and how to use different component to automate process, RPA tools Installation, Development Studio, Controls room and BOT deployment, Web, Windows, Email, Excel, PDF, Database, API and Image Automation, Workload Management (Queue), RPA Project life cycle and documentation procedure.

Reference:

<https://www.uipath.com/blog/learning-robotic-process-automation-through-video-tutorials>

Project/Case Studies:

To do a project with hands on using RPA Tools

Marketing Domain

Rural Marketing

Code: CUMM2360

Credit: 2+1+1

Course Rationale:

This course gives emphasis on rural markets and emerging perspectives of rural marketing, thus imparting managerial initiatives and relevant frameworks used by business managers for rural markets. It will help students in applying the knowledge at work front to enhance performance and make organizations work more effectively in rural sector. This course will expose students to the marketing challenges in rural sector and ways to overcome them.

Course Objectives:

- To familiarize participants with environment, challenges, opportunities, strategies and methodology for emerging markets.
- To sensitize the students towards the needs and behavior of rural consumers and strategies implemented to fulfill them.
- To utilize the understanding on peculiarities of rural markets and the decision making process involved.

Learning Outcomes:

After the completion of the course, the students

- Will be able to understand the concepts and techniques of marketing management and their application in rural marketing environment.
- Will be able to understand and apply the rural marketing mix (4 A's) to meet the needs of rural consumers which will help the students in achieving employment in FMCG companies.
- Will get the clarity who wants to become an entrepreneur and he/she wants its product would enter the rural market for promotion of his products and services.

Course contents:

Module: I

Rural Marketing Overview: Introduction to Rural Markets Rural India- a promising Market place, Rural Economy- A reality check, Issues and Challenges in marketing in rural India, Understanding 'Fortune at the bottom of Pyramid', Rural Market Environment: Rural Market Structure and Importance of Rural Markets, Factors of market environment, Rural Producers & Rural Consumers, Rural Consumer Behavior: Factors affecting consumer behavior, Characteristic of rural consumer, Opinion leadership process, Consumer buying process.

Module: II

Rural Marketing Strategy: Rural Market Segmentation, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Targeting and Selection of Segments, Positioning Rural Products, 4Ps of Marketing Mix and 4As of Rural Marketing mix. Rural Marketing Research: Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.

Module: III



Rural Product Strategy: Market for Agricultural Inputs, Consumable inputs, Capital inputs, marketing of agricultural produce, Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing & Retailing, Rural Marketing of FMCGs, Durables & Financial Services. **Rural Pricing:** Production costs, Finalization of price, Rural pricing strategies and rural competition and pricing.

Module: IV

Rural Distribution: Distribution Patterns for Consumer and Industrial Goods, Customer Convenience Buying, Village retailers, rural haats and fairs, Public distribution system (PDS), Cooperative societies, and prevalent distribution models (corporate). Rural Promotion: Rural Advertising, Advertising Mix Factors and Media Planning, Public Relations, Direct Marketing, Folk media, Melas. Innovations in rural markets: Role of innovations in rural markets, Importance of ICT, ICT initiatives in rural markets, Emergence of organized retailing.

Text Book:

- The Rural Marketing Book, Text and Practices- Pradeep Kashyap & Siddhartha Raut, Biztantra

Reference Books:

- The Fortune at the Bottom of the Pyramid – Dr. C K Prahalad, 2005 Edition, Wharton School.
- Rural Marketing- Ramakrishnan.L, Krisnamacharyullu.C.S.G, Pearson Education.

Sales and Distribution Management

Code: CUMM2361

Credit: 2+2+2

Course Rationale:

Sales is a vital function for any firm that needs to generate a surplus out of its activities by satisfying needs and wants of customers. It has the ultimate responsibility to convert a firm's investments into returns. It involves managing a firm's own sales force, if it has one, and the channel partners to achieve the business goals. The success of any organizational strategy boils down to the success of the sales and the distribution function.

Course Objectives:

- To develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force and enhance their productivity
- To give practice of winning salesmanship
- To give insight into the practice of organizing and gearing up the sales force to maximize sales
- To explain how to design, develop and manage a distribution channel that delivers business goals
- To expose the learner to the function of modern distribution/fulfillment centers and the practice of omni channels

Learning Outcomes:



After completion of the course students

- Plan and implement an effective sales strategy for their organizations
- Develop, handle and grow key accounts
- Manage and enhance the sales force productivity and performance
- Apply specialized knowledge of distribution management to get the desired results from the channel participants
- Review the functions of a distribution center and the design features which cater for specific types of products

Course contents:

Module: I

Personal selling process: The Selling Process and different theories of selling, Qualities and skills of an effective salesperson, Setting personal selling objectives, Determining sales related marketing policies, Formulating personal selling strategy, Selling in the age of Social Media.

Module: II

Planning and Organizing the Sales Function: Sales Planning, forecasting and budgeting, Managing sales territories & quotas, Organizing the sales force – recruiting, training and compensating, Gearing up the sales force for superior performance – motivating, evaluating and controlling the sales force.

Module: III

Planning and Organizing the Distribution Function: Distribution objective/strategy and different channel formats, Designing and developing the distribution channels, Recruiting reseller channel partners, Interface and coordination between sales force and the channel partners, Managing the Channel Members – motivating, managing channel power and conflict, evaluating.

Module: IV

Omni Channel Distribution: Pros and cons, Difference between multi-channel and omni channel, Managing multi-channel and omni channel distribution, Channel Conflicts, Functioning of a distribution/fulfillment center – Use of Industry 4.0 technologies.

Text Book:

- Sales and distribution Management- by Tapan K Panda, Sunil Sahadev, Oxford University Press

Reference Book:

- Havaladar, K.K & Cavale, V.M (2007). Sales and Distribution Management: Text and Cases. New Delhi: Tata-McGraw-Hill



Code: CUMM2362

Credit: 2+1+1

Course Rationale:

This course shall acquaint the students to the uniqueness of the services characteristics and its marketing implications associated with it. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm particularly in context to financial services.

Course Objectives:

- To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services with special focus on financial services.
- Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed.
- To understand the financial services like banking, insurance, mutual funds, venture capitals and the digitization of financial services.
- To understand the strategies used by successful services marketers with reference financial services to overcome these difficulties will be discussed through case studies.

Learning Outcomes:

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Evaluate the roles played by employees and customers during service delivery of financial services.
- Explain service blueprinting and its application across various service sectors particularly the financial services.
- Design service quality measurements to build customer loyalty and evaluate the effectiveness, efficiency of customer service offerings.

Course Contents:

Module: I

Marketing of Services: Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services, Classification of Services, Service Marketing Mix (Additional Dimensions in Services Marketing - People, Physical Evidence and Process), Internal Marketing of a Service - External versus Internal Orientation of Service Strategy, Service Encounter, Service Failure and Service Recovery, learning from customer feedback.

