

Sl.No.	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits	Div-A (Ist)	Div-B (Ist)	Div-A (IInd)	Div-B (IInd)
1	FIRST	MS 101	Management Process and Organizational Behavior	Core/Open Elective	3	-	3	Dr. Manali Takkar			
2	FIRST	MS 103	Quantitative Techniques	Core	3	-	3	Dr. Sandeep Kumar			
3	FIRST	MS 105	Managerial Economics	Core	3	-	3	Dr. Chaitali			
4	FIRST	MS 107	Accounting for Management	Core	3	-	3	Dr. Reema Sharma			
5	FIRST	MS 109	Information Technology Management	Skill Enhancement	3	-	3	Dr. Deepak Sonkar			
6	FIRST	MS 111	Marketing Management	Core/Open Elective	3	-	3	Mr. Rahul Tripathi			
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3	Ms. Keenika Arora			
8	FIRST	MS 115	Legal Aspects of Business	Core/Open Elective	3	-	3	Dr. Ajay Kumar			
9	FIRST	MS 117	Information Technology Management Lab	Skill Enhancement	-	2	1	Dr. Deepak Sonkar			
			<b>Total</b>		<b>23</b>		<b>3</b>	<b>25</b>			
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
10	SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3			Dr. MN Jha	
11	SECOND	MS 104	Financial Management	Core	3	-	3			Dr. Reema Sharma	
12	SECOND	MS 106	Business Research	Core	3	-	3			Dr. Sandeep Kumar	
13	SECOND	MS 108	Sustainable Operations Management	Core/Open Elective	3	-	3			Dr. Rajesh Bajaj	
14	SECOND	MS 110	Management of Information Systems	Core	3	-	3			Abhishek. K. Updhayay	
15	SECOND	MS 112	Human Resources Management	Core/Open Elective	3	-	3			Ms. Keenika Arora	
16	SECOND	MS 114	Minor Project	Ability Enhancement	-	-	4			Dr. Reema Sharma	
17	SECOND	MS 116	Professional Skill Development (NUJES)	Skill Enhancement	2	1	3			Ms. Keenika Arora	
18	SECOND	MS 118	MOOC/Open Elective*	Ability Enhancement	3	-	3				
			<b>Total</b>		<b>23</b>		<b>1</b>	<b>28</b>			
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
19	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4				
20	THIRD	MS 203	Management of International Business	Core	3	-	3	Ms. Megha Sharma			
21	THIRD	MS 205	Managing E-Business	Core	3	-	3	Ms. Sania			
22	THIRD	MS 207	Entrepreneurship Development & Startup	Core/Open Elective	3	-	3	Dr. Rubena Bano			
23	THIRD	MS 209	Strategic Management	Core	3	-	3				
24	THIRD	MS 211	Business Analytics	Skill Enhancement	2	-	2				
			Specialization I								
			Elective-I	Discipline Specific Electives	3	-	3				
			Elective-II	Discipline Specific Electives	3	-	3				
			Specialization II								
			Elective-I	Discipline Specific Electives	3	-	3				
			Elective-II	Discipline Specific Electives	3	-	3				
25	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3				
26	THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1				
			<b>Total</b>		<b>29</b>		<b>2</b>	<b>34</b>			
			<b>ELECTIVES-I AND II</b>								
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
27	Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3	-	3				
28	Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3				
29	Marketing	MS-217	Services Marketing	Discipline Specific Electives	3	-	3				
30	Marketing	MS-219	Customer Relationship Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
31	Finance	MS-221	International Financial Management	Discipline Specific Electives	3	-	3				
32	Finance	MS-223	Financial Markets and Institutions	Discipline Specific Electives	3	-	3				
33	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3	-	3				
34	Finance	MS-227	Financial Econometric	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
35	HR	MS-229	Management of Training, Learning and Development	Discipline Specific Electives	3	-	3				
36	HR	MS-231	Managing Industrial Relations	Discipline Specific Electives	3	-	3	NA			
37	HR	MS-233	Talent Management	Discipline Specific Electives	3	-	3	NA			
38	HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3	NA			
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
39	IT	MS-237	Digitalization and E-Governance	Discipline Specific Electives	3	-	3				
40	IT	MS-239	Artificial Intelligence & Machine Learning	Discipline Specific Electives	3	-	3				
41	IT	MS-241	Database Management Systems	Discipline Specific Electives	3	-	3				
42	IT	MS-243	Database Management Systems Lab	Discipline Specific Electives	3	-	3				
43	IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
44	International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3	-	3				
45	International Business	MS-249	Export, Import Policies, Procedure s, and Documentation	Discipline Specific Electives	3	-	3				
46	International Business	MS-251	International Financial Management	Discipline Specific Electives	3	-	3				
47	International Business	MS-253	International Business Negotiation	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
48	Operations & Analytics	MS-255	Enterprise Systems	Discipline Specific Electives	3	-	3				
49	Operations & Analytics	MS-257	Operations Strategy	Discipline Specific Electives	3	-	3				
50	Operations & Analytics	MS-259	Logistics and Supply Chain Management	Discipline Specific Electives	3	-	3				
51	Operations & Analytics	MS-261	Predictive Analytics & Big Data	Discipline Specific Electives	3	-	3				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
52	FOURTH	MS 202	Project Dissertation	Ability Enhancement	-	-	6				
53	FOURTH	MS 204	Corporate Social Responsibility, Human Values & Ethics	Ability Enhancement	3	-	3				
			Specialization-I								
			Elective-III	Discipline Specific Electives	3	-	3				
			Elective-IV	Discipline Specific Electives	3	-	3				
			Specialization-II								
			Elective-III	Discipline Specific Electives	3	-	3				
			Elective-IV	Discipline Specific Electives	3	-	3				
			<b>Total</b>		<b>15</b>		<b>21</b>				
			<b>ELECTIVES-III AND IV</b>								
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
54	Marketing	MS-206	Advertising and Brand Management	Discipline Specific Electives	3	-	3				
55	Marketing	MS-208	Digital & Social Media Marketing	Discipline Specific Electives	3	-	3				
56	Marketing	MS-210	Marketing Analytics	Discipline Specific Electives	3	-	3				
57	Marketing	MS-212	Retail Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
58	Finance	MS-214	Mergers, Acquisitions and Corporate Restructuring	Discipline Specific Electives	3	-	3				
59	Finance	MS-216	Financial Derivatives	Discipline Specific Electives	3	-	3				
60	Finance	MS-218	Behavioral Finance	Discipline Specific Electives	3	-	3				
61	Finance	MS-220	FinTech	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
62	HR	MS-222	Managing Organizational Development	Discipline Specific Electives	3	-	3				
63	HR	MS-224	Leadership and Teamwork in Blended Organizations	Discipline Specific Electives	3	-	3				
64	HR	MS-226	People Analytics	Discipline Specific Electives	3	-	3				
65	HR	MS-228	Managing Diversity and Inclusion	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
66	IT	MS-230	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3				
67	IT	MS-232	Information Security	Discipline Specific Electives	3	-	3				
68	IT	MS-234	Data Modeling with Python	Discipline Specific Electives	3	-	3				
69	IT	MS-236	Business Intelligence and Applications	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
70	International Business	MS-238	Global Competitiveness	Discipline Specific Electives	3	-	3				
71	International Business	MS-240	WTO and Intellectual Property Rights	Discipline Specific Electives	3	-	3				
72	International Business	MS-242	International Human Resource & Cross Cultural Management	Discipline Specific Electives	3	-	3				
73	International Business	MS-244	International Marketing	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
74	Operations & Analytics	MS-246	Business Process Management	Discipline Specific Electives	3	-	3				
75	Operations & Analytics	MS-248	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3				
76	Operations & Analytics	MS-250	Project Management	Discipline Specific Electives	3	-	3				
77	Operations & Analytics	MS-252	Supply Chain Analytics	Discipline Specific Electives	3	-	3				
	<b>Note:</b>		<b>Total Credits:108</b>								
				<b>Minimum Credit Required:102</b>							

TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.												
1	2	3	4	5	6	7	8	9	10	11	12	13
1	109	101	12	12	12	12	12	12	12	12	12	12
2	109	101	12	12	12	12	12	12	12	12	12	12
3	109	101	12	12	12	12	12	12	12	12	12	12
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98	109	101	12	12	12	12	12	12	12	12	12	12
99	109	101	12	12	12	12	12	12	12	12	12	12
100	109	101	12	12	12	12	12	12	12	12	12	12
18		CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	3	3	2	1	1	1	1	3
		CO2	Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	3
		CO3	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	3	3	3	3	3	3	3	3	3
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.	3	3	3	3	3	3	3	3	3
19	Course Articulation (Average)			3	3	3	3	2	2	2	2	3
20	22	23		24	25	26	27	28	29	30	31	32
	Sr. No.	Lecture No	Unit No.	Topic	Sessional Outcome	Experiential Learning						

20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3				
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO4				
22	L22	2	Marketing Mix Modelling	Understand and Apply GAAP's Model	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO1; CO2				
23	L23	2	Marketing Mix Variables	Demonstrating correct usage of GAAP's Model to solve complex problem	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3; CO4				
24	L24	2	Marketing Mix techniques	Understand the importance of Customer Retention, Analyze Customer Switching, Assess and Verify Complaining and Service Recovery,	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2				
25	L25	3	UNIT 3 Pricing & Customer Journey	Evaluate Service Recovery Strategies, Create Service Guarantee	Individual Participation	Socratic Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO4				
26	L26	2	Goals of Pricing	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Participation	Socratic Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO2; CO3				
27	L27	2	Bundling	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Participation	Socratic Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO2; CO3				
28	L28	2	Skimming	Revision of previous topics a quick recap	Individual Participation	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2; CO3; CO4				
29	L29	3	Revenue Management	Understand and Apply concept of Service Package, Service Price strategies, Internal Marketing of Services.	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2				
30	L30	3	Promotions	ns	Caselets	Presentation & Class Interaction			CO3				
31	L31	3	Customer Journey Mapping	Demonstrating correct usage of the 7 P's framework for Service Marketing		Presentation & Class Interaction			CO3; CO4				
32	L32	3	Customer Loyalty	Understand, Apply and Analyze The Service Product, Design formulate and build New Service Offerings, Service Branding and Positioning		Presentation & Class Interaction			CO1; CO2; CO3				
33	L33	3	Customer Lifetime Value Meaning	To Understand Analyze and Apply the actual procedures, mechanisms and flow of activities by which the service is delivered - the service delivery and operating system		Presentation & Class Interaction			CO1; CO2; CO3				
34	L34	3	Customer Lifetime Value Calculation	Understand, Apply and Analyze Benefits and Key Elements		Presentation & Class Interaction			CO1; CO2; CO3				
35	L35		Unit IV Digital Analytics	Demonstrating Correct Usage of Procedure for Selected Services, Price Terminology Objectives		Presentation & Class Interaction			CO3; CO4				
36	L36	4	Digital Analytics Metrics & Measurement	Demonstrating Correct Usage of Selected Services Pricing Challenges Procedure		Presentation & Class Interaction			CO3; CO4				
37	L37	4	Digital Analytics Measurement	Demonstrating Correct Usage method of Pricing of Services		Debate			CO3; CO4				
38	L38	4	Web Metrics & Importance of Web Metrics	Compare, Analyze and Discriminate between Service Personnel	Case Studies				CO3; CO4				
39	L39	4	SEO & SEM	Ability to Analyze and Evaluate Consumer Role in Place of Distribution Methods of Distribution in Services	Case Studies	Debate	Define & Evaluation		CO3; CO4				



**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

<b>Programme Code:</b>	039	<b>Programme:</b>	MASTER OF BUSINESS ADMINISTRATION (MBA)	<b>Session:</b>	2022-23	<b>L</b>	3	<b>T/P</b>	0	<b>Credits</b>	3
<b>Course Code:</b>	MS-101	<b>Course Name:</b>	Management Process & Organizational Behaviour	<b>Type:</b>	Core/Open Elective						

**Objective:** This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

<b>Course Outcome &amp; Mapping, Course Articulation</b>												
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with sufficient confidence and skill to make efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their academic, professional and personal and their social life.
				Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.					
				3	2	2	3	3	3	0	3	2
				1	2	3	2	3	2	2	2	3
				2	2	3	3	2	0	3	3	2
				3	3	3	2	3	3	3	3	1

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/Journals/Articles/NEWS)	Mode of Assessment
				Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/Journals/Articles/NEWS)	Mode of Assessment
1	L 1	I	Introduction to Management:									
2	L 2	I	Meaning and Nature of Management,	Meaning of management and Nature of management	Students will be able to understand what is meant by management		Group discussion - Is management art or science?	https://www.youtube.com/watch?v=...	CO1,CO2,CO3	PPT	E-Books, Notes	Group Discussion and Classroom Observation and
3	L 3	I	Evolution of Management,	Evolution of management	Students will be able to describe the different		Individual Presentations	PPT	CO1	PPT, PPT By Students		
4	L 4	I	Tasks and Responsibilities of a Professional Manager,	Managerial functions and Skills of a manager	Students will be able to recognize and identify the	Case Study 2 Managerial skills – —Naughty Rule!	Individual Presentation	https://www.youtube.com/watch=...	CO1,CO2	PPT, PPT By Students		
5	L 5	I	Management by Objectives,	Basic responsibilities of a	Students will be able to name and		Extempore		CO1,CO2	PPT, PPT By Students		Classroom Observation and Quiz
6	L 6	I	Case Study,	Management by objectives Concept and Features	Students will be able to recognize and describe the MBO		Individual Presentation		CO1,CO2	PPT, PPT By Students		Quiz
7	L 7	I	Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study,	Management by objectives Concept and Features	Students will be able to recognize and describe the MBO	Quiz https://quizizz.com/admin/quiz/5a81eae67a2f0a0975807d5f/ma	Individual Presentation		CO1,CO2	PPT, PPT By Students		
8	L 8	I	Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study,	Case study	Students will be able to solve the Case Study and learning through	How an effective manager handles precarious situation	Discussion in classroom			PPT		
9	L 9	II	Process of Management:	Concept and Process	Students will be able to understand	effective Forecasting --	Quiz https://quizizz.c	https://www.yout	CO1,CO2	PPT		Assignment and Quiz
10	L 10	II	Planning: Concept,	Planning-Techniques	Students will be able to recognize and			https://www.yout	CO1,CO2	PPT		Classroom Observati
11	L 11	II	Process and Techniques,	Meaning and Principles	Students will be able to understand		Presentation	https://www.yout	CO1,CO2	PPT, PPT By Students		
12	L 12	II	Directing: Definition, Principles and Process,	Directing-process	Students will be able to outline and		Individual Presentatio	https://www.yout	CO1,CO2	PPT, PPT By Students		
13	L 13	II	Controlling: Definition, Process and Techniques,	Concept and Process	Students will be able to remember the		Presentation	https://www.yout	CO1,CO2	PPT, PPT By Students	Research paper on	
14	L 14	II	Decision Making: Concept-I	Traditional and modern	Students will be able to		Presentation		CO1,CO2	PPT, PPT By Students		
15	L 15	II	Decision Making: Concept-II	making-Concept and making models	Students will learn about	Improper Decision Making and its	Discussion in classroom	https://www.yout	CO1,CO2,CO3	PPT		Case Study
16	L 16	II	Importance and Models-I	making models	Students will be able to		in classroom	https://www.yout	CO1,CO2,CO3	PPT		Case Study, Case Study
17	L 17	II	Importance and Models-II	Case study	Students will be able to solve the Case		in classroom			PPT		Case Study
18	L 18	II	Case Study	OB models - merits and demerits	Students will be able to understand		Presentation		CO1,CO3	PPT, PPT By Students		
19	L 19	III	Fundamentals of Organizational Behaviour:	OB models - merits and demerits	Students will be able to understand		Presentation		CO3,CO4	PPT, PPT By Students		
20	L 20	III	Organizational Behaviour –Nature and Scope,	OB models - merits and demerits	Students will be able to understand		Presentation		CO3,CO4	PPT, PPT By Students		Assignment
21	L 21	III	OB Models – merits and demerits,	Personality	Students will be able to understand		Personality test : https://www.16		CO3,CO4	PPT		Classroom Observati
22	L 22	III	Personality-Concept and types,	Perception	Students will be able to understand		Perception as the		CO3,CO4	PPT		