Module: II

Delivering Quality Financial Services: Causes of Service-Quality Gaps, Key Factors and Strategies for closing all the Gaps, SERVQUAL and its application to financial services, Designing the Service – Blueprinting, Service blueprint of financial services like banking, insurance etc, Role of employees' and customers' in service delivery in the delivery of financial services.

Module: III



Banking and Insurance Services: Retail Financial Services: Retail banking, Meaning of banking business, introduction to various bank products, Selling bank products, concept of cross selling, Impact of technology on bank marketing (Internet banking, mobile banking and UPI) Insurance-Meaning, advantages various types of insurance, financial planning process, Risk management –Strategy to cover risk, introduction to IRDAI, selling of insurance plans, Banc assurance- Bank as a distribution channel for insurance services.

Module: IV

Mutual Funds and Venture Capital: Mutual funds-Meaning and Types of mutual funds, advantages and disadvantages. Debt funds and types of Debt schemes, Types of equity funds /Growth funds, concept of hybrid funds, Mutual funds Vs. Other investment like gold, equity etc. Mutual Fund Structure, sales and distribution channels. Introduction to Venture Capital Funds, Structure of Venture Capital Funds, Role of Venture Capital Funds in Start-ups and MSME, Merchant Banking.

Text Books :

- Zeithaml, Bitner, Gremler & Pandit: SERVICES MARKETING, McGraw Hill.
- V.A.Avdhani: Marketing of Financial services, HPH.

Reference Book:

- P.K. Gupta: Insurance and Risk Management, HPH.

Brand Management & Consumer Behaviour

Code:CUMM2363

Credit: 2+2+0

Course Rationale:

This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. Additionally, the focus of this course is on understanding current theoretical and methodological approaches to various aspects of consumer behavior, as well as advancing this knowledge by developing testable hypotheses and theoretical perspectives that build on the current knowledge base.

Course Objectives:

- To provide the learners cutting edge knowledge on key concepts of brand management and their implications in formulating branding strategies.
- To enable the learners to understand major factors underlying consumer behavior and develop the ability to efficiently predict consumers' response to marketing actions.

Learning Outcomes:

After completion of the course students

- Will be able to know, examine and implement key brand concepts in the context of real life consumers, business products and services operating in various markets and in the digital space.
- Will be able to formulate effective branding strategies and interpret brand audits.
- Will be able to enumerate, explain and apply the concepts of consumer behavior to real world strategic marketing management decision making.



- Will be able to understand, discuss and elaborate the changing consumer and organizational buying behavior and their implications in marketing decisions.

Course Contents:

Module: I

Concepts of Brand: Brand Elements, Products vs. Brands, Branding Challenges and Opportunities, Strategic Brand Management Process, Brand Architecture, Designing and Implementing Brand Architecture Strategies, Brand Identity, Brand Personality, Brand Positioning and Repositioning, Brand Positioning vs. Product Positioning, Brand Awareness, Brand Image, Brand Equity, Introducing New Brands and Brand Extensions.

Module: II

Brand Strategy and Brand Evaluation: Customer Based Brand Equity (CBBE), Brand Resonance and Brand Value Chain, Designing and Implementing Brand Marketing Programs, Role of Integrated Marketing Communications, Leveraging Secondary Brand Associations, Measuring and Interpreting Brand Performance, Managing Brands Over Time, Managing Brands Over Geographic Boundaries and Market Segments.

Module: III

Introduction to Consumer Behavior: Individual Determinants of Consumer Behavior including Motivation, Personality, Perception, Learning, Attitude, Reference Group, Family, Social Class, Culture, Digitalization etc., Segmentation and Brand Positioning

Module: IV

Consumer Decision Making Process: Problem Recognition, Search & Evaluation, Purchasing Process, Post-purchase Evaluation & Behavior, Consumer Decision Models. Organizational Buying Behavior: Characteristics, Pattern & Factors Influencing Organizational Buying Behavior, Organizational Buying Roles & Decision Process

Text Book:

- Strategic Brand Management by Kevin Lane Keller, Pearson Education

Reference Book:

- Consumer Behavior by Leon. G. Schiffman, Pearson Education

Digital Marketing & Marketing Communications

Code: CUMM2364

Credit: 2+0+2

Course Rationale:

The principles of marketing are relevant and apply to digital medium as to any other: marketers need to base their digital marketing strategies on sound fundamentals of intelligent Segmentation, Targeting and Positioning of customers. It is essential for marketing communications of every organization.

Course Objectives:



- To understand various concepts and importance of digital marketing and to visualize its various application in diverse areas of sales & marketing.
- To gain knowledge about advertisement and its application in real world

Learning Outcomes:

After completion of the course students

- Will be able to know, examine and implement digital marketing concepts for achieving sales and marketing goals of the organization.
- Will be able to formulate effective digital marketing campaigns for different organizations.
- Will be able to enumerate, explain and apply the concepts of advertising and marketing communications for achieving sales and marketing goals of the organization.
- Will be able to formulate effective advertising campaigns for different organizations.

Course Contents:

Module: I

Digital Marketing Planning and Structure: Understanding traffic, leads, domains, website and flow, Strategic design of homepage, pricing page, portfolio, gallery and contact us page and other pages, SEO, use of Google Analytics, website auditing, wordpress website, Facebook Marketing: Designing profiles and pages, Creating facebook ads, targeting audience for facebook ads, budgeting for facebook ads.

Module: II

Google Adwords: Understanding Adwords, Keyword planning and control, Creating ad campaigns, text ads, ad groups, bidding strategy on location, schedule and devices, Linking Google Analytics to Adwords. Youtube Marketing: Google pages for youtube channels, managing a youtube channel, branding watermarks, channel analytics.

Module: III

Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness. Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting, guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.

Module: IV

Media Planning and Strategy: Growth and Importance of Media, Meaning and Role of Media Planning, Media, Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness. Media Scheduling, Print media and Outdoor Media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising. Broadcast Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium

Text Book:

- Ahuja, Vandana, Digital Marketing, Oxford University Press

Reference Book:

- Kazmi&Batra – Advertising and sales Promotion, Excel Books

Retail & Etail Management

Code: CUMM2365

Credit: 2+0+2

Course Rationale:

This course is planned to provide a strategic perspective of the retailing industry and explore how managers can use the framework of Retail mix and each of its elements to optimize decision making. While the course focuses on the organized retail industry as well as electronic retailing, the content of the course is useful for students interested in working for companies that interface with retailers, such as manufacturers of consumer products, and/or also for those with entrepreneurial interest.

Course Objectives:

- To learn the meaning of Retail, Retailing and its significance in the Indian scenario.
- To provide emphasis on Retail Market Strategy and customer service in retail.
- To facilitate the understanding towards the meaning, process and tools of e-retailing.

Learning Outcomes:

After completion of the course, the students

- Will be able to understand the concepts and develop the knowledge of various retail formats.
- Will be able to explain the strategies of retail business and its applications across various formats in modern trade.
- Will be able to examine the changing role of intermediaries, changing nature of supply chain, payment systems and promotion in the online and offline retailing.

Course contents:

Module: I

Introduction to Retailing: Introduction to world of Retailing: its economic significance and opportunities. Retail theories and store types: Various retail stores and retail formats, theories of retail development- Environmental Theory, Cyclical Theory and Conflict Theory. Consumer behavior in retailing: Population demographic and geographic analysis, Consumer buying behavior.

Module: II

Retail Market Strategy: Retail Strategic planning process and situational analysis. Merchandise Management: Merchandise planning: category management, sales forecasting, assortment planning process. Buying merchandise: branding strategies, sourcing decision, vendor development and management, Retail pricing and promotion strategies, selecting promotional mix and planning retail communication process.

Module: III



Retail Location and supply chain: Store location decisions, location theories, supply chain, retail logistics, physical distribution, inventory and warehouse management and e-logistics. Retail Operations: POP displays, visual merchandising, store layout, customer service and application of IT in retail.

Module: IV

E-Tail: B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Malls with Shared Services. Social Shopping: Concept and Benefits, Social Shopping Aids Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online versus Off-Line Competition, Click-and-Brick models, Product and Service Customization.

Text Books :

- Nayak, J.K., & Dash, P.C. (2017). Retail Management. Cengage.
- Levy, M., Weitz, B., & Pandit, A. (2012). Retailing Management. Tata McGraw-Hill. reprint in 2013.

Reference Book:

- Retail Marketing Management, Pearson: David Gilbert

B2B Marketing

Code:CUMM2366

Credit: 2+2+0

Course Rationale:

The understanding and skills required to succeed in Business-to-Business (B2B) Markets is markedly different from that in the Business-to-Consumers (B2C) markets. The B2B market size is not only almost double that of the B2C market, it has also been growing at a faster pace than the latter. Therefore, this course has been designed to equip the students with the additional understandings and skills required to succeed in the challenging role of Business Marketing.

Course Objectives:

- To understand the B2B marketing situations and the characteristics of the B2B markets
- To develop understanding and skills required to manage B2B relationships
- To explain how to organize the B2B marketing functions
- To develop the analytical and decision-making skills required to succeed in the B2B marketing roles
- To give an idea of B2B Marketing in the age of Social Media and the opportunities and challenges in Industry 4.0

Learning Outcomes:

After completion of the course students

- Appreciate the unique characteristics of the markets and customers in the B2B context
- Apply the conceptual and practical insights gained from this course to develop and manage B2B relationships



- Suggest formulate and implementation of marketing programs for new as well as existing B2B markets for products and services
- Demonstrate analytical and decision-making skills required for business success in the B2B context
- Develop an insight into the changing shape of B2B marketing in the era of social media and Industry 4.0

Course Contents:

Module: I

Fundamentals of B2B Marketing: Types of B2B goods and services, Characteristics of B2B markets and marketing, Understanding B2B buyers and buying process, Managing B2B key accounts, Managing customer relationships and experiences, Delivering solutions.

Module: II

B2B Market Analysis and Strategy: Researching B2B markets and environments, Segmenting B2B markets, Estimating demand

Module: III

Organizing B2B Marketing Functions: Managing product / service portfolios – developing and launching new products, managing B2B brands, Pricing for B2B markets, Communicating with B2B markets, Delivering value through channel partners and sales force

Module: IV

Social Media, Industry 4.0 and B2B Marketing: Leveraging the power of social media for B2B marketing, Industry 4.0 and B2B marketing.

Text Book :

- Business Marketing Management B2B by Michael D. Hutt and Thomas W. Speh, Cengage Learning

Reference Book:

- Business Market Management (B2B): Understanding, Creating, and Delivering Value by James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri

Human Resource Domain

Performance Management

Code: MGHR2317

Credit: 2+0+2

Course Rationale:

The course will develop a generic understanding of the various human resource management systems and processes in place which coordinates and facilitates the strategic as well as day-to day operations of the organization.

Course Objectives:

- The objective of this course is to develop a generic understanding of the various human resource management systems and processes in place which coordinates and facilitates the strategic as well as day-to day operations of the organization.
- The course aims to provide the students with a firm grasp of the building blocks of HRM and also looks to provide a strong platform to the students for undertaking HR policy formulation and implementation, irrespective of the fact whether the students work in the HR domain or in non-HR sectors.

Learning Outcomes:

After successful completion of this course, students will be able to

- Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities.

Course Contents:

Module: I

Introduction to Performance management: Contrasting performance management with performance appraisals. Strategic performance management system (PMS). Concepts and theoretical understanding of managing performance.

Module: II

Contemporary Methods of Performance Appraisal: Concepts of Self- appraisal. Contemporary Performance Evaluations such as Behavioural Anchored Rating Scales, 360 degree appraisal, MBO, Assessment Center, Score Cards. Issues in PAS - measurement and accuracy.

Module: III

Performance Management: Aims and role of PM system, Characteristics of ideal PMS, Performance Analysis. Performance Management Process. Performance Counselling and Review Discussion. System implementation: Defining performance and choosing a measurement approach, Improving quality of performance ratings (Dealing with rating errors). implementing a performance management system.

Module: IV



Managing Team and Organisational Performance.Potential and Organisational Performance Appraisal.Developing Skills to appraise individuals and teams.Linking Individual and Organisational Performance.

Text Books:

- Performance Management –Herman Aguinis
- Performance Management –Michael Armstrong

Reference Books:

- Performance Management –Robert. L. Cardy
- Performance Management-Prem Chadha
- Effective Performance Management-Costello, Sheila. J.
- High Performance Organisations-HR Perspectives-Raju, P.V.L
- Performance Management and Appraisal Systems-T.V.Rao

Organization Change and Development

Code: MGHR2318

Credit: 2+0+2

Course Rationale:

The course is designed to help the students to develop as potential change agents and organization development professionals.The purpose of this course is to learn to plan and implement change at the individual, group and organizational level.

Course Objectives:

- It is often said that change is the only reality, rest is subject to change. History has time and again proven that the process of change is inevitable in the progress of mankind.
- The ability of the human race to innovate has brought about radical transformation of society. All the countries of the world are undergoing some kind of change which is especially true in the context of organizations. At the same time we do notice resist to change due to its displacing effect overtime.
- As change in organization is inevitable, it's the primary responsibility of the managers to manage change towards development not deterioration.
- The purpose of this course is to learn to plan and implement change at the individual, group and organizational level.
- The course is designed to help the students to develop as potential change agents and organization development professionals.

Learning Outcomes:

After completion of the course students will be able to

- Bring out appropriate changes in the organization focusing on theories and models of change
- Become change agent in the organization and lead the changing process
- Carry out turn around management
- Introduce specific interventions in organization analysing the situation in the organizations

Course Content:



Module: I

Introduction to Organizational Change, Nature of change, Forces of change, Types of change, Theories of Change (Life cycle, Teleological, dialectical, evolutionary, 'E' & 'O') and Models of Organizational Change (Lewin's change model; Planning model; Action research model; Integrative model).