23	L 23	III	Perception and Attitude,	Attitude	be able to analyze the		<a href="https://quizizz.com/admin/quiz/">https://quizizz.com/admin/quiz/</a>	Individual Presentation		CO3,CO4	PPT, PPT By Students	Quiz	
24	L 24	III	Learning – Concept and theories,	Learning	learn the concept of			Presentation		CO3,CO4	PPT, PPT By Students	Assignment	
25	L 25	III	Motivation – definition, importance	Motivation	Students will be able to			3 activity on Switch	<a href="https://www.youtube.com/">https://www.youtube.com/</a>	CO3,CO4	PPT		
26	L 26	III	Motivation – theories-I	stress at work	be able to teach and		Quiz <a href="https://electroni">https://electroni</a>	activity 1 on		CO3,CO4	PPT	Classroom Observati	
27	L 27	III	Motivation – theories-II	Organizational structure	able to identify different types			Flip classes		CO3,CO4	PPT	Classroom Observati	
28	L 28	III	Managing stress at Work – concept and techniques,	Organizational design	able to Understand,			Presentation		CO3,CO4	PPT, PPT By Students		
29	L 29	III	Organizational Structure – concept and types,	Organizational culture	able to analyze the			Presentation		CO3,CO4		<a href="https://www.youtube.com/wat">https://www.youtube.com/wat</a>	
30	L 30	III	Case Studies	Organizational climate	would be able to understand			Presentation		CO3,CO4			
31	L 31	III	Organizational Process and Structure:	Cross cultural	would be able to understand			Presentation		CO3,CO4		Assignment	
32	L 32	III	Organizational Design and Structure,	group and their dynamics	be able to demonstrate			Presentation		CO3,CO4	PPT, PPT By Students		
33	L 33	III	Organizational Culture and Climate,	organizational behavior	would be able to understand			<a href="#">Individual Presentation</a>		CO3,CO4			
34	L 34	III	Cross Cultural Organizational Behavior-I	definition and Work teams :	able to understand			<a href="#">Individual Presentation</a>	<a href="https://www.youtube.com/">https://www.youtube.com/</a>	CO3,CO4	PPT, PPT By Students		
35	L 35	III	Cross Cultural Organizational Behavior-II	Stages of Teams	able to understand			<a href="#">Individual Presentation</a>	<a href="https://www.youtube.com/">https://www.youtube.com/</a>	CO3,CO4	PPT, PPT By Students		
36	L 36	IV	Group and their Dynamics,	group dynamics	be able to demonstrate			<a href="#">Individual Presentation</a>		CO3,CO4	PPT, PPT By Students		
37	L 37	IV	Work Teams: Group and their Dynamics-	Communication	able to Understand	Management Game 2				CO3,CO4	PPT	Classroom Observati	
38	L 38	IV	Concept and Types,	group dynamics	be able to demonstrate			Individual Presentation		CO3,CO4	PPT, PPT By Students		
39	L 39	IV	Work Teams –	concept and importance	be able to understand			Debates: Leadership		CO3,CO4	PPT		
40	L 40	IV	Definition and importance,	Leadership :	be able to understand the			Individual Presentation		CO3,CO4	PPT	Classroom Observati	
41	L 41	IV	Stages of team Building and its behavioral dynamics,	Justice :	Student would be able to			Individual Presentation		CO3,CO4	PPT, PPT By Students		
42	L 42	IV	Leadership – Concept,	Organizational Justice : types	Student would be able to learn			Individual Presentation		CO3,CO4	PPT, PPT By Students	Classroom Observati	
43	L 43	IV	Importance and Styles,	Revision	Students will be able to clear								
44	L 44	IV	Organizational Justice – Concept,	Revision	Students will be able to clear								
45	L 45	IV	Importance and Types.	Revision	Students will be able to clear								

**Suggested Books: (All Latest Editions)**

- 1 Robbins, Judge, S.P., T.A., Vohra, N. Organizational Behaviour. Pearson Education
- 2 Nahavandi, A. et al., Organizational Behavior. Sage Publication
- 3 Greenberg, J. and Baron, R.A. Behaviour in Organization. Pearson Education
- 4 Stoner, J.A.F., Freeman, R.E., Kodwani, A.O., et.al. Management. Pearson Education.
- 5 Newstorm, J.W. & Davis, K. Organizational Behaviour Human Behaviour at Work, McGraw Hill Education
- 6 Koontz, H, Wehrich, H, Mark V, Cannice, M.Y. Essentials of Management-An International Innovation and Leadership Perspective, MC.Graw Hill.

<b>Name of Faculty:</b>				<b>1 Credit (Theory)= 15 hrs. in a sem</b>	<b>1 Credit (Practical)= 30 hrs. in a sem</b>	
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-103	Course Name:	QUANTITATIVE TECHNIQUES	Type:	Core						

**Objective:** To provide understanding on relevance & need of quantitative methods for making business decisions, to have a sound knowledge of fundamentals of statistics and statistical techniques, be able to read and interpret statistical information, be able to perform statistical analysis for effective decision making in organizations.

Course Outcome & Mapping, Course	CO1	CO2	CO3	CO4	CO5
Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	3	0	1	0	0
Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	3	0	1	0	0
Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	0	3	3	3	3
Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	0	3	3	3	3
Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	0	3	3	3	3
Identify and recognize the information technology based interventions to achieve organizational goals	0	0	0	0	0
Benchmark organizational and managerial practices with the best in class organizations to identify the imperatives of long-term societal welfare.	0	0	0	0	0
Demonstrate effective communication and work with and lead teams.	0	0	0	0	0
Develop a lifelong learning approach manifested in their pursuit of excellence in professional, personal and social life.	0	0	0	0	0

Course Outcome & Mapping, Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Identify and differentiate between different statistical techniques and methods.	3	0	1	0	0	0	0	0	0
Explain the merits and limitations of various statistical techniques.	3	0	1	0	3	0	0	0	0
Demonstrate effective computational and spreadsheets skills for business analysis.	0	3	3	3	3	0	0	0	0
Analyse and interpret statistical information from the business data and reports.	0	3	0	3	3	0	0	0	0
Apply quantitative techniques to solve a variety of business problems.	3	3	2	3	3	0	0	0	0

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty-Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
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1	L 1	I	Descriptive Statistics	Topic Statistics will be able to understand	Experiential Learning	Participative Learning	Solving Methodologies	E-Resources	Mapping with CO	Class Material	Additional Material	Mode of Assessment
2	L 2	I	Measures of central tendency.	Statistics will be able to understand					PPT	CO1		MCQ
3	L 3	I	Concept of dispersion.	Measures of central tendency - Mean will be able to understand		Assignment	Numerical Problem	PPT	CO1	PPT		MCQ
4	L 4	I	Measures of dispersion: absolute and relative measures.	Measures of central tendency - Median will be able to understand		Assignment	Numerical Problem	PPT	CO1	PPT		MCQ
5	L 5	I	Skewness-meaning and measures, kurtosis-meaning and measures	Measures of central tendency - Kurtosis will be able to understand				PPT	CO1	PPT		MCQ
6	L 6	I	Bivariate analysis: concept of correlation, measures of correlation	Measure of Dispersion-Mean will be able to understand			Numerical Problem	PPT	CO1	PPT		MCQ
7	L 7	I	Regression meaning, regression lines	Dispersion-Standard Deviation will be able to understand		Assignment	Numerical Problem	PPT	CO1	PPT		MCQ
8	L 8	I	OLS regression: assumptions, computation of regression coefficients	Measure of Dispersion-Skewness will be able to understand			Numerical Problem	PPT	CO1	PPT		MCQ
9	L 9	I	OLS regression: assumptions, computation of regression coefficients	Measure of Dispersion-Kurtosis will be able to understand			Numerical Problem	PPT	CO1	PPT		MCQ
10	L 10	I	Standardized and unstandardized regression coefficients	Concept of dispersion, measures of Dispersion-Skewness and Kurtosis will be able to understand		Assignment	Numerical Problem	PPT	CO1	PPT		MCQ
11	L 11	I	Decision making based on Regression Analysis.	Bivariate analysis will be able to analyze problems of bivariate			Numerical Problem	PPT	CO1	PPT		MCQ
12	L 12	I	Decision making based on Regression Analysis.	Correlation and measures of Regression will be able to understand	Case Studies on Correlation	Assignment	Numerical Problem	PPT	CO1,CO2,CO3	PPT		Assignment
13	L 13	II	Probability Analysis	Correlation will be able to understand	Case Studies on Regression	Assignment	Numerical Problem	PPT	CO1	PPT		Assignment
14	L 14	II	Concept and meaning of probability	Understand concept of probability			Numerical Problem	PPT				MCQ
15	L 15	II	Theorems of probability: addition	Students will be able to understand OLS regression coefficients			Numerical Problem	PPT				MCQ
16	L 16	II	Multiplications, Bayes'theorem	Students will be able to understand OLS regression coefficients			Numerical Problem	PPT				MCQ
17	L 17	II	Multiplications, Bayes'theorem	Students will be able to understand OLS regression coefficients			Numerical Problem	PPT				MCQ
18	L 18	II	Probability distribution: Discrete and continuous distribution-binomial	Students will be able to understand concept of probability	Case Studies on Probability		Numerical Problem	PPT				MCQ
19	L 19	II	Poisson and Normal Distribution	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
20	L 20	II	Poisson and Normal Distribution	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
21	L 21	II	Application of Probability in decision making	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
22	L 22	II	Application of Probability in decision making	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
23	L 23	III	Linear Programming	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
24	L 24	III	Meaning, Assumptions	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
25	L 25	III	Formulation of Linear Programming Model	Students will be able to understand concept of probability			Numerical Problem	PPT				MCQ
26	L 26	III	Solution of Linear Programming Problem: Graphical and Simplex Method	Students will be able to understand concept of probability	Case Studies	Case Studies	Numerical Problem	PPT				Assignment
27	L 27	III	Special types of linear programming problems	Students will be able to understand concept of probability			Numerical Problem	PPT				Assignment
28	L 28	III	Assignment modeling	Students will be able to understand concept of probability			Numerical Problem	PPT				Assignment

29	L 29	III	Solution of assignment problem with Hungarian assignment model	Assignment Model	Students will learn about Assignment Model, a program			Numerical Problem	PPT	CO1	PPT			MCQ
30	L 30	III	Travelling salesman model, Transportation model, applications	Hungarian Model for Solving LP Problem	Students will learn to solve problem through Travelling Sales man Modelling			Numerical Problem	PPT	CO1, CO2, CO3	PPT			Assignment
31	L 31	III	Computation of initial feasible solution and testing its optimality	Travelling Sales man Modelling	Students will learn how to solve Assignment problem.			Numerical Problem	PPT	CO1, CO2, CO3				Assignment
32	L 32	III	Concept of trans-shipment	Transportation Model infeasible solution.	Students will learn about Transportation Model.			Numerical Problem	PPT	CO1, CO2, CO3				Assignment
33	L 33	IV	Decision Theory	Testing of Optimality	Students will solve problem for Testing of Optimality.			Numerical Problem	PPT	CO1, CO2, CO3				Assignment
34	L 34	IV	States of decision making	Concept of Transshipment	Students will get concept about Transshipment.			Numerical Problem	PPT	CO1				MCQ
35	L 35	IV	Decision tree analysis	Decision Theory	Students will learn about Decision Theory.			Numerical Problem	PPT	CO1				MCQ
36	L 36	IV	Game theory: meaning concept	States of Decision Making	Students will understand States of Decision Making.			Numerical Problem	PPT	CO1				MCQ
37	L 37	IV	Types of games	Decision Tree Analysis	Students will analyze Decision Tree			Numerical Problem	PPT	CO1				MCQ
38	L 38	IV	Principles of dominance	Game Theory concept	Students will learn about.			Numerical Problem	PPT	CO1	PPT			MCQ
39	L 39	IV	Solution of games with algebraic	Types of Game	Students will understand Types of			Numerical Problem	PPT	CO1	PPT			MCQ
40	L 40	IV	Solution of games with algebraic	Principles of Dominance	Students will apply Principle of Dominance.			Numerical Problem	PPT	CO1	PPT			MCQ
41	L 41	IV	Graphical and simplex method	Solution of Game Algebraic Method.	Students will evaluate problem			Numerical Problem	PPT	CO1, CO2, CO3	PPT			Assignment
42	L 42	IV	Graphical and simplex method	Solution of Game Graphical Method.	Atudent will apply Graphical Method.			Numerical Problem	PPT	CO1, CO2, CO3	PPT			Assignment
43	L 43	IV	Revision	Solution of Game Simplex Method.	Atudent will apply simplex Method to get Solution of			Numerical Problem	PPT	CO1, CO2, CO3	PPT			Assignment
44	L 44	IV	Revision	Revision & Doubt Clear Session	Students will remember Topics learnt in	Brain Storming			PPT					
45	L 45	IV	Previous Years Question Paper Discussion	Discussion of Previous Question Paper	Students will discuss on Previous Year Question Paper				PPT					

**Suggested Readings: (All Latest Editions)**

1. Sharpe, N.R., De Veaux, R.D., and Velleman, P.F. Business Statistics, Pearson
2. Black, K. Business Statistics: For Contemporary Decision Making. India, Wiley Publication.
3. Vohra, N.D. Quantitative Techniques in Management. McGraw Hill Education.
4. Sharma, J. Operations Research: Theory and Application. India, Macmillan Publication.
5. Francis, Joseph J. Business Statistics, Cengage Publication
6. Aczel, Amir D., Sounderpandian, J., & Saravanan P. Complete Business Statistics, India: McGraw Hill Education.

Name of Faculty:				1 Credit (Theory)= 15 hrs. in a sem		1 Credit (Practical)= 30 hrs. in a sem								
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-105	Course Name:	Managerial Economics	Type:	Core						

**Objective:** The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

**Course Outcome & Mapping, Course Articulation**

				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks	Prepare business strategies, develop concomitant functional and operational strategies, and implement them in an integrated manner, to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
		CO1	Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.									
		CO2	Identify and explain factors influencing supply and demand, analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model from sustainable development perspective.									
		CO3	Examine various approaches and models that explain consumer choices and behavior and apply them to analyzing the demand									
		CO4	Discuss the theory of production and analyze the effects of technology and variations in input proportions on output, both in the short run and long run.									
		CO5	Identify and compare different market structures and analyze pricing and output decisions in different market forms.									
		CO6	Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.									
			<b>Course Articulation (Average)</b>									

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	Reference
1	L 1	I	Introduction: Nature, Scope and Significance of Managerial Economics	Topic Scope and Significance of Managerial Economics	Sessional Outcome: Students will be able to understand the meaning	Experiential Learning	Problem Solving	Participative Learning	ICT Tools & E-Resources	Mapping with CO	Class Material	Additional Material	Mode of Assessment
2	L 2	I	Its Relationship with other Disciplines	Topic Scope and Significance of Managerial Economics	Students will be able to understand the meaning			Class Discussion	https://www.youtube.com/watch?v=...	CO1	PPT	PDF Notes	Assignment
3	L 3	I	Role of Managerial Economics in Decision Making	Managerial Economics	Students will be able to understand			Class Discussion	https://www.y...	CO2			
4	L 4	I	Role of Managerial Economics in Decision Making	Role of Managerial Economics	Students will be able to understand			Flipped Classroom		CO2			Case Study/
5	L 5	I	Opportunity cost Principle	Opportunity cost	Explained opportunity cost			Lecture		CO2			Assignment
6	L 6	I	Incremental Concept	Production Possibility	Explain the production			Lecture		CO2			
7	L 7	I	Cardinal and Ordinal Approaches to Consumer Behavior	Incremental Concept	Discuss incremental		Table and Graph	Lecture		CO2			
8	L 8	I	Equi-Marginal Principle	Cardinal and Ordinal	Students will be able to understand	Case Study	Graph	Lecture		CO4			
9	L 9	I	Law of Diminishing Marginal Utility	Equi-Marginal	Explain equi-marginal	Case Study	Graph	Lecture		CO4			
10	L 10	I	Law of Diminishing Marginal Utility	Law of Diminishing	Discuss the law of		Graph	Lecture		CO4			
11	L 11	I	Indifference Curve Analysis	Revision	Students will be assessed			Doubt Clearing session					
12	L 12	I	Indifference Curve Analysis	Revision	Students will be assessed			Doubt Clearing session					
13	L 13	II	Demand Analysis and Theory of Production	Group discussion	Students will be assessed			Doubt Clearing session					
14	L 14	II	Demand Function, Elasticity of Demand	Problem Solving	Students will be assessed			Doubt Clearing session					
15	L 15	II	Demand Function, Elasticity of Demand	Theory of Demand	Student will be able to understand		Cause & Effect Diagram	Lecture		CO5			Case study
16	L 16	II	Demand Forecasting	Theory of Demand	Student will be able to understand		Cause & Effect Diagram	Individual Presentatio	https://www.y...	CO5			
17	L 17	II	Applications of Demand Analysis in Managerial Decision Making	Theory of Demand	Student will be able to understand		Cause & Effect Diagram	Individual Presentatio		CO5			
18	L 18	II	Theory of Production: Production Function	Concepts of Measurement	Student will be able to understand		Cause & Effect Diagram	Lecture		CO2			
19	L 19	II	Short Run and Long Run Production Analysis	Factors affecting	Student will be able to understand		Cause & Effect Diagram			CO3			
20	L 20	II	Short Run and Long Run Production Analysis	Income Elasticity of	Student will be able to understand		Cause & Effect Diagram			CO3			
21	L 21	II	Isoquants	Theory of Production	Student will be able to understand		Diagram			CO3	PPT		
22	L 22	II	Optimal Combination of Inputs.	Factors of production	Student will be able to understand		Diagram		https://www.y...	CO3			

23	L 23	III	Theory of Cost and Market Structures	Law of variable	Student will apply the	Case Study		Class Discussion		CO3				
24	L 24	III	Theory of Cost in Short and Long Runs	Law of return to	Student will apply the					CO3				
25	L 25	III	Theory of Cost in Short and Long Runs	Traditional and Modern	Explain Traditional					CO3				
26	L 26	III	Market Structures: Price-Output decisions under Perfect	Revision	Students will be assessed			Doubt Clearing session						
27	L 27	III	Market Structures: Price-Output decisions under Perfect	Revision	Students will be assessed			Doubt Clearing session						
28	L 28	III	Monopoly	Group discussion	Students will be assessed			Doubt Clearing session						
29	L 29	III	Monopoly	Problem Solving	Students will be assessed			Doubt Clearing session						
30	L 30	III	Monopolistic Competition and Oligopoly	Economies of Scale and	Students will be able to			problems and		CO3				
31	L 31	III	Monopolistic Competition and Oligopoly	Revenue Curves	Students will be able to	Case Study				CO1				
32	L 32	III	Monopolistic Competition and Oligopoly	Market Structure:	Students will be able to	Case Study	Graph	problems and		CO1			MCQ	
33	L 33	IV	Introduction to Macro Economics	Monopoly, Monopolisti	Student will apply the	Case Study	Graph	problems and		CO1				
34	L 34	IV	Nature and Importance of Macro Economics	Strategic Behaviour	Students will be able to	Case Study				CO1				
35	L 35	IV	Market, Command	Introduction to Macro	Students will be able to			Class Discussion		CO1	Class Notes			
36	L 36	IV	Mixed Economics	Nature and Importance	Students will be able to			Lecture		CO1	ppt			
37	L 37	IV	The Invisible Hand	Revision	Students will be assessed			Doubt Clearing session	Class Discussion					
38	L 38	IV	The economic role of government	Revision	Students will be assessed			Doubt Clearing session	Class Discussion					
39	L 39	IV	The economic role of government	Revision	Students will be assessed			Doubt Clearing session	Class Discussion					
40	L 40	IV	Economic Growth and Development	Economic Growth and	Students will be able to			Lecture		CO1				
41	L 41	IV	Policy framework of money supply	Determinants of	Students will be able to			Lecture		CO1				
42	L 42	IV	Inflation, and interest rates.	Methods of Measureme	Students will be able to			Class Discussion		CO1				
43	L 43	IV	Revision	Inflation: Meaning	Students will be able to			Class Discussion		CO1	Class notes			
44	L 44	IV	Revision	Revision	Students will be assessed			Doubt Clearing session	Lecture	CO1				
45	L 45	IV	Previous Years Question Paper Discussion	Group Discussion	Studentst will be able to			Doubt Clearing session	Group Discussion	CO1				
				Problem Solving	Discuss problems			Doubt Clearing session	Lecture	CO1				

**Suggested readings: (All Latest Editions)**

- Hireshey, M. Managerial Economics. Thomson South-Western.
- Salvatore, D. Managerial Economics in a Global Economy. McGraw-Hill.
- Samuelson, W. F., & Marks, S. G. Managerial economics. John Wiley & Sons.
- Truett, Dale B. and Truett J. Lila . Managerial Economics: Analysis, Problems, Cases, John Wiley & Sons.
- Petersen, H. C., Cris, L Wand Jain, S.K. Managerial Economics, Pearson Education
- Satya P Das. Microeconomics for Business, Sage Publishing

<b>Name of Faculty:</b>	<b>Dr. Sandeep Kumar</b>	<b>1 Credit (Theory)= 15 hrs. in a sem</b>	<b>1 Credit (Practical)= 30 hrs. in a sem</b>		
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# TECNIA INSTITUTE OF ADVANCED STUDIES

## GRADE 'A' INSTITUTE

### COURSE PLAN

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-107	Course Name:	Accounting for Management	Type:	Core						

**Objective:** The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outcome & Mapping, Course Articulation												
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant operational strategies and implement them to improve the organization and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
		CO1	Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques.									
		CO2	Construct financial statements by collecting, recording and classifying the financial information from divergent sources.									
		CO3	Critically analyze and interpret financial statements of a company.									
		CO4	Demonstrate the ability to extract and use meaningful financial information for managerial decision making.									
			Course Articulation (Average)									
S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L 1	I	Financial Accounting	Topic	Sessional Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools	Mapping with CO	Mode of Assessment	
2	L 2	I	Scope and Nature of Accounting, Accounting concepts	Financial Accounting	Students will be able to	GROUP DISCUSSION		Tecnia TV Lecture	CO1, CO2, CO3, CO4	QA Session		
3	L 3	I	Principles & Standards, Accounting Cycle	Accounting concepts	Students will be able to		Lecture		CO1	Viva		
4	L 4	I	Journalisation, Subsidiary Books	Principles & Standards	Students will understand		Lecture		CO1, CO2, CO3	QA Session		
5	L 5	I	Ledger Posting, Preparation of Trial Balance	Accounting Cycle	Students will understand		Lecture		CO1, CO2, CO3	QA Session		
6	L 6	I	Rectification of Errors	Ledger Posting and Rectification	Students will understand		GROUP DISCUSSION		CO1, CO2, CO3, CO4	Viva		
7	L 7	I	Capital and Revenue Expenditure & Income	Rectification of Errors	Students will understand		Lecture		CO1, CO2, CO4	QA Session		
8	L 8	I	Fixed Assets and Depreciation Accounting	Rectification of Errors	Students will understand		Lecture		CO1	MCQ		
9	L 9	I	Fixed Assets and Depreciation Accounting	Capital and Revenue	Students will be able to		GROUP DISCUSSION		CO1, CO2	Viva		
10	L 10	I	Preparation of Final Accounts, Manufacturing Account	Fixed Assets and	Students will be able to		Lecture		CO1, CO2, CO3	Assignment		
11	L 11	I	Trading Account, Profit and Loss Account	Fixed Assets and	Students will be able to		Lecture		CO1, CO2, CO3	Viva		
12	L 12	I	Balance Sheet (with adjustments)	Manufacturing	Students will be able to		Lecture		CO1, CO2, CO3, CO4	Quiz		
13	L 13	II	Cost Accounting	Balance Sheet (with	Students will be able to	QUIZ	Lecture		CO1, CO2, CO3, CO4	MCQ		
14	L 14	II	Objectives, Classification of Cost	Balance Sheet (with	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3	Quiz		
15	L 15	II	Preparation of Cost Sheet	Cost Accounting	Students will be able to		Lecture		CO1, CO2	Quiz		
16	L 16	II	Material Cost Accounting	Classification of Cost, Material Cost	Students will be able to		Flip Classroom	Tecnia TV Lecture	CO1, CO2, CO3	MCQ		
17	L 17	II	Perpetual Inventory Control	Perpetual Inventory	Students will be able to		Lecture		CO1, CO2	Viva		
18	L 18	II	Inventory Valuation	EOQ, ABC	Students will be able to		GROUP DISCUSSION	Tecnia TV Lecture	CO1, CO2, CO3	Quiz		
19	L 19	II	EOQ	EOQ, ABC Analysis, Setting of Reorder	Students will be able to		Lecture		CO1, CO2, CO3, CO4	MCQ		
20	L 20	II	ABC Analysis, Setting of Reorder Level	Setting of Reorder	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3, CO4	MCQ		
21	L 21	II	Maximum Level, Minimum Level, Labour Costing	Labour Costing	Students will learn about		Discussion		CO1, CO2, CO3, CO4	QA Session		
22	L 22	II	Overhead Cost Allocations, Over and Under Absorption	Overhead Cost	Students will be able to		Lecture		CO1, CO2, CO3, CO4	Viva		
23	L 23	III	Performance Evaluation Techniques	Introduction to	Students will learn the		Lecture		CO1, CO2, CO3, CO4	Assignment		
24	L 24	III	Introduction to Budgeting and Budgetary Control	Performance	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3, CO4	Quiz		
25	L 25	III	Performance Budgeting	Zero Based Budgeting	Students will be able to		GROUP DISCUSSION	Tecnia TV Lecture	CO1, CO2, CO3, CO4	QA Session		
26	L 26	III	Classification of Budget	Standard Costing and	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3, CO4	MCQ		
27	L 27	III	Fixed and Flexible Budgets	Standard Costing and	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3, CO4	Viva		
28	L 28	III	Zero Based Budgeting	Standard Costing and	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3, CO4	Viva		
29	L 29	III	Standard Costing and Variance Analysis	Balanced Scorecard	Students will be able to		GROUP DISCUSSION		CO1, CO2, CO3, CO4	QA Session		
30	L 30	III	Balanced Scorecard	Responsibility	Students will be able to		Lecture		CO1, CO2, CO3, CO4	Viva		
31	L 31	III	Balanced Scorecard	Financial Statement	Students will understand the		Lecture	Tecnia TV Lecture	CO1, CO2, CO3, CO4	MCQ		
32	L 32	III	Responsibility Accounting	Ratio Analysis	Students will understand the	QUIZ	Lecture		CO1, CO2, CO3, CO4	QA Session		
33	L 33	IV	Decision Making Techniques	Ratio Analysis	Students will understand the		Lecture		CO1, CO2, CO3, CO4	MCQ		
34	L 34	IV	Financial Statement Analysis	Ratio Analysis	Students will understand the		GROUP DISCUSSION		CO1, CO2, CO3, CO4	QA Session		

35	L 35	IV	Ratio Analysis	Common Size	They will understand		GROUP DISCUSSION			CO1, CO2, CO3, CO4	QA Session
36	L 36	IV	Common Size Statement, Du Pont Analysis	Common Size	They will understand		Lecture			CO1, CO2, CO3, CO4	Viva
37	L 37	IV	Marginal Costing, Application of Marginal Costing in De	Marginal Costing	The incumbent will		GROUP DISCUSSION			CO1, CO2, CO3, CO4	QA Session
38	L 38	IV	Cost Volume Profit Analysis	Marginal Costing	The incumbent will		GROUP DISCUSSION			CO1, CO2, CO3, CO4	MCQ
39	L 39	IV	Profit Planning, Management Accounting for Decision M	Cost Volume	They will understand		Lecture			CO1, CO2, CO3, CO4	MCQ
40	L 40	IV	EVA; Introduction to Activity Based Costing	Cost Volume	They will understand		GROUP DISCUSSION			CO1, CO2, CO3	Quiz
41	L 41	IV	Target Costing, Life Cycle Costing	Profit Planning	Students will understand		GROUP DISCUSSION			CO1, CO2, CO5	Quiz
42	L 42	IV	Uniform Costing	EVA; Introduction	Students will be able to		Lecture			CO1, CO2, CO5	QA Session
43	L 43	IV	Revision	EVA; Introduction	Students will be able to		Lecture			CO1	Quiz
44	L 44	IV	Revision	Target Costing	The incumbent will		Lecture			CO1, CO2, CO5	MCQ
45	L 45	IV	Previous Years Question Paper Discussion	Life cycle costing	Students will be able to		Lecture			CO1, CO2, CO5	MCQ
				Uniform costing	Students will be able to		Lecture			CO1, CO2, CO5	Quiz

**Suggested Readings: (All Latest Editions)**

1. Arora, M. N. Cost Accounting Principles & Practice. Vikas Publishing House.
2. Jawahar, L. Advanced Management Accounting. S. Chand & Company.
3. Periasamy, P. Financial, Cost and Management Accounting. Himalaya Publishing.
4. Khan, M.Y. & Jain, P.K. Management Accounting. McGraw Hill Education.
5. Maynard, Jennifer. Financial Accounting, Reporting & Analysis. Oxford University Press
6. Horngren, C.T., Foster, G., Datar, S.M. Cost Accounting: A Managerial Emphasis. Pearson Education

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**  
**GRADE 'A' INSTITUTE**  
**COURSE PLAN**

<b>AS PER MBA SCHEME &amp; SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.</b>											
<b>Programme Code:</b>	039	<b>Programme:</b>	MASTER OF BUSINESS ADMINISTRATION (MBA)	<b>Session:</b>	2022-23	<b>L</b>	3	<b>T/P</b>	0	<b>Credits</b>	3
<b>Course Code:</b>	MS-109	<b>Course Name:</b>	Information Technology Management	<b>Type:</b>							Skill Enhancement

**Objective:** The primary objective of this course is to familiarize the student coming from diverse background with basic concepts of information technology, its components and their applications in business processes.

<b>Course Outcome &amp; Mapping, Course Articulation</b>												
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, inquire and reflect and in their pursuit of excellence in professional, personal and social life.
		<b>CO1</b>	Recall the components of an Information Technology based system.									
		<b>CO2</b>	Identify the challenges in storage and retrieval of data.									
		<b>CO3</b>	Classify the software into various types on the basis of different criteria.									
		<b>CO4</b>	Create and analyze the database using SQL and spreadsheet tools.									
		<b>CO5</b>	Build an appropriate computer network as per the organizational needs									
		<b>CO6</b>	Develop web pages using HTML.									
		<b>CO7</b>	Contrast the information systems for managerial decision making									
		<b>CO8</b>	Understand the new and emerging technologies									
<b>Course Articulation (Average)</b>												

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L 1	I	Information Technology	Lecture Contents	Lecture Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools	Mapping with CO		Class Material
2	L 2	I	Components of IT systems, Characteristics and Classification of IT	Components of IT	Understand basic concepts		Group Discussion	Demonstration	https://www.youtube.com/watch?v=...	CO1		PPT by Teachers
3	L 3	I	Computer Architecture, Computer Memory: Types of Computer	Characteristics of computer	Understand the		Group Discussion	https://www.bdu.ac.in/...	CO1	Group Discussion		PPT
4	L 4	I	Storage Devices, Mass Storage Systems	Classification of Storage Devices	Define the Classifications of Storage Devices		Discussion	youtube	CO1			PPT
5	L 5	I	Concept of Cloud Computing	Computer Architecture	Classify the Block Diagram		Presentations by	https://www.youtube.com/watch?v=...	CO1	PPT by Students		https://www.cs.um.edu.hk/...
6	L 6	I	Data Centres and their challenges	input-output devices, Hardware	Identify	Tutoring	Presentations by	Demonstration	CO1			https://www.researchgate.net/...
7	L 7	II	Computer Software	Computer Memory Hierarchy	State Memory Hierarchy		GROUP DISCUSSION	youtube	CO1			https://www.youtube.com/watch?v=...
8	L 8	II	Types of Software	Types of memory	classify how many types of		Group Discussion	youtube	CO1	Debate (CIA)		https://www.youtube.com/watch?v=...
9	L 9	II	System Software: Introduction to Operating System	Secondary Storage	Classify the Hard Disk and State Cloud Computing	Brainstorming		youtube	CO1			https://www.youtube.com/watch?v=...
10	L 10	II	Need, Functions and Types of Operating systems	Concept of Cloud				https://www.w.researchgate.net/...	CO1			https://www.tutori.com/...
11	L 11	II	Introduction to GUI	Tutorial						Group Discussion		
12	L 12	II	Compiler, Interpreter and Assembler	Data Centers & their	Explain the concept of		Group Discussion	https://www.youtube.com/watch?v=...	CO1	Viva-Vose (CIA)		https://go4hosting.in/...
13	L 13	II	Types of Computer Programming Languages. Application Software and their uses	Interaction with	explain the basic concept			youtube	CO1			https://www.youtube.com/watch?v=...
14	L 14	II	Introduction to operating	System software: introduction	classify about system			youtube	CO1			https://www.youtube.com/watch?v=...
15	L 15	II	Features of Good Software and emerging trends in software	Introduction to operating	Classify the concept of		Group Discussion			Group Discussion		https://www.youtube.com/watch?v=...
16	L 16	II	Spreadsheet and Presentation Software. Data Analysis	Introduction to GUI,	Translators		Webinar	Youtube	CO1, CO2			
17	L 17	II	DBMS: Traditional File concepts and Database Environment	Types of Computer Application Software	Understand about the type			The Internet	CO1, CO2			https://www.youtube.com/watch?v=...
18	L 18	II	Database Management Systems Concepts	Spreadsheet and	explain the use of spreadsheet	Brainstorming			CO1, CO3			https://www.youtube.com/watch?v=...
19	L 19	II	Types of Data Models, ER Modeling	Spreadsheet and	explain the use of spreadsheet		Debate	PPT	CO1, CO3	Debate	PPT	https://www.youtube.com/watch?v=...
20	L 20	II	Integrity Constraints, SQL queries.	Data Analysis Using	Understand about Excel	Brainstorming		youtube	CO1			https://www.youtube.com/watch?v=...
21	L 21	III	Data Communication and Networks	DBMS and its	Understand DBMS	Demonstration		PPT	CO1			https://www.youtube.com/watch?v=...
22	L 22	III	Concepts of Data Communication	Types of Data Models	Understand about the type							https://www.youtube.com/watch?v=...
23	L 23	III	Types of Data- Communication Networks	Integrity Constannt	Define Intergirty		Webinar	PPT	CO1, CO2	Viva-Vose (CIA)	PPT by Students	https://www.youtube.com/watch?v=...
24	L 24	III	Communications Media	Tutorial				Youtube	CO1			https://www.youtube.com/watch?v=...
25	L 25	III	Concepts of Computer Networks	SQL Queires	use of SQL			youtube	CO1, CO2			https://www.youtube.com/watch?v=...
26	L 26	III	Primary Network Topologies	Data Communicati	the concept of	Tutoring						https://www.youtube.com/watch?v=...
27	L 27	III	Network Architectures-The OSI Model	Concept of DCN	demonstrate the concept	Tutoring		youtube	CO1, CO3			https://www.youtube.com/watch?v=...
28	L 28	III	Inter-Networking devices	Types of Data	demonstrate the types of	Tutoring		Youtube	CO1, CO2			https://www.youtube.com/watch?v=...
29	L 29	III	The Internet, Intranet and Extranets	Communication on media	Understand the concept of	Teachers		Youtube	CO1, CO2			https://www.youtube.com/watch?v=...
30	L 30	III	Internet Services	Concept of Computer	Understand th		Grup Discussion	Youtube	CO1, CO2			https://www.youtube.com/watch?v=...
31	L 31	III	World Wide Web	Primary Network	Explain the Different		Grup Discussion					
32	L 32	III	Creating Web Pages using HTML,	Network Architecture	Define the concept of OSI		Group Discussion	Youtube	CO1, CO2	Group Discussion	PPT	https://www.youtube.com/watch?v=...
33	L 33	IV	Functional and Enterprise Systems	Inner Networking	Understand networking			https://www.w.researchgate.net/...	CO1, CO2			PPT by Students
34	L 34	IV	Data, Information and Knowledge Concepts	Internet, Intranet &	Understand the Basic		Grup Discussion	https://ieeexplore.ieee.org/...	CO1, CO2			PPT

35	L 35	IV	Decision Making Process	Internet Services & Creating web pages using Functional & Enterprise	Understand the Concept of Use of Creating Web Pages		Grup Discussion								
36	L 36	IV	Concept and Classification of Information Systems	Functional & Enterprise	Describe the concept of	Brainstorming	Grup Discussion		<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO1,CO2		PPT	<a href="https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1.1.1.1">https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1.1.1.1</a>		
37	L 37	IV	Concept and Classification of Information Systems	Data Information	Explain the concept of		Grup Discussion		The Internet	CO1,CO2		PPT			
38	L 38	IV	Security Issues in Information Technology	Decision Making	Define the concept		Grup Discussion								
39	L 39	IV	Emerging Trends in Information Technology	Concept and Classification	Describe the concept		Grup Discussion		Webinar	E-Books	CO1,CO4	Group Discussion	PPT	<a href="https://www.13stre.com/">https://www.13stre.com/</a>	
40	L 40	IV	Block Chain	Security Issues in Emerging trends in	Discuss the security issues					E-Books	CO1,CO4		PPT		
41	L 41	IV	Artificial Intelligence, Machine Learning	Block chain	Discuss about IT					E-Books	CO1,CO4		PPT		
42	L 42	IV	Internet of Things and their applications.	Artificial Intelligence	Explain the concept of										
43	L 43	IV	Revision	Machine Learning	Understand Artificial					Presentati on by	CO1,CO4		PPT	<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	
44	L 44	IV	Revision	Applications	Understand the concept of					Presentati on by	CO1,CO4		PPT	<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	
	L 45	IV	Previous Years Question Paper Discussion								CO1,CO4		Student ppt		

**Suggested readings: (All Latest Editions)**

1. ITL Education Solutions. Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter. Introduction to Information Technology, John Wiley and Sons.
3. Behl R. Information Technology for Management, McGrawHill Education.
4. Joseph A. Brady and Ellen F Monk. Problem Solving Cases in Microsoft and Excel, homson Learning.
5. Mukta Sharma and Surabhi Shankar. Computer Applications, Galgotia Publishing Company.
6. Saini A.K. and Mukta Sharma, Web Technologies, Galgotia Publishing Company.