Module: II

Resistance to change and minimising resistance. Role of change of Agent, Strategic leverages to Change, Managing change: Organizational Culture and leadership

Module: III

Introduction to Organizational Development, Process of organizational development: Entering and Contracting, Diagnosis, Analysis, Feedback, Design of Intervention

Module: IV

OD Interventions: Types- Human Process, Techno-structural, Human Resource Management Intervention, Strategic Change Interventions

Text Books :

- Management of Organizational Change-K. Harigopal, Response Books
- Theory of Organization development and Change- T. G. Cummings & C.G. Worli, Cengage Learning

Reference Books:

- Organisation Design and Development -Dr.Bhupen Srivastava
- Managing Organizational Change -V.Nilakant& S. Ramanarayan
- Change Management -Robert A. Paton & James McCalman
- Organization Effectiveness and Change -A.S.Sudan& Naveen Kumar
- Organization Development Wendwell-L. French & Cecil H.Bell Jr
- Leading change-John P.Kotter.

Human Resource Planning and Sourcing

Code: MGHR2319

Credit: 2+0+2

Course Rationale:

The course is intended to develop the much required skills of managers in the field of human resource planning, procuring and engaging in an organization

Course Objectives:

- The students will be able to understand the techniques for analysing the requirements & the availability of employees at all times throughout the organization
- To apply principles related to the demand & supply of labour
- To identify the role & responsibility in employee development process

Learning Outcomes:

After completion of the course students will be able to

- Forecast the demand and supply of human resources to the organization

- Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes

Course Contents:

Module: I

Human Resource Planning: Concept, History of HRP and the emerging context. Activities required for HRP/Manpower Planning, Responsibilities of HR Department. Steps of HRP, Objectives of HRP, Approaches to HRP.

Module: II

HRP Process: HRP process outline, Time-scale of HRP forecasts, Methods and Techniques for Demand Management, Methods and Techniques for Supply Management, Contemporary Trends in managing Demand and Supply

Module: III

Recruitment and Selection: Objectives, factors affecting Recruitment (Internal & External), Recruitment Planning (Job Analysis, Sources and Methods), Yield-Ratio, Contemporary Tools of Recruitment.

Module: IV

Selection process: Models, Selection Tools: Preliminary Screening, Selection Tests (Knowledge, Intelligence, Skill and Personality), Interview, Background and Reference, Reliability and Validity of Selection Tools, Errors of Selection

Text Books :

- Human Resource planning—Dipak Kumar Bhattacharya; Excel Books.
- Human Resource & Personnel Management Text & Case—Aswathapa; TMH

Reference Books:

- Strategic HRP—VivekParanjpee
- Manpower planning—Gordon MC Beath.
- Manpower planning—GarechStainer
- Gerard V. McMahon, [Recruitment and Selection: How to Get it Right](#), Prentice-Hall India.
- Anastasi & S. Urbina, Psychological Testing, Prentice-Hall India

Training and Development

Code: MGHR2320

Credit: 2+0+2

Course Rationale:

This course has focus on the development of human resource to make then adaptive the changing scenario with required training and development process

Course Objectives:

- The course will enable students to understand and appreciate the basic concepts and related terminology associated with training and development.
- The course will enable a comprehensive understanding of training as a strategic stimulator of organization performance.

- The course will enable the students to understand and explain the different stages of the training process and the challenges associated with it.
- The course will enable students to design a training Unit and impart training in selected areas

Learning Outcomes:

Upon successful completion of this course, the student will demonstrate the ability to:

- explain the role of training and development in human resources management
- describe the psychology of the learning process on which training is based
- analyze the training needs of an organization
- assess, design and implement various methods, techniques and sources of training
- evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Course Contents:

Module: I

Training and development an overview: Training objective and significance in organizations. Knowledge, skills and attitudes Acquiring Competencies via training route.

Module: II

Training Need Assessment: The rationale of conducting a TNA. When to conduct TNA. The process of conducting TNA. A three stage approach.

Module: III

Training design: The importance of setting objectives. Facilitation of Learning: Focus on Trainee. Facilitation of learning: Focus on Training design. Facilitation of Transfer : Focus on Training. Facilitation of Transfer: Focus on Organizational Intervention. Design outcomes. Design theories Gagne –Briggs Theory. Training methodology: On the Job training, off the job Training Methodology. Supervisory Training Executive Development

Module: IV

Training Evaluations and Validations: The four levels of Training evaluation and the measures.

Text Books :

- Blanchard, P. Thacker, J. W. (2007) Effective training Systems, strategies and Practices (3rd Edition) PHI New Delhi.
- Goldstein and Ford, (2007) Training in Organization (4th Edition) Cengage Learning, New Delhi.

Reference Books:

- Lynton, R. Pareekh Udai (2005) Training and development Sage publications, New Delhi.
- Mello, J. (2001) Strategic Human Resource Management, Cengage Learning, New Delhi.
- Agochiya, D (2007) Every Trainers Handbook, Sage, New Delhi.

Pharmaceutical Management Domain

Anatomy, Physiology & Health Education

Code: CUTM1656

Credit: 4+0+0

Course Objectives

- This subject is designed to impart fundamental knowledge on the structure and functions of the various systems of the human body. It also helps in understanding both homeostatic mechanisms.

Learning Outcome:

The subject provides the basic knowledge required to understand the various disciplines of pharmacy.

Module I: Organisational level of human body structure and function:

- Levels of human structure
- Basic chemistry of life
- Cell structure and function
- Tissue, membrane and body cavities
- Human body position, section and planes

Module II: Human body protection, support and movement

- Human Anatomy and Physiology of the Integumentary systems
- Human Anatomy and Physiology of the skeletal systems
- Human Anatomy and Physiology of the Muscular systems

Module III: Human body control and regulation:

- Human Anatomy and Physiology of the Nervous system
- Human Anatomy and Physiology of the Sensory system
- Human Anatomy and Physiology of the Endocrine system

Module IV: Circulatory system

- Human Anatomy and Physiology of the cardiovascular system
- Human Anatomy and Physiology of the Lymphatic system

Module V: Input and out-put of body required components:

- Human Anatomy and Physiology of the Respiratory system
- Human Anatomy and Physiology of the Digestive system
- Human Anatomy and Physiology of the Urinary system

Recommended Books (Latest Editions)

1. Essentials of Medical Physiology by K. Sembulingam and P. Sembulingam. Jaypeebrothers medical publishers, New Delhi.
2. Anatomy and Physiology in Health and Illness by Kathleen J.W. Wilson, ChurchillLivingstone, New York
3. Physiological basis of Medical Practice-Best and Tailor. Williams & Wilkins Co,Riverview,MI USA
4. Text book of Medical Physiology- Arthur C,GuytonandJohn.E. Hall. Miamisburg, OH, U.S.A.
5. Principles of Anatomy and Physiology by Tortora Grabowski. Palmetto, GA, U.S.A.
6. Textbook of Human Histology by Inderbir Singh, Jaypee brother's medical publishers, New Delhi.
7. Textbook of Practical Physiology by C.L. Ghai, Jaypee brother's medical publishers, New Delhi.
8. Practical workbook of Human Physiology by K. Srinageswari and Rajeev Sharma, Jaypee brother's medical publishers, New Delhi.

Pharmacology

Code: CUTM1662

Credit: 4+0+0

Learning Objectives:

- This subject is intended to impart the fundamental knowledge on various aspects (classification, mechanism of action, therapeutic effects, clinical uses, side effects and contraindications) of drugs acting on different systems of body and in addition, emphasis on the basic concepts of bioassay.
- **Learning Outcome:**
- It is helpful for pharmaco-managers to understand the basics of drugs.

Module: I

1. Introduction to pharmacology, scope of pharmacology, Routes of administration of drugs, their advantages and disadvantage, Various processes of absorption of drugs and the factors affecting them. Metabolism, distribution and excretion of drugs. General mechanism of drugs action and the factors which modify drugs action.
2. Pharmacological classification of drugs. The discussion of drugs should emphasise the following aspects:

Drugs acting on the central nervous system:

General anaesthetics, adjunction to anaesthesia, intravenous anesthetics.

NSAIDS drugs, narcotic analgesics, antirheumatic and antigout remedies, sedatives and hypnotics, anti-convulsants, antiparkinsonism agents

Module-II

3. Drugs acting on autonomic nervous system.

- (a) Cholinergic drugs, anticholinergic drugs, anticholinesterase drugs.
 - (b) Adrenergic drugs and adrenergic receptor blockers.
 - (c) Neurone blockers and ganglion blockers.
 - (d) Neuromuscular blockers, drugs used in myasthenia gravis.
4. Drugs acting on eye, mydriatics, drugs used in glaucoma.

Module-III

5. Pharmacology of drugs acting on cardiovascular system
- a. Introduction to hemodynamic and electrophysiology of heart.
 - b. Drugs used in congestive heart failure
 - c. Anti-hypertensive drugs.
 - d. Anti-anginal drugs.
 - e. Anti-arrhythmic drugs.
 - f. Anti-hyperlipidemic drugs
 - g. Antacids, anti ulcer agents

Module -IV

6. Chemotherapy of microbial disease: urinary antiseptics, sulfonamides, penicillins, streptomycin, tetracyclines and other antibiotics, antitubercular agents, antifungal agents, antiviral drugs, antileprotic drugs.
7. Chemotherapy of protozoal diseases, anthelmintic drugs.
8. Chemotherapy of cancer.

Recommended Books:

- 1. Essentials of Medical Pharmacology by K.D.Tripathy
- 2. Pharmacology and pharmacotherapeutics by Satoshkar and Bhandarkar
Pharmacology by Prasun K Das, S.K.Bhattacharya and P.Sen.
- 3. Text book of Pharmacology by S.D. Sethi
- 4. The Pharmacological basis of Therapeutics by Goodman and Gilman
Pharmacology by Rang, Dale and Ritter.
- 5. Basic and Clinical Pharmacology by B.G.Katzung

Basic Epidemiology

Code: CUTM1663

Credit: 2+0+0

Learning Objectives:

- Measurement of health related data, their analysis and re-presentation is major contents of this course. Course is useful to understand basic tools used for estimation health related data.

Module: I

Epidemiology: Definition, Components, Aims of Epidemiology, Terminology used, tool for Measurement. Rate, Ratio and Proportion, Numerators and Denominators used in Epidemiology

Module: II Basic Measurement in Epidemiology, Morbidity and Mortality measurements, Mortality rates, Morbidity rates, Relation between Incidents and Prevalence

Module: III Epidemiological study designs, types of studies:

- Descriptive study
- Ecological Study
- Cross Sectional Study
- Case Control
- Cohort

Module: IV Experimental Study- Drug Trials and Community Trails

Books Recommended:

1. Basic Epidemiology. by-R. Bonita, R.Beaglehole, TordKjellström, World Health Organization.

Selling and Reporting Skills of Pharmaceutical Product

Code: CUTM1664

Credit: 4+0+0

Learning Objectives:

- This subject is intended to impart the fundamental knowledge on pharmaceutical marketing.

Module: I

- Definition, general concepts, and scope of pharmaceutical marketing; Distinction between marketing & selling;
- Marketing environment; Pharmaceutical Industry and competitive analysis; Analyzing consumer buying behavior; industrial buying behavior.
- Pharmaceutical market: Quantitative and qualitative aspects; size and composition of the market; demographic descriptions and socio-psychological characteristics of the consumer; market segmentation & targeting Consumer profile;
- Motivation and prescribing habits of the physician; patients' choice of physician and retail pharmacist. Analyzing the Market; Role of market research.

Module: II

- Promotion: Meaning and methods, determinants of promotional mix, promotional budget
- An overview of personal selling, advertising, direct mail, journals, sampling, retailing, medical exhibition, public relations, online promotional techniques for OTC Products.

Module: III

- Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management.
- Professional sales representative (PSR): Duties of PSR, purpose of detailing, selection and training, supervising, norms for customer calls, motivating, evaluating, compensation and future prospects of the PSR.

Module: IV

- Pricing: Meaning, importance, objectives, and determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority).
 - Emerging concepts in marketing: Vertical & Horizontal Marketing; Rural Marketing; Consumerism; Industrial Marketing; Global Marketing.

Reference:

1. Market Structure and Regulation in Pharmaceutical Markets by Francisco Javier Coronado Saleh.
2. Pharmaceutical Marketing by Brent L Rollins and Matthew Perri, Georgia.

Pharmaceutical Brand Management

Code: CUTM1669

Credit: 4+0+0

Learning Objectives:

This course enables students to learn about the basics of brand and development of brand of a product. There is a difference between the general marketing and pharmaceutical marketing. This course enables students to learn about the channel of pharmaceutical marketing, effects of promotional strategies, and physician's prescriptions.

Module: I

Fundamentals of Brand Management

Product: Concept, classification, levels, Product Mix.

Concept of Brand: Introduction, Role of brand, Advantages of Branding, Core Values of Brand.

Brand Equity: Concept, Brand elements.Principles of Branding, Communication Mix Strategy.

Brand Media: Communication Channels and techniques, Advertising, Brand Perception, and Packaging.

Brand Extension: Nature, advantages and disadvantages, factors of brand extension.
Brand personality: Nature, advantages, brand personality and user imagery. Concept of Brand positioning.

Brand Strategy: Introduction and type of strategies.

Brand valuation: Meaning, techniques, methods of valuing a brand. Introduction to service brands.

Module: II Consumer Behaviour in Pharmaceutical Marketing

Introduction to Pharmaceutical Marketing: Identification of pharmaceutical market; market behaviour; physician prescribing habits; patient motivation; market analysis.