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-111	Course Name:	Marketing Management	Type:	Core/Open Elective						

**Objective:** This course is aimed at enabling students to understand the basic marketing concepts, processes and techniques. It will help develop and priorities appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges.

**Course Outcome & Mapping, Course Articulation**

				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a life-long learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life. .
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9

		CO1	Discuss the importance of a customer-centric approach and critically evaluate marketing function, concepts and theories, processes and techniques.									
		CO2	Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation.									
		CO3	Apply key marketing concepts and tools to develop and prioritize appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges									
		CO4	Explain the importance of synchronizing the elements of a customer- driven marketing strategy and apply IT based tools that provide for a seamless customer experience.									
		CO5	Anticipate future challenges and devise marketing strategies to adapt to the imperatives of sustainable development.									

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles / NEWS)	Mode of Assessment
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1	L 1	I	Introduction to Marketing	Topic	Sessional Outcome	Experiential Learning	Problem Solving	Participative Learning	ICT Tools & E-Resources	Mapping with CO	Class Material	Additional Material	Mode of Assessment	Reference
2	L 2	I	Meaning and Scope of Marketing	Marketing - Meaning,	Demonstrate an	Case Study : Nike Phillip	https://indiacl		Debate: Does	CO1	PPT	https://www.youtube.c	Study and	
3	L 3	I	Marketing Philosophies	Marketing Basic	Interpret complex					CO1	PPT			
4	L 4	I	Concept of Customer Value and Customer Satisfaction	Marketing Philosophies	Apply marketing					CO1	PPT, PPT By			
5	L 5	I	Marketing Management Process-An Overview	Marketing Management	Demonstrate the steps of			Class activity		CO1	PPT, PPT By			
6	L 6	I	Concept of Marketing Mix	Concept of Marketing	Describe the marketing mix					CO1,CO2,CO3	PPT		Classroom Observati	
7	L 7	I	Understanding Marketing Environment	Understanding	Explain how the			Extempore		CO1,CO2,CO3	PPT	Research Paper, E	Classroom Observati	
8	L 8	I	Consumer Buyer Behavior	Steps in Consumer	Dmonstrate an			Extempore	https://www.yo	CO1,CO2,CO3	PPT, PPT By			
9	L 9	I	Market Segmentation	Characteristics of	Explain the concepts of			Individual Presentatio		CO1,CO2,CO3	PPT, PPT By		Classroom Observati	
10	L 10	I	Targeting and Positioning	Market Segmentato	Explain the concepts of			Discussion in classroom	https://www.yo	CO1,CO2,CO3,CO4,CO6	PPT			
11	L 11	I	Overview of Competitive Marketing Strategies	Consumer Markets	Identify the major			Discussion in classroom		CO1,CO2,CO3,CO4,CO6	PPT		Assignmen	
12	L 12	I	Overview of Competitive Marketing Strategies	Market Targeting-Product	Explain the purpose of	BMW Phillips Kotler Page No.				CO1,CO2,CO3,CO4,CO6	PPT, PPT By		Quiz	
13	L 13	II	Product and Pricing Decisions	Positioning – an				Debate : What Is the		CO1,CO2,CO3,CO4,CO6	PPT, PPT By			
14	L 14	II	Product Concept	Revision						CO1,CO2	PPT			
15	L 15	II	Product Classifications	Product Decision :	Develop an understandin					CO1,CO2	PPT			
16	L 16	II	Product Levels	Product Mix and Product	Explain what a product is					CO1,CO2	PPT			
17	L 17	II	Product Differentiation	Product Mix	Explain what a product is			Extempore		CO1,CO2,CO3	PPT	E books, Notes		
18	L 18	II	Product Mix; Product Line Decisions	Product Lines	Explain the line of			Individual Presentatio		CO1,CO2,CO3	PPT, PPT By			
19	L 19	II	Product Life Cycle-Concept & Strategies	Product Strategy	Explain product			Individual Presentatio	https://www.yo	CO1,CO2,CO3	PPT, PPT By	E books, Notes		
20	L 20	II	Brand and Branding Strategies	Branding Decisions	Describe the elements of			Individual Presentatio		CO1,CO2,CO3	PPT, PPT By			
21	L 21	II	New Product Development Process; Pricing-Pricing Ob	New Product Development	Students will define the			Discussion in classroom		CO1,CO2	PPT		Classroom Observati	
22	L 22	II	Determinants of Price, Pricing Methods & Strategies.	Product Life Cycle	Discuss the product life			Discussion in classroom		CO1,CO2,CO3	PPT		Classroom Observati	
23	L 23	III	Promotion and Distribution Decisions	Pricing Decisions :	understand and identify			Discussion in classroom		CO1,CO2,CO3	PPT		Classroom Observati	
24	L 24	III	Concept of Integrated Marketing Communication	Pricing Objectives	Describe the role of cost					CO1,CO2,CO3	PPT, PPT By		Case Study	
25	L 25	III	Promotion Mix-Advertising, Personal Selling	Factors affecting Pricing	Understand the factors			Discussion in classroom		CO1,CO2,CO3	PPT, PPT By			
26	L 26	III	Publicity, Direct Marketing and Sales Promotion	Pricing Methods	Define the economic			activity 1		CO1,CO2,CO3	PPT, PPT By		Assignmen	

27	L 27	III	Channels of Distribution	Pricing Adjustments	Understand the different			Individual Presentatio		CO1,CO2,CO3	PPT, PPT By		Classroom Observati
28	L 28	III	Functions of Intermediaries	Revision						CO1,CO2,CO3			
29	L 29	III	Channel Design Decisions, Selecting Channel Members	Place Basic: Concept	understand the basic			Flip class		CO1,CO2,CO3	PPT, PPT By		
30	L 30	III	Channel Management	Distribution Decisions :	Managing Distribution			Discussion in classroom		CO1,CO2,CO3,CO4	PPT		
31	L 31	III	Channel Management	Channels of distribution:	Understand how it is	Case Study Costco Phillips		Debate : Does It		CO1,CO2,CO3,CO4	PPT		
32	L 32	III	Emerging Channels of Distribution.	Delivering value-	Identify and select the			Group discussion		CO1,CO2,CO3,CO4	PPT		
33	L 33	IV	Contemporary Marketing Trends and Issues	Channel Managemen	Understand and analyse				<a href="https://www.vo">https://www.vo</a>	CO1,CO2,CO3,CO4	PPT	E books, Notes	Case study and
34	L 34	IV	Consumer Adoption of Innovations	Communication process:	Define and classify the			Discussion in classroom		CO1,CO2,CO3,CO4	PPT		Classroom Observati
35	L 35	IV	Rural Marketing	Decision about	Describe and explain the			Debate : Has TV		CO1,CO2,CO3,CO4	PPT, PPT By		
36	L 36	IV	Social Marketing	sales promotion	Explain how important		Quiz <a href="https://www">https://www</a>	Discussion in classroom		CO1,CO2,CO3,CO4,CO5,CO	PPT		Quiz
37	L 37	IV	Sustainable Marketing	publicity and direct	Identify the roles of			Individual Presentatio		CO1,CO2,CO3,CO4,CO5,CO	PPT, PPT By		Assignmen t
38	L 38	IV	Digital Marketing	Integrated Marketing	Apply the key terms,			Individual Presentatio		CO1,CO2,CO3,CO4,CO5,CO	PPT, PPT By		
39	L 39	IV	Digital Marketing	Revision									
40	L 40	IV	Ethical Issues in Marketing	Introduction to Emerging	Understand the customer			Individual Presentatio		CO1,CO2,CO3,CO4,CO5,CO	PPT, PPT By		Classroom Observati
41	L 41	IV	Ethical Issues in Marketing	Sustainable Marketing	Apply sustainability			Individual Presentatio		CO1,CO2,CO4,CO5,CO6	PPT, PPT By		Classroom Observati
42	L 42	IV	Introduction to Marketing Analytics.	Green Marketing	Understand and explain			Flip class	<a href="https://www.vo">https://www.vo</a>	CO1,CO2,CO4,CO5,CO6	PPT	E books, Notes	
43	L 43	IV	Revision	Social marketing	describe and explain the					CO1,CO2,CO4,CO5,CO6	PPT		Classroom Observati
44	L 44	IV	Revision	Digital Marketing	Analyse the confluence of					CO1,CO2,CO4,CO5,CO6	PPT, PPT By		Classroom Observati
45	L 45	IV	Previous Years Question Paper Discussion	Social Media Marketing	describe and explain the					CO1,CO2,CO4,CO5,CO6	PPT, PPT By		
				Role of AI, Robotics in	Apply basic principles of					CO1,CO2,CO4,CO5,CO6	PPT		

**Suggested Readings: (All Latest Editions)**

1. Kotler, P., Keller, K.L., Marketing Management, Pearson Education.
2. Lamb, C.W, Hair, J.F, Sharma, D. & Mc Daniel C., Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi
3. Baines, P., Fill, C., Page, K., Sinha, P.K., Marketing: Asian Edition, Oxford University Press, New Delhi.
4. Ramaswamy, Y.S a Perspective Indian Context Hill, Sage
5. Walker O. C., Mullins J. & Boyd Jr. H. W., Marketing Strategy: A Decision Focused Approach, Mc Graw Hill Education.
6. Etzel, M., Walker, B Management, McGraw Hill Education.

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-115	Course Name:	Legal Aspects of Business	Type:	Core/Open Elective						

**Objective:** Managing business activities requires some level of acquaintance with the laws and legal system. Laws are enacted to regulate and govern the relationships between business and various stakeholders i.e. government, customers, suppliers, employees and community. This course is intended to enable the students acquire a general understanding of the legal system in India and the laws relevant to business world so that they appreciate the legal implications of the business decisions.

**Course Outcome & Mapping, Course Articulation**

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes in various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in the attitude to learn, unlearn and relearn in order to succeed in professional, personal and social life.
		CO1	Identify, define and explain the legal provisions governing general and special contracts, companies, competitive markets, consumers' protection and investors' protection.									
		CO2	Distinguish, examine and summarize legal communications and take actions consistent with the requirements of law									
		CO3	Analyze the decision-making context with due regard to the legal requirements and regulatory compliances									
		CO4	Evaluate and appraise the legal consequences of alternative choices proposed for decision making.									
		CO5	Assess various legal strategies or options available in the specific context of various legal disputes or issues that generally arise in the course of business.									
		CO6	Explain the mechanisms set-up under the relevant laws for handling legal disputes or addressing legal issues and prepare strategies for their expeditious									

**Course Articulation (Average)**

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/Journals/Articles/NEWS)	Mode of Assessment
1	L 1	I	Introduction to Law and Legal Systems	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving	ICT Tools & E-Resources	Mapping with CO	Class Material	Additional Material
2	L 2	I	Basic concepts of Law, Classification of Laws and Legal Systems	Introduction to Law	Caselets		Presentation & Class Interaction	Stimulate Discussion, PPT	CO1; CO2	PPT	www.indiacode.nic.in	Quiz
3	L 3	I	Indian Legal System and Administration of Justice, Constitutional Courts	Indian Legal System and Administration of Justice, Constitutional Courts	Describe and name principal		Presentation & Class Interaction	Stimulate	CO1; CO2	PPT	www.sebi.gov.in	Quiz
4	L 4	I	Subordinate Judiciary and their jurisdiction	Constitutional Courts	Describe and explain the		Presentation & Class Interaction	Lecture, Stimulate	CO1; CO2;	PPT	www.cci.gov.in	Quiz
5	L 5	I	Tribunals and their jurisdiction	Subordinate Judiciary	Explain and Interpret		Sacrosanct Focus Content	Brainstorming, Inquiry	CO2; CO4;	PPT		Quiz
6	L 6	I	An overview of Alternate Dispute Resolution Mechanisms	Tribunals and their jurisdiction	Discuss		Sacrosanct Focus Content	Brainstorming, Inquiry	CO1; CO2;	PPT		Quiz
7	L 7	I	Constitutional provisions related to the freedom of expression	An overview of	Demonstrate the use of	Live Experimental Application	Group discussion	Define & Evaluate	CO5; CO6	PPT		Quiz
8	L 8	I	Nature of government regulation of business and market	Constitutional provisions	Identify the constitutional	Live Experimental Application	Group discussion	Evaluate	CO5; CO6;	PPT		Quiz
9	L 9	II	Laws Governing Contracts	Nature of government	Interpret facts	Live Experimental Application	Group discussion	Define & Evaluate	CO1;	PPT		Quiz
10	L 10	II	The Indian Contract Act, 1872- Definition and essential elements of a contract	Unit-II: Indian Contract Act, 1872- Definition and essential elements of a contract	List out definition, Classify and Interpret		Presentation & Class Interaction	Lecture, Stimulate	CO1;	PPT		Quiz
11	L 11	II	Performance of a contract	Performance of a contract	Demonstrate the criteria for		Presentation & Class Interaction	Program Learning	CO2; CO3	PPT		Quiz
12	L 12	II	Discharge of a contract, Breach of a contract	Discharge of a contract	Define contract criteria for	Case Studies	Program Learning	Evaluate	CO3; CO4;	PPT		Quiz
13	L 13	II	Discharge of a contract, Breach of a contract	Discharge of a contract	Interpret Breach of a contract	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry	CO3; CO4;	PPT		Quiz
14	L 14	II	Remedies for breach under the Indian Contract Act, 1872	Remedies for breach of a contract	Define, Classify and Interpret	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry	CO4; CO5	PPT		Quiz
15	L 15	II	The Sale of Goods Act, 1930-Definitions of Sale and Goods	The Sale of Goods Act, 1930-Definitions of Sale and Goods	Define, Classify and Categorize		Presentation & Class Interaction		CO1; CO2	PPT		Quiz
16	L 16	II	Agreement to Sell, Goods, Conditions and Warranties	Agreement to Sell, Goods, Conditions and Warranties	Define and explain	Case Studies	Presentation & Class Interaction		CO2; CO3	PPT		Quiz
17	L 17	II	Agreement to Sell, Goods, Conditions and Warranties	Agreement to Sell, Goods, Conditions and Warranties	Define and explain		Group discussion	Define & Evaluate	CO3; CO4;	PPT		Quiz
18	L 18	II	Transfer of property	Transfer of property	Interpret		Group discussion	Define & Evaluate	CO4; CO5	PPT		Quiz
19	L 19	II	Rights of a seller and buyer, Rights of an Unpaid Seller.	Rights of a seller and buyer, Rights of an Unpaid Seller.	Interpret		Group discussion	Define & Evaluate	CO5; CO6	PPT		Quiz
20	L 20	II	Rights of a seller and buyer, Rights of an Unpaid Seller.	Rights of a seller and buyer, Rights of an Unpaid Seller.	Interpret		Group discussion	Define & Evaluate	CO5; CO6	PPT		Quiz
21	L 21	III	Laws Governing Business Forms	Laws Governing Business Forms	Differentiate		Group discussion	Evaluate	CO5; CO6	PPT		Quiz
22	L 22	III	The Indian Partnership Act, 1932: Formation of Partnership	Unit-III: The Indian Partnership Act, 1932: Formation of Partnership	Define, Classify and Categorize	Case Studies	Group discussion	Define & Evaluate	CO1; CO2;	PPT		Quiz
23	L 23	III	Relationship between partners	Relationship between partners	Interpret		Group discussion	Evaluate	CO1; CO2; CO3	PPT		Quiz
24	L 24	III	Rights and liabilities of partners, Dissolution of Partnership	Rights and liabilities of partners, Dissolution of Partnership	Interpret		Group discussion	Define & Evaluate	CO3; CO4;	PPT		Quiz
25	L 25	III	The Companies Act, 2013: Company and its features, Types of Companies	The Companies Act, 2013: Company and its features, Types of Companies	Define, Classify and Categorize	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1; CO2;	PPT		Quiz
26	L 26	III	Incorporation of a Company, Memorandum of Association	Incorporation of a Company, Memorandum of Association	Interpret	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry	CO3;	PPT		Quiz
27	L 27	III	Board of Directors and their appointment, powers, and duties	Board of Directors and their appointment, powers, and duties	Interpret	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry	CO3;	PPT		Quiz
28	L 28	III	Winding up of a company, Overview of Insolvency and Liquidation	Winding up of a company, Overview of Insolvency and Liquidation	Differentiate		Sacrosanct Focus Content	Brainstorming, Inquiry	CO3;	PPT		Quiz
29	L 29	III	Incorporation of LLP, Effects of Registration of LLP	Board of Directors	Define, Classify and Categorize		Presentation & Class Interaction	Lecture, Stimulate	CO3;	PPT		Quiz
30	L 30	III	Incorporation of LLP, Effects of Registration of LLP	Overview of Insolvency and Liquidation	Define, Classify and Categorize	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO2; CO3;	PPT		Quiz
31	L 31	III	Designated partners and their liabilities	The Limited Liability Partnership Act, 2008	Define, Classify and Categorize		Presentation & Class Interaction		CO2; CO3;	PPT		Quiz
32	L 32	III	Conversion of other forms of business organizations into LLP.	Conversion of other forms of business organizations into LLP.	Define, Classify and Categorize		Presentation & Class Interaction		CO2; CO3;	PPT		Quiz
33	L 33	IV	Laws Governing Relations with various Stakeholders	Laws Governing Relations with various Stakeholders	Define, Classify and Categorize		Presentation & Class Interaction		CO2; CO3; CO6	PPT		Quiz
34	L 34	IV	The Securities and Exchange Board of India Act, 1992	Unit-IV: The Securities and Exchange Board of India Act, 1992	Define, Classify and Categorize		Presentation & Class Interaction		CO1; CO2;	PPT		Quiz
35	L 35	IV	Regulations related to Public Offer of Shares and Debentures	Regulations related to Public Offer of Shares and Debentures	Define, Classify and Categorize		Presentation & Class Interaction		CO3;	PPT		Quiz
36	L 36	IV	Consumer Protection Act, 2019: Objectives and salient features	Consumer Protection Act, 2019: Objectives and salient features	Interpret		Presentation & Class Interaction		CO4;	PPT		Quiz
37	L 37	IV	Complainant, defect, deficiency, restrictive trade practices	Consumer Protection Act, 2019: Objectives and salient features	Differentiate		Presentation & Class Interaction		CO4; CO5	PPT		Quiz