Scope and importance of CB in pharmaceutical marketing: key influencers of consumer behaviour in pharmaceuticals; motive and its categories; perception and process of selectivity; impact on advertising decisions; Five steps of buyer's decision making process, cognitive dissonance.

Concept of consumer and customer in the pharmaceutical industry: delineating consumers and customers in different segments of the pharmaceutical branded formulations market and API market (B2B)

Importance of Physician's Prescription Behaviour: Key influencers of doctors' prescription behaviour; new product adoption process; impact of sales calls; Analysis of prescription behaviour of doctors using Prescription Audit Data (C-MARC); patient factors for prescription decisions, the AIDA principle.

Module III: - Pharmaceutical Product Management

The Pharmaceutical Products: Drug Development and the Marketing Research Interface; Diversification and Specialisation; Marketing Generic Drugs; and prescription drugs.

History of Product Management: from CAMAY to COREX

What is a Brand: Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion, Quality indicators, Promotional-mix, Benefits of building Brand Equity.

Brand Management as a strategic marketing function: role of a Pharmaceutical Brand Manager, the 'Little CEO' concept, 'Science meets Commerce' concept; Essential differences between managing Pharmaceutical Brands and Consumer Brands, types of Pharmaceutical Brand Management organization structures, challenges of a Brand Manager; relation of Product Management Teams vis-à-vis Sales Force in Pharmaceutical companies;

Fundamentals of Pharmaceutical Marketing: the 4 'Ps' in a regulated Pharma market, the Strategic Triangle; Market Segmentation in the pharmaceutical context, conceptual difference with consumer products market segmentation, Brand Positioning in the pharmaceutical context, conceptual difference with consumer brand positioning, PLC Management, reinforcing and revitalizing pharmaceutical brands, line-extensions.

Product-mix Optimization & Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building.

Designing Marketing Programs for New Product launch and Existing Brands: essential constituents, Brand Plans, purpose and benefits.

Module IV: -Competitive Practices: Economic and Competitive Aspects of the Pharmaceutical Industry; Advertising; Detailing and other forms of Promotion; Retail Competition – The Community Level; International Marketing. analysis; Using Medical Databases, PubMed and Standard Treatment Algorithms to build brand communication strategies; IFPMA Code of Ethics – Guidelines for Pharmaceutical Promotion; Developing content and designing of Scientific Promotional Literatures, Visual Aids and Journal Advertisements; Preparing the Promotional Budget as a part of the Marketing Budget; Monitoring & Controlling long-term projects, field-force activities and promotional-expense budget; Training Skills

Module V: International Marketing

The Pharmaceutical Industry: India and Global Scenario: Essential differences between domestic Marketing in India and International Marketing; generic products dominated market vis-à-vis patented products dominated markets, role of pharmacies in dispensing products, role of mass media in product advertisements and social campaigns for market expansion; Structure and role of field management and product management, India Vs. Global Factors governing International business environment. Demand estimation of pharmaceuticals in International markets Market-entry strategies, Market characteristics and regulatory environment of major International Markets

3 Tiers of 15 Pharming Markets – Characteristics, Political, Economic & Regulatory Environment.

Module VI: M&A in Pharmaceutical Industry

Objectives and Types of M&A

Frameworks for Strategic Choice Analysis; Value Chain Analysis, Patent Cliff

Financing of M&A transactions: evaluation of companies' capacity to fund transactions, Fire- power Index.

The Golden Period of Pharma M&A's: some case studies to identify synergies

Text Books Recommended:

- Product Management by Lehman & Winer
- Principles of Pharmaceutical Marketing – Mickey C. Smith
- Pharmaceutical Product Development by N. K. Jain
- Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall
- Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall

- Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.
- Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.
- Harsh Verma . Brand Mnanagement, Second Edition, Excel Publication.
- Aaker,D.; Managing Brand Equity. RamanujMajumdar (1999) Product Management in India. New Delhi: Prentice Hall.
- Prank.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill.

Pharmaceutical Sales and Distribution Management

Code: CUTM1670

Credit: 4+0+0

Learning Objectives: Study of pharmaceutical sales is different from study of general sales, various factors like physicians behaviour, promotional strategy, marketing reputations of organizations etc.

Learning Outcome:

This course enables students to understand about selling of medicines and pharmaceutical market dynamic.

Module: I

Fundamentals of Sales Management

Difference between Sales and Marketing; relationship between Sales and Marketing departments

Roles and responsibilities of Medical Representatives (MR) and Managers

Doctor – MR relationship; Principles of Salesmanship, PCP & PCA, Prospecting, In-chamber process; Objection Handling; RCPA

Module: II

Sales Force Decisions

Organization Structure - Field-strength, Managerial hierarchy, Field-force deployment
Recruitment & selection of MRs and Managers, Field-force training, Induction
Programme Performance Appraisal of Field-force

Module: III

Territory Management

Role of Planning, Analysis and Control

Doctors' Master List, Doctor's Profile Cards, Major Retailers' List, Daily/Monthly Call Planner, RCPA, Online & Offline reporting, Stock & Sales Statement, Tour Programme, Daily/Monthly Reports, Expense Statement, Other Performance Metrics & Data Analytics

Field-force compensation & motivation – fixed pay and variable pay, working allowances, incentives and rewards, competition and awards, sales conferences

Managing Unionized Field-staff – Sales Promotion Employees (Conditions of Service) Act, Handling grievances, Charter of Demands, Collective Bargaining, Tripartite Negotiation

Module IV:

Distribution Management

Types of distribution systems – Central Warehousing, State Depots/C&F/CAs
Appointment and function of Distributors / Transporters / Logistic Companies
Wholesale & Retail Margins in Price-structure, Trade-schemes and Net-rates Credit Policy, Management of Returned Goods, Expiry & Breakages

Sales Inventory Management, Lead-time Analysis, ABC Analysis, AIOCD & State Associations, Cold-chain Logistics

Sales Tax, Form 'C', Form 'F', Road Permit/Way Bill, Online facilities

Recent Developments in the Pharmaceuticals Business World (Project-based Learning)

Text Books Recommended

- Purchasing & Supply Management – Pearson Publications
- Sales Management – Decisions, Strategies and Cases- Cundiff, Still and Govoni (PHI)
- Sales Management-Concepts, Practices and Cases-WJ Stanton and RH Buskiak
- The Strategy of Distribution Management by Mr. Martin Christopher
- Modern Logistics Management : By Mr. John F. Magee, Mr. William C. Capacino, Mr. Donald B. Rosenfield
- Physical Distribution – Log Approach By Dr. K. K. Khanna
- Competition and Evolution in the Distribution trade by Mr. Bucklin L.P.
- Trade Marketing Strategies – By Mr. Randell G.
- Market Driven Management By Mr. Wester F. E. (Jr.), Mr. Webster F. W.



- Market Smarter not Harder – By Mr. Truax P. L. and Mr. Myron M.
- Stores and Distribution Management: Carter, Ray; Price, Philip M.; Emmett, Stuart
- Managing Channels of Distribution: The Marketing Executive's Complete Guide Kenneth Rolnicki.