38	L 38	IV	resolution commissions-Powers and functions	Restrictive trade rights of the	Define and explain		Debate		PPT	CO1, CO2;	PPT		Quiz			
39	L 39	IV	Competition Act, 2002: Objectives and salient features	3-Tier structure of Competition Act, 2002	Interpret and Differentiate	Case Studies		Define & Evaluation	PPT	CO2, CO3;	PPT		Quiz			
40	L 40	IV	Definition of anti-competitive agreement	Definition of anti-competitive agreement	Demonstrate the use of		Debate	Define & Evaluation	PPT	CO4, CO5	PPT		Quiz			
41	L 41	IV	Abuse of dominant position	Abuse of dominant position	Define, Classify and Categorize			Define & Evaluation	PPT	CO1, CO2;	PPT		Quiz			
42	L 42	IV	Combinations, role of Competition Commission of India in promoting competitive markets	Combinations, role of Competition Commission of India in promoting competitive markets	Define and explain			Define & Evaluation	PPT	CO3, CO4, CO5	PPT		Quiz			
43	L 43	IV	Revision	Role of Competition Commission	Define and explain		Brainstorming	Define & Evaluation	PPT	CO3, CO4, CO6	PPT		Quiz			
44	L 44	IV	Revision	Revision	Revision of previous topics			Define & Evaluation	PPT	CO1, CO2	PPT		Quiz			
45	L 45	IV	Previous Years Question Paper Discussion	Doubts clearance	Learners Understanding	Case Studies			PPT	CO1, CO3	PPT		Quiz			
				Discussion of Previous Years Question Paper	Evaluating Learners Understanding	Case Studies			PPT	CO1, CO4	PPT		Quiz			
						Case Studies	Presentation & Case Studies		PPT		PPT		Quiz			

**Suggested Readings: (All Latest Editions)**

1. Albuquerque, Daniel. Legal Aspects of Business, Second Edition, OUP India
2. Pathak, Akhileshwar. Legal Aspects of Business, Mc Graw Hill Education
3. Kumar, Ravinder. Legal Aspects of Business, Cengage Learning India
4. www.indiacode.nic.in
5. www.sebi.gov.in
6. www.cci.gov.in

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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## MBA PROGRAMME

Sl.No.	SEMESTER	CODE No.	PAPER	TYPE OF COURSE	L	T/P	CREDITS	Div-A (Ist)	Div-B (Ist)	Div-A (IInd)	Div-B (IInd)	NA
1	FIRST	MS 101	Management Process and Organizational Behavior	Core/Open Elective	3	-	3	Dr. Manali Takkar				
2	FIRST	MS 103	Quantitative Techniques	Core	3	-	3	Dr. Sandeep Kumar				
3	FIRST	MS 105	Managerial Economics	Core	3	-	3	Dr. Chaitali				
4	FIRST	MS 107	Accounting for Management	Core	3	-	3	Dr. Reema Sharma				
5	FIRST	MS 109	Information Technology Management	Skill Enhancement	3	-	3	Dr. Deepak Sonkar				
6	FIRST	MS 111	Marketing Management	Core/Open Elective	3	-	3	Mr. Rahul Tripathi				
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3	Ms. Keenika Arora				
8	FIRST	MS 115	Legal Aspects of Business	Core/Open Elective	3	-	3	Dr. Ajay Kumar				
9	FIRST	MS 117	Information Technology Management Lab	Skill Enhancement	-	2	1	Dr. Deepak Sonkar				
			<b>Total</b>		<b>23</b>	<b>3</b>	<b>25</b>					
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
10	SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3					
11	SECOND	MS 104	Financial Management	Core	3	-	3					
12	SECOND	MS 106	Business Research	Core	3	-	3					
13	SECOND	MS 108	Sustainable Operations Management	Core/Open Elective	3	-	3					
14	SECOND	MS 110	Management of Information Systems	Core	3	-	3					
15	SECOND	MS 112	Human Resources Management	Core/Open Elective	3	-	3					
16	SECOND	MS 114	Minor Project	Ability Enhancement	-	-	4					
17	SECOND	MS 116	Professional Skill Development (NUES)	Skill Enhancement	2	1	3					
18	SECOND	MS 118	MOOC/Open Elective*	Ability Enhancement	3	-	3					
			<b>Total</b>		<b>23</b>	<b>1</b>	<b>28</b>					
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
19	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4					
20	THIRD	MS 203	Management of International Business	Core	3	-	3	Ms. Megha Sharma				
21	THIRD	MS 205	Managing E-Business	Core	3	-	3	Ms. Sania				
22	THIRD	MS 207	Entrepreneurship Development & Startup	Core/Open Elective	3	-	3	Dr. Rubeena Bano				
23	THIRD	MS 209	Strategic Management	Core	3	-	3					
24	THIRD	MS 211	Business Analytics	Skill Enhancement	2	-	2					
	THIRD		Specialization I									
	THIRD		Elective-I	Discipline Specific Electives	3	-	3					
	THIRD		Elective-II	Discipline Specific Electives	3	-	3					
	THIRD		Specialization II									
	THIRD		Elective-I	Discipline Specific Electives	3	-	3					
	THIRD		Elective-II	Discipline Specific Electives	3	-	3					
25	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3					
26	THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1					
	THIRD		<b>Total</b>		<b>29</b>	<b>2</b>	<b>34</b>					
			<b>ELECTIVES-I AND II</b>									
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
27	Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3	-	3					
28	Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3					
29	Marketing	MS-217	Services Marketing	Discipline Specific Electives	3	-	3					NA
30	Marketing	MS-219	Customer Relationship Management	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					

31	Finance	MS-221	International Financial Management	Discipline Specific Electives	3	-	3					NA
32	Finance	MS-223	Financial Markets and Institutions	Discipline Specific Electives	3	-	3					
33	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3	-	3					
34	Finance	MS-227	Financial Econometric	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
35	HR	MS-229	Management of Training, Learning and Development	Discipline Specific Electives	3	-	3					
36	HR	MS-231	Managing Industrial Relations	Discipline Specific Electives	3	-	3					NA
37	HR	MS-233	Talent Management	Discipline Specific Electives	3	-	3					NA
38	HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
39	IT	MS-237	Digitalization and E-Governance	Discipline Specific Electives	3	-	3					
40	IT	MS-239	Artificial Intelligence & Machine Learning	Discipline Specific Electives	3	-	3					NA
41	IT	MS-241	Database Management Systems	Discipline Specific Electives	3	-	3					
42	IT	MS-243	Database Management Systems Lab	Discipline Specific Electives	3	-	3					
43	IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
44	International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3	-	3					NA
45	International Business	MS-249	Export, Import Policies, Procedures, and Documentation	Discipline Specific Electives	3	-	3					NA
46	International Business	MS-251	International Financial Management	Discipline Specific Electives	3	-	3					NA
47	International Business	MS-253	International Business Negotiation	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
48	Operations & Analytics	MS-255	Enterprise Systems	Discipline Specific Electives	3	-	3					NA
49	Operations & Analytics	MS-257	Operations Strategy	Discipline Specific Electives	3	-	3					NA
50	Operations & Analytics	MS-259	Logistics and Supply Chain Management	Discipline Specific Electives	3	-	3					NA
51	Operations & Analytics	MS-261	Predictive Analytics & Big Data	Discipline Specific Electives	3	-	3					NA
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
52	FOURTH	MS 202	Project Dissertation	Ability Enhancement	-	-	6					
53	FOURTH	MS 204	Corporate Social Responsibility, Human Values & Ethics	Ability Enhancement	3	-	3					
	FOURTH		Specialization-I									
	FOURTH		Elective-III	Discipline Specific Electives	3	-	3					
	FOURTH		Elective-IV	Discipline Specific Electives	3	-	3					
	FOURTH		Specialization-II									
	FOURTH		Elective-III	Discipline Specific Electives	3	-	3					
	FOURTH		Elective-IV	Discipline Specific Electives	3	-	3					
	FOURTH		Total		15	-	21					
			<b>ELECTIVES-III AND IV</b>									
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
54	Marketing	MS-206	Advertising and Brand Management	Discipline Specific Electives	3	-	3					
55	Marketing	MS-208	Digital & social Media Marketing	Discipline Specific Electives	3	-	3					NA
56	Marketing	MS-210	Marketing Analytics	Discipline Specific Electives	3	-	3					
57	Marketing	MS-212	Retail Management	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
58	Finance	MS-214	Mergers, Acquisitions and Corporate Restructuring	Discipline Specific Electives	3	-	3					
59	Finance	MS-216	Financial Derivatives	Discipline Specific Electives	3	-	3					
60	Finance	MS-218	Behavioral Finance	Discipline Specific Electives	3	-	3					NA
61	Finance	MS-220	FinTech	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					

62	HR	MS-222	Managing Organizational Development	Discipline Specific Electives	3	-	3					NA
63	HR	MS-224	Leadership and Teamwork in Blended Organizations	Discipline Specific Electives	3	-	3					
64	HR	MS-226	People Analytics	Discipline Specific Electives	3	-	3					
65	HR	MS-228	Managing Diversity and Inclusion	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
66	IT	MS-230	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3					NA
67	IT	MS-232	Information Security	Discipline Specific Electives	3	-	3					NA
68	IT	MS-234	Data Modeling with Python	Discipline Specific Electives	3	-	3					NA
69	IT	MS-236	Business Intelligence and Applications	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
70	International Business	MS-238	Global Competitiveness	Discipline Specific Electives	3	-	3					NA
71	International Business	MS-240	WTO and Intellectual Property Rights	Discipline Specific Electives	3	-	3					NA
72	International Business	MS-242	International Human Resource & Cross Cultural Mgmt.	Discipline Specific Electives	3	-	3					NA
73	International Business	MS-244	International Marketing	Discipline Specific Electives	3	-	3					NA
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>					
74	Operations & Analytics	MS-246	Business Process Management	Discipline Specific Electives	3	-	3					NA
75	Operations & Analytics	MS-248	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3					NA
76	Operations & Analytics	MS-250	Project Management	Discipline Specific Electives	3	-	3					NA
77	Operations & Analytics	MS-252	Supply Chain Analytics	Discipline Specific Electives	3	-	3					NA
												NA
	<b>Note:</b>		<b>Total Credits:108</b>	<b>Minimum Credit Required:102</b>								



TECNIA INSTITUTE OF ADVANCED STUDIES

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COURSE PLAN

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0
Course Code:	101	Course Name:	Management Process & Organizational Behaviour	Type:	Core/Open Elective	Credits		3	
Name of Faculty:	Dr. Sandeep Kumar		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem					

Objective: The course is aimed at providing exposure and making the students aware about the role of strategic management in business enterprises and government enterprises.

Course Outcome & Mapping, Course Articulation

				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	PO1	Apply skills to perform critical thinking skills in the dynamic business environment and identify entrepreneurial and business opportunities and risks.	PO2	Prepare business strategies, develop concomitant functional and operational plans and integrate them effectively and effectively achieve the functional goals and the business objectives.	PO3	Demonstrate an understanding of decision-making processes at various levels of the organization with respect to strategic management development and use to achieve the set goals.	PO4	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	PO5	Identify and recommend the information technology based interventions to achieve organizational goals	PO6	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	PO7	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	PO8	Develop a lifelong learning approach, reflected in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.	PO9
	CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	3	3	2	1	1	1	1	3										
	CO2	Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	3										
	CO3	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	3	3	3	3	3	3	3	3	3										
	CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.	3	3	3	3	3	3	3	3	3										

Course Articulation (Average)				3	3	3	3	2	2	2	2	
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Addition al Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L1	1	Unit-1: Marketing: Analytics, meaning	Attain basic knowledge of Marketing: Analytics	Casestds	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1	PPT		
2	L2	1	Marketing analytics Scope	Understand Fundamental Marketing analytics Scope		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
3	L3	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
4	L4	1	Exploratory Analysis	Understand Exploratory Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2	PPT		
5	L5	1	Descriptive Analysis	Understand Descriptive Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2			
6	L6	1	Predictive Analytics	Ability to analyze through Predictive Analytics	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO2; CO3			
7	L7	1	Prescriptive Analysis	Ability to analyze through Prescriptive Analysis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
8	L8	1	Use of EXCEL in Data Analytic	Ability to use Use of EXCEL in Data Analytic	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
9	L9	1	Excel for Summarizing Data	Demonstrating Excel for Summarizing Data		Presentation & Class Interaction			CO3;CO4			
10	L10	1	Excel Commands	Demonstrating Excel Commands		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO3;CO4			

11	L11	1	Unit II: Segmentation Analysis	Understand Segmentation Analytics	Case Studies	Program Learning	Define & Evaluate		CO2; CO3			
12	L12	1	Positioning Analysis	Understand Positioning Analysis		Program Learning	Define & Evaluate		CO2; CO3			
13	L13	1	Marketing Mix Analysis	Ability to analyze Marketing Mix	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
14	L14		Customer Analytics	Define Customer Analytics	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
15	L15	2	Benefits from Customer Analytics	Apply Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Presentation & Class Interaction			CO3			
16	L16	2	Segmentation analytics	Apply Consumer Behaviour Decision Making Roles and Classification of Buyers in services		Presentation & Class Interaction			CO3			
17	L17	2	Cluster Analytics	Apply Consumer Decision Making, Factors influencing Buyer Behaviour, Search, Experience and Credence Quality in services	Case Studies Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
18	L18	2	Perceptual Mapping	Apply Gronroos Service Quality Model applications on problem solution/situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
19	L19	2	Umbrella Brands	Apply Gronroos Service Quality Model to predict new situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO4			
22	L22	2	Marketing Mix Modelling	Understand and Apply GAP's Model	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO1; CO2			
23	L23	2	Marketing Mix Variables	Demonstrating correct usage of GAP's Model to solve complex problem	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3; CO4			
24	L24	2	Marketing Mix techniques	Understand the importance of Customer Retention, Analyze Customer Switching, Assess and Verify, Complaining and Service Recovery,		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2			
25	L25	3	UNIT 3 Pricing & Customer Journey	Evaluate Service Recovery Strategies, Create Service Guarantee	Caselets		Brainstroming, Inquiry Based Learning		CO4			
26	L26	2	Goals of Pricing	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO2; CO3			
27	L27	2	Bundling	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO2; CO3			
28	L28	2	Skimming	Revision of previous topics a quick recap		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2; CO3; CO4			

29	L29	3	Revenue Management	Understand and Apply Concept of Service Package, Service Price strategies, Internal Marketing of Services.	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1; CO2		
30	L30	3	Promotions			Presentation & Class Interaction				CO3		
31	L31	3	Customer J Journey Mapping	Demonstrating correct usage of the 7 P's framework for Service Marketing		Presentation & Class Interaction				CO3; CO4		
32	L32	3	Customer Loyalty	Understand, Apply and Analyze The Service Product, Design formulate and build New Service Offerings, Service Branding and Positioning		Presentation & Class Interaction				CO1; CO2; CO3		
33	L33	3	Customer Lifetime Value Meaning	To Understand Analyze and Apply the actual procedures, mechanisms and flow of activities by which the service is delivered - the service delivery and operating system		Presentation & Class Interaction				CO1; CO2; CO3		
34	L34	3	Customer Lifetime Value Calculation	Understand, Apply and Analyze Benefits and Key Elements		Presentation & Class Interaction				CO1; CO2; CO3		
35	L35		Unit IV Digital Analytics	Demonstrating Correct Usage of Procedure for Selected Services, Price Terminology Objectives		Presentation & Class Interaction				CO3; CO4		
36	L36	4	Digital Analytics Metrics & Measurement	Demonstrating Correct Usage of Selected Services Pricing Challenges Procedure		Presentation & Class Interaction				CO3; CO4		
37	L37	4	Digital Analytics Measurement	Demonstrating Correct Usage method of Pricing of Services		Debate				CO3; CO4		
38	L38	4	Web Metrics & Importance of Web Metrics	Compare, Analyze and Discriminate between Service Personnel						CO3; CO4		
39	L39	4	SEO & SEM	Ability to Analyze and Evaluate Consumer Role in Place or Distribution Methods of Distribution in Services	Case Studies		Define & Evaluation			CO3; CO4		
40	L40	4	Social Media Analytics	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue		Debate	Define & Evaluation			CO2; CO3		
41	L41	4	Networks	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Define & Evaluation			CO2; CO3		
42	L42	4	Viral Marketing & Text Mining	Revision of previous topics a quick recap		Brainstorming				CO1; CO2; CO3; CO4		
43	L43	4	Revision	Identify, Apply and Analyze Distribution, Communication & Servicescape			Define & Evaluation			CO3; CO4		
44	L44	4	Discussion of Previous Question Papers	Identify and Apply influence on distribution of Services	Case Studies					CO3; CO4		

45	L45	4	Doubts clearance session	Ability to identify the usage of methods for distribution of services in industries.	Case Studies					CO3, CO4			
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**Suggested Readings  
(Latest Edition)**



37	IV											
38	IV											
39	IV											
40	IV											
41	IV											
42	IV											
43	IV											
44	IV											
45	IV											

<b>Name of Faculty:</b>					1 Credit (Theory)= 15 hrs. in a sem		1 Credit (Practical)= 30 hrs. in a sem					
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

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**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-203	Course Name:	Management of International Business	Type:	Core						

**Objective:** This course aims to introduce students to various facets of international business. Students should understand the theories of international business and environmental factors affecting international activities and apply the learning to manage functional operations in a global context.

Course Outcome & Mapping	Course Articulation	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	Develop an understanding of the global business environment in terms of economic, socio-cultural, political, technological and legal aspects.	2	3	0	1	0	0	2	0	1
CO2	Absorb insights of the international aspects of strategic management, global talent management, finance, marketing, e-commerce, organisation and design of multinational corporations	3	0	3	0	3	2	2	2	1
CO3	Learn the knowledge and skills necessary to function successfully in the diverse international business environment, with the ability to contribute to the innovation processes.	0	0	2	2	2	0	2	0	3
CO4	Apply the knowledge of cross cultural issues for effectively managing international business negotiations	0	3	0	0	0	0	0	3	2
CO5	Appreciate the underlying global public issues of ethical, sustainable and socially responsible conduct of business in the business operations of MNCs for effective decision making	0	1	2	3	0	0	3	0	0

S.No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty- Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
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1	1	I	Introduction to International Business	Topic: Introduction to International Business	Outcome: Understanding of the global business environment	Methodologies: Lecture	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
2	2	I	Driving Forces of Globalization	Topic: Driving Forces of Globalization	Outcome: understanding of the global business environment	Methodologies: Lecture	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
3	3	I	Reasons for Going International	Topic: Reasons for Going International	Outcome: understanding of the global business environment	Methodologies: Assignment	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
4	4	I	E.P.R.G. Framework	Topic: E.P.R.G. Framework	Outcome: understanding of the global business environment	Methodologies: Assignment	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
5	5	I	The Environment of International Business	Topic: The Environment of International Business	Outcome: understanding of the global business environment	Methodologies: Assignment	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
6	6	I	Cross-Cultural Management: Hofstede Study	Topic: Cross-Cultural Management: Hofstede Study	Outcome: understanding of the global business environment	Methodologies: Lecture	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
7	7	I	Edward T Hall Study	Topic: Edward T Hall Study	Outcome: understanding of the global business environment	Methodologies: Assignment	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
8	8	I	Analyzing International Entry Modes	Topic: Analyzing International Entry Modes	Outcome: understanding of the global business environment	Methodologies: Lecture	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
9	9	I	Entry Barriers, International Trade Theories	Topic: Entry Barriers, International Trade Theories	Outcome: understanding of the global business environment	Methodologies: Assignment	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
10	10	I	Entry Barriers, International Trade Theories	Topic: Entry Barriers, International Trade Theories	Outcome: understanding of the global business environment	Methodologies: Assignment	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
11	11	I	Regional Economic Integration	Topic: Regional Economic Integration	Outcome: understanding of the global business environment	Methodologies: Charts Diagram and Discussion	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
12	12	II	Formulating & Implementing Global Strategy	Topic: Formulating & Implementing Global Strategy	Outcome: understanding of the global business environment	Methodologies: Revision A Class	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: This course	Class: class	Additional: participat	Mode of: participat
13	13	II	Organization Design & Structures	Topic: Organization Design & Structures	Outcome: understanding of the global business environment	Methodologies: Formulating & Implementing Organization Design & Structures	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Develop an	Class: class	Additional: participat	Mode of: participat
14	14	II	Organization Design & Structures	Topic: Organization Design & Structures	Outcome: understanding of the global business environment	Methodologies: Design & Implementation	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
15	15	II	International Competitive Advantage	Topic: International Competitive Advantage	Outcome: understanding of the global business environment	Methodologies: International Organization	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
16	16	II	International Strategic Alliances	Topic: International Strategic Alliances	Outcome: understanding of the global business environment	Methodologies: International Organization	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Students s	Class: class	Additional: participat	Mode of: participat
17	17	II	Global Mergers and Acquisition	Topic: Global Mergers and Acquisition	Outcome: understanding of the global business environment	Methodologies: International Organization	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Learn the	Class: class	Additional: participat	Mode of: participat
18	18	II	Global Mergers and Acquisition	Topic: Global Mergers and Acquisition	Outcome: understanding of the global business environment	Methodologies: International Organization	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Learn the	Class: class	Additional: participat	Mode of: participat
19	19	II	Managing innovations and Intellectual Property Rights	Topic: Managing innovations and Intellectual Property Rights	Outcome: understanding of the global business environment	Methodologies: Managing Innovations	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
20	20	II	Managing innovations and Intellectual Property Rights	Topic: Managing innovations and Intellectual Property Rights	Outcome: understanding of the global business environment	Methodologies: Managing Innovations	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
21	21	II	Managing innovations and Intellectual Property Rights	Topic: Managing innovations and Intellectual Property Rights	Outcome: understanding of the global business environment	Methodologies: Managing Innovations	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
22	22	III	Managing Globally	Topic: Managing Globally	Outcome: understanding of the global business environment	Methodologies: Managing Globally	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
23	23	III	Global Marketing Management	Topic: Global Marketing Management	Outcome: understanding of the global business environment	Methodologies: Global Marketing Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Learn the	Class: class	Additional: participat	Mode of: participat
24	24	III	Global Marketing Management	Topic: Global Marketing Management	Outcome: understanding of the global business environment	Methodologies: Global Marketing Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
25	25	III	Outsourcing and Logistics	Topic: Outsourcing and Logistics	Outcome: understanding of the global business environment	Methodologies: Outsourcing and Logistics	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
26	26	III	Global Operations Management & Supply Chain Management	Topic: Global Operations Management & Supply Chain Management	Outcome: understanding of the global business environment	Methodologies: Global Operations Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Learn the	Class: class	Additional: participat	Mode of: participat
27	27	III	Global Operations Management & Supply Chain Management	Topic: Global Operations Management & Supply Chain Management	Outcome: understanding of the global business environment	Methodologies: Global Operations Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
28	28	III	Global Talent Management	Topic: Global Talent Management	Outcome: understanding of the global business environment	Methodologies: Global Talent Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
29	29	III	Global Talent Management	Topic: Global Talent Management	Outcome: understanding of the global business environment	Methodologies: Global Talent Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
30	30	III	Aspects of Global Financial Management	Topic: Aspects of Global Financial Management	Outcome: understanding of the global business environment	Methodologies: Aspects of Global Financial Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
31	31	III	Aspects of Global Financial Management	Topic: Aspects of Global Financial Management	Outcome: understanding of the global business environment	Methodologies: Aspects of Global Financial Management	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
32	32	IV	Broad Issues in Globalization	Topic: Broad Issues in Globalization	Outcome: understanding of the global business environment	Methodologies: Broad Issues in Globalization	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
33	33	IV	E-Commerce	Topic: E-Commerce	Outcome: understanding of the global business environment	Methodologies: E-Commerce	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
34	34	IV	Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Topic: Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Outcome: understanding of the global business environment	Methodologies: Ethics, Corporate Social Responsibility	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
35	35	IV	Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Topic: Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Outcome: understanding of the global business environment	Methodologies: Ethics, Corporate Social Responsibility	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
36	36	IV	Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Topic: Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Outcome: understanding of the global business environment	Methodologies: Ethics, Corporate Social Responsibility	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Apply the	Class: class	Additional: participat	Mode of: participat
37	37	IV	The Social Responsibility of the Global Firm	Topic: The Social Responsibility of the Global Firm	Outcome: understanding of the global business environment	Methodologies: The Social Responsibility of the Global Firm	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
38	38	IV	International Negotiations and Cross-Cultural Communication	Topic: International Negotiations and Cross-Cultural Communication	Outcome: understanding of the global business environment	Methodologies: International Negotiations	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
39	39	IV	International Negotiations and Cross-Cultural Communication	Topic: International Negotiations and Cross-Cultural Communication	Outcome: understanding of the global business environment	Methodologies: International Negotiations	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
40	40	IV	Future of International Business and other emerging concepts	Topic: Future of International Business and other emerging concepts	Outcome: understanding of the global business environment	Methodologies: Future of International Business	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
41	41	IV	Future of International Business and other emerging concepts	Topic: Future of International Business and other emerging concepts	Outcome: understanding of the global business environment	Methodologies: Future of International Business	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
42	42	IV	Revision	Topic: Revision	Outcome: understanding of the global business environment	Methodologies: Revision	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
43	43	IV	Revision	Topic: Revision	Outcome: understanding of the global business environment	Methodologies: Revision	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
44	44	IV	Revision	Topic: Revision	Outcome: understanding of the global business environment	Methodologies: Revision	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat
45	45	IV	Previous Years Question Paper Discussion	Topic: Previous Years Question Paper Discussion	Outcome: understanding of the global business environment	Methodologies: Previous Years Question Paper Discussion	Participative Learning: Discussion	Learning: Learning about the international trade	Delivery: Lectures	ICT Tools: PPT	Mapping with: Appreciate	Class: class	Additional: participat	Mode of: participat

**Suggested Readings: (Latest Editions)**

- Daniels John, Radebaugh Lee, Sullivan Daniel, Sahwan P, Cick R.W., International Business Environments and Operations, Pearson Education.
- Charles, W.L.Hill International Business: Competing in the Global Marketplace, McGraw-Hill/Irwin.

- 3. Luthans Fred & Doh Jonathan, International Management: Culture, Strategy, and Behavior, Mc McGraw-Hill Education.
- 4. Mike W. Peng, Deepak K. Srivastava, Global Business Cengage India
- 5. Michael R. Czinkota, Ilkka A. Ronkainen, Suraksha Gupta, International Business, Cambridge University Press
- 6. Cavusgil, S. T., Knight, G., Riesenberger, J. R., International Business: The New Realities. Pearson Education

Name of Faculty:		1 Credit (Theory): 15 hrs. in a sem	1 Credit (Practical): 30 hrs. in a sem		
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

<b>Programme Code:</b> 039	<b>Programme:</b> MASTER OF BUSINESS ADMINISTRATION (MBA)	<b>Session:</b> 2022-23	<b>L</b>	<b>3</b>	<b>T/P</b>	<b>0</b>	<b>Credits</b>	<b>3</b>
<b>Course Code:</b> MS-205	<b>Course Name:</b> Managing E-Business	<b>Type:</b> Core						

**Objective:** Objective: The course imparts understanding of the concepts and various application issues of e-business such as internet infrastructure, security over internet, electronic payment systems and various online strategies for e-business.

**Course Outcome & Mapping, Course Articulation**

			Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks	Prepare business strategies, develop conceptual and functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resource mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, and conduct comparative analysis of responsibility and the impact of local, national and societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
	CO1	Understanding the concepts of electronic business and electronic commerce and related tools and techniques.	3	3	2	2	2	1	1	1	2
	CO2	Identifying various security issues and measures for any online digital medium	2	3	2	2	1	1	1	1	1
	CO3	Understanding about latest innovation in field of Electronic payment systems.	2	2	2	2	1	1	1	1	2
	CO4	Understanding of latest trends in electronic commerce and learning its ethical, societal, legal impacts.	3	3	2	2	2	3	2	2	1

**Course Articulation (Average)**

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	I	I	Introduction to e-business	Lecture Contents	Lecture Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools and e-	Mapping with / Corresponding CO	Class Material	Additional Material	Mode of Assessment
2	I	I	Electronic Business, Electronic Commerce	Introduction to e-business:	Student would learn about types of Electronic Commerce		GROUP DISCUSSION		https://docs.google.com/presentation/d/1wvdantuuhttps://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	Assessment-1
3	I	I	Types of Electronic Commerce	Types of Electronic Commerce	Understand the use of		Discussion		https://www.youtube.com/watch?v=busin	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
4	I	I	Limitations and Barriers of E-commerce	Limitations and Barriers of E-commerce				Discussion	https://www.youtube.com/watch?v=busin	CO3	PPT	https://www.youtube.com/watch?v=busin	
5	I	I	Electronic Commerce Models	Revision									
6	I	I	Electronic Commerce in India	Electronic Commerce in India	understand issues in		Brainstroming		https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	
7	I	I	Impact of Electronic Commerce on different Industries	Impact of Electronic Commerce on different Industries	working of it			Demonstration	https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	Assessment-1
8	I	I	Electronic Commerce technologies	Usage and Application of Electronic Commerce technologies	Understand the concept of		GROUP DISCUSSION		https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	
9	I	I	Usage and Application of Electronic Commerce technologies in Business	Revision			Discussion		https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	
10	I	I	Usage and Application of Electronic Commerce technologies in Business	Security Issues in e-business:	understand about the			Demonstration	https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	
11	II	II	Security Issues in e-business	Electronic Commerce	learn tools for securing system		GROUP DISCUSSION		https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	
12	I	I	Security Overview	Cryptography, Public Key and	learn how to information			Demonstration	https://www.ibm.com	CO1	PPT	https://www.youtube.com/watch?v=busin	
13	II	II	Electronic Commerce Threats	Revision	Understand the concept of				https://www.gartner.com			https://www.youtube.com/watch?v=busin	
14	II	II	Encryption, Cryptography	Digital Signatures, Digital Certificates	Doubt Session		GROUP DISCUSSION		https://link.springer.com	CO1	PPT	https://www.youtube.com/watch?v=busin	
15	II	II	Public Key and Private Key Cryptography	Securing Electronic	Tutorials			Brainstroming	https://link.springer.com	CO1	PPT	https://www.youtube.com/watch?v=busin	
16	II	II	Digital Signatures, Digital Certificates	HTTP, SSL, Firewalls,	Understand the difference		FLIP CLASSROOM		https://www.youtube.com/watch?v=busin	CO1	PPT	https://www.youtube.com/watch?v=busin	Assessment-1
17	II	II	Securing Electronic commerce Networks: Security Protocols	IDS, VPNs, Public Key	Learn about e-commerce	Group Discussion			https://www.youtube.com/watch?v=busin		PPT	https://www.youtube.com/watch?v=busin	
18	II	II	HTTP, SSL	Revision	Understand the concept of			Flip Classroom	https://www.youtube.com/watch?v=busin	CO2	PPT	https://www.youtube.com/watch?v=busin	
19	II	II	Firewalls, IDS, VPNs	Electronic Payment	Learn concept of			Presentation by Teachers	https://www.youtube.com/watch?v=busin	CO2	PPT	https://www.youtube.com/watch?v=busin	
20	II	II	Firewalls, IDS, VPNs	Concept of Electronic	Understand the concept of		Flip Classroom		https://www.youtube.com/watch?v=busin	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
21	II	II	Public Key Infrastructure (PKI) for Security	Credit & Debit Cards,	Doubt Session		GROUP DISCUSSION		https://www.youtube.com/watch?v=busin		PPT	https://www.youtube.com/watch?v=busin	
22	III	III	Electronic Payment System	Electronic wallets,	Understand the concept of		GROUP DISCUSSION		https://www.intacinsa.com	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
23	III	III	Concept of Electronic Money	Revision	learn the process of payment		Extempore		https://en.wikipedia.org	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
24	III	III	Concept of Electronic Payment System	Infrastructure Issues in E-Business	Use and apply various of			Demonstration	https://www.google.com	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	PPT(CIA)
25	III	III	Types of Electronic Payment Systems	Applications	Understand the application of e-		flip classroom				PPT	https://www.youtube.com/watch?v=busin	
26	III	III	Business & Payment Systems	Business & Payment Systems	Understand the concept of		GROUP DISCUSSION		https://www.ntaskma.com	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
27	III	III	Credit & Debit Cards, Smart cards, RuPay cards	Revision	Learn about business values		GROUP DISCUSSION		https://www.youtube.com/watch?v=busin	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	VIVA
28	III	III	Credit & Debit Cards, Smart cards, RuPay cards	Emerging Trends in E-	learn about project risk		GROUP DISCUSSION		https://www.outsersa.org	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	VICE
29	III	III	Electronic wallets, Payment Gateways	Mobile Commerce:	Doubt Session		PPT BY STUDENTS				PPT	https://www.youtube.com/watch?v=busin	
30	III	III	Infrastructure Issues in Electronic Payment Systems	Concepts, Benefits	Tutorials		GROUP DISCUSSION		https://link.springer.com	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
31	III	III	Electronic Fund Transfer	Models	learn about the global system		PPT BY STUDENTS		https://www.paginas.fe.up.p	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
32	IV	IV	E-Business Applications & Strategies	Emerging Trends in	understand the impact of			Demonstration	https://www.paginas.fe.up.p	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
33	IV	IV	Business & Revenue Models over Internet	Internet based Business	understand the impact of		Discussion		https://www.paginas.fe.up.p		PPT	https://www.youtube.com/watch?v=busin	
34	IV	IV	Emerging Trends in E-Business	Legal and Ethical Issues	Doubt Session		GROUP DISCUSSION		https://link.springer.com	CO1, CO2	PPT	https://www.youtube.com/watch?v=busin	
35	IV	IV	Emerging Trends in E-Business	Revision	understand the concept of		GROUP DISCUSSION		https://www.paginas.fe.up.p	CO1, CO3	PPT	https://www.youtube.com/watch?v=busin	GD
36	IV	IV	Digital Commerce	Revision	understand the concept of		GROUP DISCUSSION		https://link.springer.com	CO1, CO3		https://www.youtube.com/watch?v=busin	
37	IV	IV	Mobile Commerce: Concepts, Benefits	Revision	understand the concept of				https://link.springer.com			https://www.youtube.com/watch?v=busin	
38	IV	IV	Mobile Commerce: Models	Revision	understand the concept of		GROUP DISCUSSION		https://link.springer.com	CO1, CO3		https://www.youtube.com/watch?v=busin	
39	IV	IV	Emerging Trends in Mobile Apps	Revision	understand the concept of				https://link.springer.com			https://www.youtube.com/watch?v=busin	
40	IV	IV	Internet based Business Models	Revision	understand the concept of		GROUP DISCUSSION		https://link.springer.com	CO1, CO3		https://www.youtube.com/watch?v=busin	
41	IV	IV	Legal and Ethical Issues of E-Commerce	Revision	understand the concept of				https://link.springer.com			https://www.youtube.com/watch?v=busin	