Business Analytics

Code: CUTM1671

Credit: 4+0+0

Learning Objectives:

- This course is designed to impart basic knowledge on regulatory authorities and agencies governing the manufacture and sale of pharmaceuticals.

Learning Outcome :

- This course enables students to recognize, understand and apply the language, theory and models of the field of business analytics.

Module: I

Overview of Business Analytics:

- Definition, Evolution, Architecture, Benefits, Future.
- Business, Analytics as Solution for Business Challenges.
- Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard,
- LOFT effect, Data Quality, Master Data Management, Data Profiling.
- Why are Business Analytics important

Module 2: Descriptive Analytics, Predictive Analytics and Prescriptive Analytics:

- Introduction to Descriptive Analytics, Visualizing and Exploring Data, Descriptive Statistics, Sampling and Estimation, Introduction to Probability Distributions
- Introduction to Predictive Analytics, Predictive Modeling (Logic-driven models and data driven models)
- Introduction to Prescriptive Analytics, Prescriptive Modeling, Non-linear Optimization



Module 3: Data Issues:

- Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification
- Data Warehouse: Definition, Features, Applications, Types of data warehouse,
- Architecture: Business Analysis framework, 3-tier data warehouse framework.
- Data Warehouse Models: Virtual Warehouse, Data Mart and Enterprise warehouse.
- Metadata: Meaning and Categories, Role of metadata, Metadata respiratory, Challenges for metadata management, Data Cube
- Online Analytical Processing Server (OLAP): Types, OLAP operations, OLAP Vs Operational Database (OLTP).
- SCHEMA: Star Schema, Snowflake schema, Fact Constellation schema

Module 4: Data Mining and Testing: Definition, Concepts, Applications and Methods.

Module 5: Security: Security requirements, User Access, Data classification, User Classification, Data Movement, And Impact of security on design.

Module 6: Decision Modelling and Forecasting:

- Optimization: Using excel to solve business problems Eg: Marketing Mix, Portfolio optimization etc.
- Linear Programming: Introduction, Types of Linear programming problems/Models, Linear programming Model elements, Model formulation procedure, Computer based solutions for linear programming using Simplex method
- Duality and Sensitivity Analysis: What is Duality?, Duality and Sensitivity analysis problems
- Integer Programming: Introduction, Solving IP problems/Models
- Forecasting: Introduction, Types of Variation in Time series data, Simple Regression Model, Multiple Regression Models
- Simulation: Introduction, Types of Simulation
- Decision Theory: Introduction, Decision theory model elements, types of decision environments, decision theory formulation, decision making under uncertainty and risk, Decision trees.
-

Module 7: Fundamentals of R Language:

- Introduction, Basic Statistical Analysis using R, Process of Business Analytics,
- BA Process-Walk through with R,
- Multiple regression- Theory and Walk through with R,
- Clustering and Segmentation- Theory and Walk through with R

Text Books Recommended

- Fundamentals of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication, 2013
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press.

Drug Regulatory Affairs & Intellectual Property Rights

Code: CUTM1672

Credit: 4+0+0

Learning Objectives:

- This course is designed to impart basic knowledge on regulatory authorities and agencies governing the manufacture and sale of pharmaceuticals.

Learning Outcome

- Critically examine and evaluate scientific data and conclusions intended for regulatory review.
- Enable improvement of the regulatory environment by implementing and upholding good regulatory practices.
- Take independent responsibility for own professional development.

Module: I

Manufacturing: Introduction, regulatory requirements as per Indian and other regulatory authorities for manufacturing information formula, process, validation of manufacturing process, equipment, documentation, inspection requirement, regulatory guidelines for active ingredients and formulations. Regulatory guidelines for packaging materials, test and evaluation of packaging materials, biological test, microbiological test and evaluation of closures.

Module: II

National & International Drug Regulations:

CDSCO and State licensing authority, their functions and responsibilities. Overview of the drug regulatory aspects in countries- e.g. India, US and Europe. IND (Investigational New Drug), NDA (New Drug Application), Generic Drug ANDA Applications – an overview in India and other countries. Brief overview of CTD formats of dossiers, E-submission, US DMF (various types), orange book, purple book and Hatch Waxman Act and amendments. Federal Laws – FD & C Act - Definitions, History of FDA; Evolution of Drug Regulations – 1906 Act, 1938 Act, 1962 Amendments; Laws governing evaluation of New Drug products like IND, NDA, ANDA etc.; FDA Product recalls; DESI and OTC Review; Other regulations of 1962 Amendments like labelling requirements of prescription and OTC drugs.

Module: III FDA Enforcement powers, other federal laws affecting pharmaceutical industry (includes latest amendments in the Indian and international systems), Intellectual property rights: Introduction, purpose, guidelines as per Indian and other regulatory authorities.

Module IV: Product Life cycle, Clinical trials: Definition, Phase I, Phase II, Phase III and Phase IV studies, design documentation, presentation and interpretation, statistical analysis of clinical data, factorial design, guidelines as per Indian and other regulatory authorities.

Pharmacovigilance: aims and need for pharmacovigilance, types, predisposing factors and mechanism of adverse drug reactions (ADRs). Detection, reporting, management and monitoring of ADRs, role of pharmacists in pharmacovigilance.

Module V: Intellectual Property Rights & Regulations:

Overview of Intellectual Properties, their types and importance of intellectual property protection. Patents: Requirement of patenting, patent specifications and claims, Indian Patent act 1970 and amendments. Patent search, analysis, drafting and stages of filing patent at national level. Patent licensing, abuse of patents, infringements analysis, Compulsory licensing.

Paris Conventions, Patent Cooperation Treaty (PCT) – introduction, application and general rules. Patent search, analysis, drafting and stages of filing patent at international level. Introduction to concept behind WIPO / WTO / TRIPS / GATT / GATS system & Uruguay Round.

Text Books Recommended

- Generic Drug Product Development, Solid Oral Dosage forms, Leon Shargel and IsaderKaufer, Marcel Dekker series, Vol.143, Pharmaceutical Regulatory Process, Edited by Ira
- R. Berry Marcel Dekker Series, Vol.144
- New Drug Approval Process: Accelerating Global Registrations By Richard AGuarino, MD, 5th edition, Drugs and the Pharmaceutical Sciences, Vol.190.
- Guidebook for drug regulatory submissions / Sandy Weinberg. By John Wiley & Sons. Inc.
- Good Laboratory Practice Regulations, 2nd Edition, Sandy Weinberg Vol. 69, Marcel Dekker Series, 1995.
- Country specific Regulatory Guidelines (available from internet): CDSO publications and updates of drug and Cosmetics act and rules (Govt. of India); CDER Publications and Guidance; EMEA Publications and Guidance; ICH guidelines.

Manufacturing Management

Code: CUTM1673

Credit: 2+0+0

Learning Objectives:

- This course is designed to impart basic knowledge on planning, designing, and production systems and subsystems.