42	IV	Legal and Ethical Issues of E-Commerce	Revision	understand the concept of		GROUP DISCUSSION	<a href="https://link.springer.co">https://link.springer.co</a>	CO1,CO3			
43	IV	Rivision	Revision	understand the concept of			<a href="https://link.springer.co">https://link.springer.co</a>				
44	IV	Rivision	Revision	understand the concept of		GROUP DISCUSSION	<a href="https://link.springer.co">https://link.springer.co</a>	CO1,CO3			
45	IV	Previous Years Question Paper Discussion	Revision	understand the concept of			<a href="https://link.springer.co">https://link.springer.co</a>				
			Revision	understand the concept of		GROUP DISCUSSION	<a href="https://link.springer.co">https://link.springer.co</a>	CO1,CO3			

**Suggested Readings: (Latest editions)**

1. Dave Chaffey, E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
2. Bharat Bhaskar, Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.
3. Efraim Turban, David King, Dennis Viehland, Jae Lee, Electronic Commerce - A Managerial Perspective, Pearson Education.
4. Elias M. Awad, Electronic Commerce- From Vision to Fulfillment, PHI Learning.
5. Joseph, P.T. and S.J., E-Commerce -An Indian Perspective, PHI Learning.
6. Schneider Gary P. and Perry, James T, Electronic Commerce Strategy, Cengage Learning.

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

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**COURSE PLAN**

**AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.**

<b>Programme Code:</b>	039	<b>Programme:</b>	MASTER OF BUSINESS ADMINISTRATION (MBA)	<b>Session:</b>	2022-23	<b>L</b>	3	<b>T/P</b>	0	<b>Credits</b>	3
<b>Course Code:</b>	MS-207	<b>Course Name:</b>	Entrepreneurship Development & Startup	<b>Type:</b>	Core/Open Elective						

**Objective:** The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

**Course Outcome & Mapping, Course Articulation**

Course Outcome	CO1	CO2	CO3	CO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.	2	3	1	2	1	1	2	3	3	2	2	3	3
Apply analytical and critical thinking skills to analyze, identify entrepreneurial and business opportunities and risks.	3	3	3	3	3	3	3	3	3	3	3	3	3
Prepare business strategies, develop concomitant functional and operational strategies and implement them to achieve the set goals efficiently and effectively, achieve the functional goals and the business objectives.	3	3	3	3	3	3	3	3	3	3	3	3	3
Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their use to achieve the set goals.	3	3	3	3	3	3	3	3	3	3	3	3	3
Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	3	3	3	3	3	3	3	3	3	3	3	3	3
Identify and recommend the information technology based interventions to achieve organizational goals.	3	3	3	3	3	3	3	3	3	3	3	3	3
Benchmark organizational and managerial practices against principles of good governance, share the practices of long term responsibility and the imperatives of long term societal welfare.	3	3	3	3	3	3	3	3	3	3	3	3	3
Demonstrate effective communication and interpersonal skills as well as work with and lead teams.	3	3	3	3	3	3	3	3	3	3	3	3	3
Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.	3	3	3	3	3	3	3	3	3	3	3	3	3

**Course Articulation (Average)**

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	I	I	Introduction to Entrepreneurship	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools & E-Resources	Mapping with CO	Class Material	Additional Material	Mode of Assessment
2	I	I	Evolution	Introduction to	Student would be able to define			group discussion	ppt	CO1	ppt		group discussion
3	I	I	Types of Entrepreneurs	Meaning, nature & concept of	real world experience				ppt	CO1	ppt		story telling
4	I	I	Entrepreneurial Competencies	Functions of entrepreneurs	discuss in details various functions	startup activities			ppt	CO1	ppt		presentation
5	I	I	Factors Affecting Entrepreneurial Growth	Types of entrepreneurs	students will be able to state			role play	ppt	CO1	ppt		role play
6	I	I	Economic, Non-Economic Factors	Pros & Cons of entrepreneurs	explain what are the Pros and			debate	https://www.youtube.com	CO1			debate
7	I	I	Entrepreneurship and Economic Development	Entrepreneurship in Indian	importance of entrepreneurship		live cases		ppt	CO1	ppt	https://www.youtube.com	ppt
8	I	I	Entrepreneurship and Economic Development	Entrepreneurial competencies	will help them navigate this	minor projects			https://www.researchgate.	CO1, CO2	notes		assignment
9	I	I	Entrepreneurship and Economic Development	Factors Affecting	to achieve its objective to grow		case study		ppt	CO1, CO2	ppt		assignment
10	I	I	Women Entrepreneurship	Economic factors	ensuring the economic growth				ppt	CO1, CO2	ppt	https://www.researchgate.n	
11	I	I	Rural Entrepreneurship	Non-Economic Factors	remember social factors				ppt	CO1, CO2	notes		
12	I	I	EDP Programmes	Entrepreneurship	creating new products and			conversation	ppt	CO1, CO2	ppt		observation &
13	II	II	Developing successful Business Ideas	Economic Development	understand results in higher		practical assignment		ppt	CO2, CO3			assignment
14	II	II	Recognizing Opportunities and Generating Ideas	EDP Programme	student will help in the rapid	simulation			ppt	CO2, CO3	ppt		observation &
15	II	II	Recognizing Opportunities and Generating Ideas	Developing successful	students would be able to	design based thinking			ppt	CO2, CO3			assignment
16	II	II	Feasibility Analysis	Recognizing business	understand the opportunities				ppt	CO2, CO3	classnotes		observation,
17	II	II	Developing an Effective Business Model	Generating business ideas.	understand the tip when thinking		reflective learning		ppt	CO2, CO3	ppt		observation
18	II	II	Developing an Effective Business Model	Feasibility study meaning	state the meaning nature			group discussion	ppt	CO2, CO3			assignment
19	II	II	Industry and Competitor Analysis	Developing an Effective	discuss the meaning, nature	design based thinking			ppt	CO2, CO3			presentation
20	II	II	Industry and Competitor Analysis	Effective business	state the format of good business				ppt	CO2, CO3			debate
21	II	II	Industry and Competitor Analysis	Developing business model	discuss essential ingredients for		practice based case study		ppt	CO2, CO3	ppt	https://www.researchgate.n	etempore
22	II	II	Writing a Business Plan	Industry Analysis	understand the result of industry	industrial visit			https://www.youtube.com	CO2, CO3	ppt		Extempore
23	II	II	Writing a Business Plan	Competitor Analysis	the analysis and evaluation of the increased			group discussion	ppt	CO2, CO3			case study
24	III	III	Writing a Business Plan	Writing a Business Plan	retention rates,			individual presentation	ppt	CO2, CO3	ppt		presentation
25	III	III	Moving from an Idea to an Entrepreneurial Firm	Moving from an Idea to an	Figure out what problem is being	simulation			ppt	CO3, CO4		https://www.youtube.com/fr	case study
26	III	III	Assessing a New Venture's Financial Strength and Viability	Assessing a New Venture's	Deals with raising money	interaction with IIC coordinator	startup activities		ppt	CO3, CO4			observation,
27	III	III	Assessing a New Venture's Financial Strength and Viability	Managing Finance by	used by startups to optimize their	interaction with IIC coordinator			https://www.youtube.com	CO3, CO4			case study
28	III	III	Assessing a New Venture's Financial Strength and Viability	Resource mobilization	undertaken by a	interaction with IIC coordinator			ppt	CO3, CO4			observation
29	III	III	Building a New-Venture Team	Building a New-Venture Team	Exposes existing team dynamics,		case study		ppt	CO3, CO4			assignments
30	III	III	Getting Financing or Funding	Getting Financing or	student provides resources from	case study dealing with financial crisis			ppt	CO3, CO4			assignments
31	III	III	Getting Financing or Funding	Short term capital	remember short term capital gain				ppt	CO3, CO4		https://www.researchgate.n	case study
32	III	III	Role of Support Institutions in India	Long term capital	understand the effect of capital				ppt	CO3, CO4			observation,
33	III	III	Role of Support Institutions in India	Role of Support Institutions in	essential for Indian economy			classroom discussion	ppt	CO3, CO4		https://www.youtube.com/fr	case study
34	IV	IV	Managing and Growing an Entrepreneurial Firm	Analysis of Public and private system.	discuss the role of public and			debate	ppt	CO3, CO4			presentation
35	IV	IV	Unique Marketing Issues	Central Government	explain the details central			group discussion	ppt	CO3, CO4			presentation
36	IV	IV	Unique Marketing Issues	State Government	explain the details state			classroom discussion	ppt	CO3, CO4			group discussion
37	IV	IV	Preparing for and evaluating the Challenges of Growth	Non-government	explain the details non			group discussion	ppt	CO3, CO4	ppt		presentation
38	IV	IV	Preparing for and evaluating the Challenges of Growth	Managing and Growing an	an entrepreneur should be	guest lecture by entrepreneur			ppt	CO3, CO4			case study
39	IV	IV	Strategies for Firm Growth	Understanding the concept of	understand the concept of			individual presentation	ppt	CO4	PPT	https://www.youtube.com/fr	observation
40	IV	IV	Strategies for Firm Growth	Unique Marketing	define the different			debate	ppt	CO4			tutorials

41	IV	Export Marketing	preparing challenges of	student will be able prepare to	challenges faced by startups			ppt	CO4			role play	
42	IV	Export Marketing	Evaluating the Challenges of	important for a business owner			group discussion	ppt	CO4	ppt		observati on,	
43	IV	Revision	Strategies for Firm Growth	improve your business		case study		ppt	CO4			Assignme nt	
44	IV	Revision	Revision session	revision			individual presentation	ppt	CO3,CO4	ppt		group discussion	
45	IV	Previous Years Question Paper Discussion	Revision session	revision			group discussion	ppt	CO2,CO3			case study	
			Revision of previous	revision of last previous year			classroom discussion	ppt	CO1,CO2,CO3&CO4			observati on,	

**Suggested Readings : (Latest Editions)**

1. Bruce R. Barringer & R. Duane Ireland. Entrepreneurship: Successfully launching new ventures. Pearson
2. Kuratko, D.F. & Hodgetts, R.M. Entrepreneurship: Theory, Process and Practice. Thomson Press
3. Charantimath, P. Entrepreneurship Development: Small Business Enterprises. Pearson
4. Ali J. Ahmed, Punita Bhatt & Iain Acton. Entrepreneurship in Developing and Emerging Economies. Sage
5. Robert D Hisrich & Michael P. Peters. Entrepreneurship. McGraw Hill
6. Rajeev Roy. Entrepreneurship. Oxford

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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Suggested Readings (Latest Edition)

1. Strategic Management Concepts: A Competitive Advantage Approach, Fred R. David, Pearson Education
2. Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L. Wheelen, J. David Hunger and Krish Rangarajan, Pearson Education,
3. Strategic Management: An Integrated approach, Hill W.L. Charles & Jones R. Gareth
4. Business Policy and Strategic Management, Ashar Kazmi, Tata McGraw Hill
5. Strategic Management - The Indian Context, R.Srinivasan, Prentice Hall of India
6. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise, J.C.Splender, Oxford University Press

Name of Faculty:				1 Credit (Theory): 15 hrs. in a sem		1 Credit (Practical): 30 hrs. in a sem			
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43	V													
44	V													
45	V													

**Suggested Readings: (Latest Editions)**

1. Evans, J.R. Business Analytics. Pearson
2. RN Prasad and Seema Acharya. Fundamentals of Business Analytics, Wiley, India.
3. Purba Halady Rao. Business Analytics: An Application Focus, PHI.
4. David Rei Hairdoon and Galit Shmueli. Getting Started with Business Analytics: Insightful Decision-Making. CRC Press, Taylor & Francis Group.
5. Gert H.N. Laursen and Jesper Thorlund. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Wiley.

<b>Name of Faculty:</b>					<b>1 Credit (Theory)= 15 hrs. in a sem</b>	<b>1 Credit (Practical) = 30 hrs. in a sem</b>								
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**TECNIA INSTITUTE OF ADVANCED STUDIES  
GRADE 'A' INSTITUTE**

**COURSE PLAN**

<b>AS PER MBA SCHEME &amp; SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.</b>											
Programme Code:	035	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Semester:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS 213	Course Name:	Consumer Behaviour	Type:		Discipline Specific Electives					

**Objective:** This course aims at enabling students to understand the various aspects of consumer behaviour, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Outcome & Mapping_Course Articulation												
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
				3	3	3	1	2	1	1	2	3
				3	3	2	2	3	1	2	2	3
				3	3	2	1	3	2	1	1	3
				3	3	3	2	3	3	3	2	3

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources	Mapping with CO	Class Material	Additional Material	Mode of Assessment
1	L.1	I	Introduction to Consumer Behavior	1	1	1	1					
2	L.2	I	Scope and Relevance of Consumer Behaviour Studies; Approaches to studying Consumer Behaviour; Consumer Journey Map; Problem Recognition, Information Search	2	1	1	1					
3	L.3	I	Alternative Evaluation-Decision Rules- and Purchase, Outlet selection	3	1	1	1					
4	L.4	I	Post Purchase Behavior and Customer Satisfaction	4	1	1	1					
5	L.5	I	Types of Buying Behaviour	5	1	1	1					
6	L.6	I	Role of Involvement	6	1	1	1					
7	L.7	I	Models of Consumer Behaviour	7	1	1	1					
8	L.8	I	Understanding Online Consumer Behaviour	8	1	1	1					
9	L.9	I	Understanding Online Consumer Behaviour	9	1	1	1					
10	L.10	I	Understanding Online Consumer Behaviour	10	1	1	1					
11	L.11	II	Individual Determinants of Consumer Behaviour	11	1	1	1					
12	L.12	II	Motivation	12	1	1	1					
13	L.13	II	Attention	13	1	1	1					
14	L.14	II	Perception and Consumer Imagery	14	1	1	1					
15	L.15	II	Learning and Memory	15	1	1	1					
16	L.16	II	Learning and Memory	16	1	1	1					
17	L.17	II	Personality and Self Concept	17	1	1	1					
18	L.18	II	Personality and Self Concept	18	1	1	1					
19	L.19	III	Consumer Attitudes - Formation and Change	19	1	1	1					
20	L.20	III	Consumer Attitudes - Formation and Change	20	1	1	1					
21	L.21	III	Consumer Values and Lifestyles	21	1	1	1					
22	L.22	III	Consumer Values and Lifestyles	22	1	1	1					
23	L.23	III	External Determinants of Consumer Behaviour	23	1	1	1					
24	L.24	III	Influence of Culture and Subculture	24	1	1	1					
25	L.25	III	Social Class	25	1	1	1					
26	L.26	III	Reference Groups, Word of Mouth & Opinion Leadership	26	1	1	1					
27	L.27	III	Reference Groups, Word of Mouth & Opinion Leadership	27	1	1	1					
28	L.28	III	Family Influences	28	1	1	1					
29	L.29	III	Online Social Influences	29	1	1	1					
30	L.30	III	Online Social Influences	30	1	1	1					
31	L.31	III	Social Media & eWom	31	1	1	1					
32	L.32	III	Social Media & eWom	32	1	1	1					
33	L.33	IV	Consumer Behaviour -Related and Emerging Issues	33	1	1	1					
34	L.34	IV	Diffusion of Innovation	34	1	1	1					
35	L.35	IV	Researching Consumer Behaviour	35	1	1	1					
36	L.36	IV	Measuring Customer Satisfaction	36	1	1	1					
37	L.37	IV	Consumer Behaviour and Public Policy	37	1	1	1					
38	L.38	IV	Consumer Behaviour and Public Policy	38	1	1	1					
39	L.39	IV	Dark Side of Consumer Behaviour	39	1	1	1					
40	L.40	IV	Dark Side of Consumer Behaviour	40	1	1	1					
41	L.41	IV	Shaping Consumer Behaviour	41	1	1	1					
42	L.42	IV	Shaping Consumer Behaviour	42	1	1	1					
43	L.43	IV	Revision	43	1	1	1					
44	L.44	IV	Revision	44	1	1	1					
45	L.45	IV	Previous Years Question Paper Discussion	45	1	1	1					

**Suggested Readin (Latest Editions)**

- Schiffman, L.G., Wisenblit, J. & Ramesh Kumar S., Consumer Behaviour.
- Hawkins, D.I. Mother & Baugh, D.L. & Mookerjee A., Consumer Behaviour- Building Marketing Strategy, Mc Graw Hill Education
- Solomon, Michael R., Consumer Behaviour: Buying, Having and Being, Pearson Education, India.
- Sharma D, Sheth J. N. & Mittal, B., Consumer Behaviour: A Managerial Perspective, Cengage Learning, New Delhi.
- Babin, B. J., Harris, E. G. & Mohan, A., Consumer Behaviour: A South Asian Perspective, Cengage Learning India Pvt. Ltd, New Delhi.
- Setna, Zubin, Blythe, Jim, Consumer Behaviour, Sage Publishing.