Learning Outcome

- Differentiate among general management decisions that are beyond strictly manufacturing, and includes skills to manage projects, energy, costs and budgets.
- Generate written, oral, and graphic communications, including the use of current technology, persuasively and accurately in a professional manner.
- Formulate the principles and practice of team-building in an interdisciplinary setting, and integrate negotiation and problem-solving skills.

Module:I

Elements of operations management; introduction to various production and operational functions such as planning, design, production, maintenance, purchase and inventory, logistics, operations strategy – Importance of P&OM in the value chain.

Module:II

Various types of production systems; location of the plant – influencing factors; plant layout – influencing factors and types; process layouts, product layouts, assembly line; lean manufacturing techniques – principles, characteristics and benefits

Module: III

Production planning and control; sequencing and scheduling principles; inventory control; materials management; purchase and inventory control– influencing factors, inventory carrying costs

Module IV

Productivity – work measurement, time study, method study and ergonomics; outsourcing; supply chain management; just-in-time – concepts, advantages and implementation; logistics. Total quality management – quality in various aspects of business; various tools and analysis used in current business environments; maintenance management – breakdown, preventive, total productive maintenance (TPM), planning, maintenance engineering and reporting; Future directions of production and operations management;

Text Books Recommended

- B Mahadevan. Operations Management – Theory and Practice, Pearson Education, 2010.
- J P Saxena. Production and Operations Management; 2nd Edition, Tata Mcgraw Hill, 2009.
- S N Chary. Production and Operations Management; 4th Edition, Tata Mcgraw Hill, 2010.

Financial Reporting & Analysis

Code: CUTM1674

Credit: 2+0+0

Learning Objectives:

- This course is designed to impart basic knowledge on reviewing and analyzing financial statements.

Learning Outcome:

- Read, understand, interpret and analyse general purpose financial reports;

- Understand differing accounting policies and their impact on financial statements;
- Evaluate different types of performance measurement systems in accounting and commonly used financial control systems;
- Demonstrate knowledge of management accounting concepts and techniques

Module:I

Basic Accounting Concepts – Trial balance – reconciliation – Income and expenditure statements – Depreciation -Cash flow statement - purpose - uses - structure - format of cash flow statement - preparing cash flow statement -reporting cash flows - interpreting the cash flow statement

Module: II

Objective and users of financial statements – the reporting entity – elements of financial statements – financial analysis – articulation of financial statements – elements from which financial statements are constructed

Module III

Standards of comparison - earnings quality -techniques of financial statement analysis - using financial ratios -corporate disclosure policy - efficient market hypothesis and financial statement analysis - earnings management -interpreting financial reports - scanning the annual report

Module IV

Effect of changes in accounting principles – sustainable earnings – recurring vs nonrecurring – operating vs non operating

– continuing vs discontinued Effect of discontinuing operations – comprehensive income – revenue recognition – various forms of sales growth – internally-generated growth, growth from acquisitions. Ratio Analysis

– Financial statements forecasting – accounting policies, changes in accounting estimates and errors – events after the balance sheet date

Text Books Recommended

- R Narayanaswamy - "Financial Accounting" - A managerial Perspective", Prentice Hall of India 2011
- SN Maheshwari - Principles of Management Accounting, Sultan Chand and Sons 2006

- Gerald I White, Ashipaul C. Sondhi, Dov Fried - "The analysis and use of financial statements, wiley student edition, third edition, 2004.

Pharmaceutical Advertising & Service Management

Code: CUTM1675

Credit: 2+0+0

Learning Objectives:

This course is designed to impart basic knowledge on managerial process designed to oversee and control the various advertising activities involved in a program to communicate with a firm's target market and which is ultimately designed to influence the consumer's purchase decisions.

Module:I

Services Marketing - meaning - nature of services - Types and importance - Relationship marketing -Mission, strategy, elements of design, marketing plan market segmentation.

Module: II

Marketing mix decisions:- unique features of developing, pricing, promoting and distributing services-Positioning and differentiations strategies, quality of service industries - Achievement and maintenance,customer support service-

Module III

Nature and scope of advertising, Copy design and development, Advertising control and Public Relationship..

Module IV

Marketing of Pharmaceutical and Hospital services :-Understanding the services provided in hospitals and clinics. Understanding the after sale services for any medical and pharmaceutical instruments. Marketing of Non-Profit Organisations :- Services offered by charities - Educational service - miscellaneous services - Power and Telecommunication.

Text Books Recommended



- Services Marketing - Indian experiences - Ravishankar - South Asia Publication 1998, Delhi.
- Services Marketing: Integrating Customer Focus across the Firm – Valarie A Zeitnamd and Mary Jo Bitmer, 3rd Edition, TMH, 2003.
- Services Marketing - Text & Readings - P.K. Sinha&S.C.Sahoo - Himalaya, Mumbai.
- Essence of Services Marketing - Adrian Pyne - Prentice Hall of India, New Delhi.
- Services Marketing - Lovelock - Prentice Hall
- Services Marketing - Jeithaml - I.S.E.
- Services Marketing - Gousalves - Prentice Hall
- Services Marketing - Principles & Practice - Palmer, Prentice Hall.
- Services Marketing - Woodruffe - McMillan.
- Ravi Shankar, Services Marketing, Excel, 2
- Services Marketing - S.M.Jha - Himalaya Publishing Company 1998, Mumbai.

University-wide Domains

Data Analytics- Visualisation

Code: DACU2200

Credit: 0+14+6

Please refer to the Link:
<http://courseware.cutm.ac.in/courses/data-analytics-visualisation/>

Business Analytics

Code: BACU2210

Credit: 0+12+6

Please refer to the Link: <http://courseware.cutm.ac.in/courses/business-analytics/>

Data Science and Machine Learning

Code: MLCU2000

Credit: 2+9+15

Please refer to the Link: <http://courseware.cutm.ac.in/courses/17927/>

Gaming and Immersive Learning (AR & VR)

Code: ARCU2060

Credit: 5+5+10

Please refer to the Link:
<http://courseware.cutm.ac.in/courses/gaming-and-immersive-learning-ar-vr/>

GO-TO-MARKET

Code: GMCU2140

Credit: 4+10+8

Please refer to the Link: <http://courseware.cutm.ac.in/courses/16600/>

Food Processing

Code: FPCU2310

Credit: 3+15+11



Please refer to the Link: <http://courseware.cutm.ac.in/courses/food-processing/>

Agri-Business Management

Code: ABCU2320

Credit: 2+0+21

Please refer to the Link:
<http://courseware.cutm.ac.in/courses/agri-business-management/>

Commodity and Food Storage

Code: FSCU2330

Credit: 3+15+11

Please refer to the Link:
<http://courseware.cutm.ac.in/courses/commodity-and-food-storage/>

SKII COURSES

Please refer to the Link: <http://courseware.cutm.ac.in/categories-courses/skill-courses/>

Summer Internship

Code: CUTM1224

Credit:0+0+4