Name of Faculty:	I Credit (Theory)- 15 hrs. in a sem	I Credit (Practical)- 30 hrs. in a sem		
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

**AS PER MBA SCHEME & SYLLABUS 2021-2022 ONIWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.**

**Programme Code:** 039 **Programme:** MASTER OF BUSINESS ADMINISTRATION (MBA)

**Course Code:** MS-223 **Course Name:** Financial Markets and Institutions

**Session:** 2022-23 **L** 3 **T/P** 0 **Credits** 3

**Type:** Discipline Specific Electives

**Objective:** To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

**Course Outcome & Mapping, Course Articulation**

CO	Topic	Session									Credits
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
CO1	The students will understand interrelationship of economic, commerce, financial markets and strategies for corporate decision making.	3	3	0	0	0	3	2	1	3	
CO2	This course will help students develop understanding of foundations of financial markets and institutions.	3	3	0	0	0	3	3	3	3	
CO3	They will learn tools and techniques for analysing market behaviour, impact of regulatory policies on changing decision making of companies and will be able to make strategies for investment.	1	1	0	0	0	0	0	0	3	
CO4	The course is especially useful for those learners who want to get employed in financial sector or start entrepreneurial ventures as financial service provider as investment consultants, advisors and	2	2	0	2	3	0	0	3	2	

**Course Articulation (Average)**

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & Resources Utilization	Mapping with CO	Class Material (PPT Faculty/ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L 1	I	Financial Markets	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving	ICT	Mapping with CO	Additional Material	Mode of Delivery
2	L 2	I	Financial system and its components	Financial system and its components	Students will be able to graph				ppt	co1		lecture
3	L 3	I	Functions; money market	Functions; money market	Student would be able to understand the background and desired financial capital types					co1		lecture
4	L 4	I	Instruments, types, regulations, Role of central bank in money market	Instruments, types, regulations, Role of central bank in money market	understand the background and desired financial capital types		Discussion	current news	ppt	co2	<a href="https://www.imf.org/en/About">https://www.imf.org/en/About</a>	DISCUSSION
5	L 5	I	Instruments, types, regulations, Role of central bank in money market	Instruments, types, regulations, Role of central bank in money market	understand the background and desired financial capital types		Discussion	current news	ppt	co2		PRESENTATION
6	L 6	I	Capital markets, types	Capital markets, types	understand the background and desired financial capital types		Discussion		PDF from e resource	co1	<a href="https://study.com/academy">https://study.com/academy</a>	lecture
7	L 7	I	Products, reforms; primary market	Products, reforms; primary market	Make the student clear the concept of primary market	chart				co2		GROUP DISCUSSION
8	L 8	I	Book building process	Book building process	Make the student clear the concept of primary market		Group discussion			co2		Group discussion
9	L 9	I	Corporate debt market, financial markets and economic development	Corporate debt market, financial markets and economic development	Make the student clear the concept of primary market		Discussion		ppt	co4		Q/A
10	L 10	I	SEBI and recent reforms	SEBI and recent reforms	Learn what is financial markets and SEBI	Research paper				co3	<a href="https://www.imf.org/en/News">https://www.imf.org/en/News</a>	lecture
11	L 11	II	SEBI and recent reforms	SEBI and recent reforms	learn what is financial markets and SEBI		presentation by groups		ppt	co3	<a href="https://www.sbi.gov.in/sebi">https://www.sbi.gov.in/sebi</a>	presentation by students
12	L 12	II	Banking sector in India, Role of RBI	Banking sector in India, Role of RBI	Learn how banking sector in India, role of commercial banks			e resource		co1		lecture
13	L 13	II	Commercial banks, committees, functions of a bank	Commercial banks, committees, functions of a bank	Learn how banking sector in India, role of commercial banks		graph		PPT	co2		lecture
14	L 14	II	Products, assets and liabilities of banks	Products, assets and liabilities of banks	Understand the concept of banking		presentation		ppt	co3		lecture
15	L 15	II	Non-performing assets, growth and performance of Indian banking sector	Non-performing assets, growth and performance of Indian banking sector	Understand Non-performing		GROUP DISCUSSION			co3		lecture
16	L 16	II	Shadow banking, Fintech, digital currency	Shadow banking, Fintech, digital currency	understand Non-performing			current news	pdf	co4		lecture
17	L 17	II	CBDC, E-banking	CBDC, E-banking	To evaluate the concepts of digital banking		Discussion Method		ppt	co2	<a href="https://www.investopedia.com">https://www.investopedia.com</a>	lecture
18	L 18	II	Payment banks, financial inclusion, role and scope of payment banks	Payment banks, financial inclusion, role and scope of payment banks	Understand them about what is E		Discussion Method		case Study	co3		lecture
19	L 19	II	Risks in banking- operational risk, credit risk, liquidity risk	Risks in banking- operational risk, credit risk, liquidity risk	role and scope of payment					co1		lecture
20	L 20	II	Risks in banking- operational risk, credit risk, liquidity risk	Risks in banking- operational risk, credit risk, liquidity risk	Make them understand		class debate			co1		lecture
21	L 21	II	Financial stability, monetary policy	Financial stability, monetary policy	Make them understand				ppt	co1		class test
22	L 22	II	Recent trends in banking sector	Recent trends in banking sector	Aware about operational		Discussion		ppt	co1		Discussion
23	L 23	III	Financial Institutions	Financial Institutions	explain them about name of student will be able to understand			presentation		co3		lecture
24	L 24	III	Non-banking financial companies (NBFCS)	Non-banking financial companies (NBFCS)	Non-banking financial	excel sheet			ppt	co3		lecture
25	L 25	III	Development Financial Institutions (DFIs)	Development Financial Institutions (DFIs)	Mutual Funds, understand the background and understand the desired qualities	graph			ppt	co3		lecture
26	L 26	III	Mutual Funds, instruments, growth and performance of mutual funds	Mutual Funds, instruments, growth and performance of mutual funds	Life and non-life insurance		Group discussion			co1		lecture
27	L 27	III	Mutual Funds, instruments, growth and performance of mutual funds	Mutual Funds, instruments, growth and performance of mutual funds	Life and non-life insurance				Ms word table	co3		lecture
28	L 28	III	Life and non-life insurance companies in India	Life and non-life insurance companies in India	Make the student understand the desired qualities		Oral Report		Lecture	co3	<a href="https://service.s.india.gov.in/">https://service.s.india.gov.in/</a>	lecture
29	L 29	III	IRDA and recent reforms	IRDA and recent reforms	Make the student understand the desired qualities			Doubt Class	Lecture	co2	<a href="https://www.pfrda.org.in/">https://www.pfrda.org.in/</a>	lecture
30	L 30	III	IRDA and recent reforms	IRDA and recent reforms	Make the student understand the desired qualities		class debate		Flip classes	co2		lecture
31	L 31	III	Ministry of Corporate Affairs Pension Fund Regulatory and Development Authority	Ministry of Corporate Affairs Pension Fund Regulatory and Development Authority	Clear the concept of Pension Fund				Lecture	co2		lecture
32	L 32	III	Housing finance.	Housing finance.	Make the student understand the desired qualities			Revision class	Lecture	co3	<a href="https://financialservices.gov">https://financialservices.gov</a>	lecture
33	L 33	IV	Financial Services	Financial Services	Learn what is merchant banking				Flip Class	co4		lecture
34	L 34	IV	Merchant banking	Merchant banking	Learn how merchant banking				Flip Class	co4		lecture
35	L 35	IV	Venture capital and private equity	Venture capital and private equity	Venture capital	Case Discussion			Video Lecture	co4		lecture
36	L 36	IV	Factoring	Factoring	Student would be able to understand				Discussion	co3	<a href="https://www.bajajfinserve.in">https://www.bajajfinserve.in</a>	lecture
37	L 37	IV	Credit rating agencies	Credit rating agencies	Understand the imp of Portfolio				Discussion	co1		lecture
38	L 38	IV	Underwriting	Underwriting	Understand them about project			Revision class	Lecture	co2		lecture
39	L 39	IV	Portfolio management	Portfolio management	Make them understand	Case Study			Discussion	co4	<a href="https://www.investopedia.com">https://www.investopedia.com</a>	lecture
40	L 40	IV	Project financing	Project financing	Understand them about project			Student interaction	Lecture	co3	<a href="https://www.investopedia.com">https://www.investopedia.com</a>	lecture
41	L 41	IV	Stock brokerage services	Stock brokerage services	inform them about same of				Lecture	co1		lecture
42	L 42	IV	Leasing and Hire-purchase; Recent developments	Leasing and Hire-purchase; Recent developments	inform them about name of	Case Discussion			Video Lecture	co1		Corporate Discussion
43	L 43	IV	Revision	Revision	update about financial				Discussion	co4		Group Discussion
44	L 44	IV	Revision	Revision	update about financial				Discussion			Discussion
45	L 45	IV	Previous Years Question Paper Discussion	Previous Years Question Paper Discussion	revision				Discussion			Discussion
				revision					Discussion			Video Lecture

Suggested Readings: (Latest Editions)

1. Mishkin, F. S., & Eakins, S. Financial Markets and Institutions. Pearson Education.
2. Bharti Pathak. Indian Financial System. Pearson Education.
3. Bhasin, N. Financial Institutions & Financial Markets in India: Functioning & Reforms. New Century Publications.
4. Fabozzi, F. J. Bond Markets Analysis and Strategies. Pearson Education.
5. Khan, M. Y. Indian Financial System. McGraw Hill Education.
6. Krishnamurti, C. Mergers, Acquisition and Corporate Restructuring. Sage Publications

Name of Faculty:				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

**AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.**

<b>Programme Code:</b>	039	<b>Programme:</b>	MASTER OF BUSINESS ADMINISTRATION (MBA)	<b>Session:</b>	L	3	<b>T/P</b>	0	<b>Credits</b>	3
<b>Course Code:</b>	MS-225	<b>Course Name:</b>	Investment Analysis & Portfolio Management	<b>Type:</b>	Discipline Specific Electives					

**Objective:** The aim of the course is to acquaint the students with the concepts of investments and portfolio management. It aims to develop a practical orientation toward the principles of investment, pricing and valuation. The course provides a theoretical underpinning of the subject to enable the students to make investment-related decisions based on the trade-off between risk and return.

Course Outcome & Mapping_Course Articulation												
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.	Apply analytical and critical thinking skills to analyze the dynamic opportunities and risks.	Prepare business strategies, develop investment functional and operational strategies and implement them in an integrated manner to effectively and efficiently achieve the functional goals and the business objectives.	Identify and recommend the information technology based interventions to achieve organizational goals.	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.		
		CO1	Understand the risk and return relationship of financial market instruments and securities available for investment.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
				2	2	2	1	1	0	0	0	0
		CO2	Apply the acquired knowledge of the security market for valuation of both equity and fixed income securities under goal-based investment planning.	3	3	1	3	3	0	0	0	0
		CO3	Understand the concept and importance of portfolio management and develop skills for construction, evaluation and revision of portfolio.	3	3	3	3	2	0	0	0	0
		CO4	Understand the various behavioural biases that impact investment decision making.	0	0	0	3	2	0	2	1	2

Course Articulation (Average)												
S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L.1	I	Introduction to Investment Environment	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools & E-Resources	Mapping with CO	Mode of Assessment
2	L.2	I	Concept Nature and Scope, Features of Investment	Introduction to Investment	The student will be able to			Group Discussions	Lecture	Digital pen, pen tablet based	CO1	Question-answer
3	L.3	I	Investment Process	Investment – Meaning	The student will be able to apply				Lecture	Digital pen, pen tablet based	CO3	Question-answer
4	L.4	I	Investment Avenues- Concept of Small, Mid, Large Cap, Penny stocks	Investment Process	The student will be able to				Lectures	Digital pen, pen tablet based	CO1	Class Notes in
5	L.5	I	Investment Environment	Avenues of Investment	Student will be able to			Brain storming		CO1	Quiz PPT	MCQ
6	L.6	I	Investment Risks- Types- Systematic and Unsystematic Risk	Investment and Speculation	Student will be able to			Case law- Accounting	Case Study Discussion	CO1	PPT	Case Study
7	L.7	I	Concept of Beta, Risk Return Tradeoff	Risk and Return	Student will be able to		Numerical Problems		Lecture	CO1	PPT	Case Study
8	L.8	I	Techniques of Risk Measurement- Variance and Standard Deviation	Risk - Meaning and types of risk	Student will be able to			Discussion through	Revision through	CO1		Notes in Word File
9	L.9	I	Techniques of Risk Measurement- Variance and Standard Deviation	Risk Return Trade off	Student will be able to				Lecture	Digital pen, pen tablet based	CO1	Solved Numerical Examples
10	L.10	I	Covariance and Coefficient of Determination	Expected Return	Student will be able to		Numerical Problems		Lecture	Digital pen, pen tablet based	CO1	Solved Numerical Examples
11	L.11	I	Valuation of Bonds and Valuation of Equity	Calculation of expected return	Student will be able to calculate		Numerical Problems		Lecture	Digital pen, pen tablet based	CO1	PPT
12	L.12	I	Valuation of Bonds and Valuation of Equity	Risk and Return analysis of	Student will be able to calculate		Numerical Problems	Discussion through	Lecture	CO1		Solved Numerical Examples
13	L.13	II		Covariance and Coefficient of	Student will be able to calculate		Numerical Problems		Lecture	CO1	PPT	Solved Numerical Examples
14	L.14	II	Concept & significance of economic analysis, industry analysis	Securities Market – meaning	Student will be able to		Example based Discussion		Lecture	PPT	CO2	Discussion
15	L.15	II	Introduction, need for industry analysis	Capital market – Primary market	Student will be able to				Lecture	PPT	CO2	Solved Numerical Examples
16	L.16	II	Alternative classification of industry, industry life cycle analysis	Process of IPO and FPO	Student will be able to			Discussion through	Lecture		CO1	Solved Numerical Examples
17	L.17	II	Economic factors & industry analysis	Video on stock market	Discussion				Lecture	CO2		Solved Numerical Examples
18	L.18	II	Company analysis - nature and style of management	Fundamental analysis - meaning	Student will be able to			Discussion through HUL	Lecture	Online Annual report	CO2	Annual Report
19	L.19	II	Key role of financial analysis, ratio analysis	Economic analysis – meaning and	Student will be able to				Lecture	Online Annual report	CO2	Financial statement
20	L.20	II	Technical Analysis: line chart, bar chart, points and figures chart	Economic forecasting and	Student will have knowledge			Financial Statement	Lecture	Digital pen, pen tablet based	CO2	Solved Numerical Examples
21	L.21	II	Candlestick chart, reversal patterns, continuation patterns	Industry analysis	Student will be able to			Financial Statement	Lecture	Digital pen, pen tablet based	CO3	Solved Numerical Examples
22	L.22	II	Dow Theory, Elliott wave theory	Company Analysis – Forecasting	The student will be able to		Numerical Problems	Discussion through	Lecture	CO1	PPT	Group Discussion
23	L.23	III	Portfolio Management	Technical Analysis – Different tools	The student will learn different				Lecture	CO3	PPT	
24	L.24	III	Moving Average	Moving Average Convergence	The student will be able to apply				Lecture	CO1	PPT	MCQ
25	L.25	III	Efficient Frontier, Efficient Frontier and Investor's Utility	Oscillators	The student will be able to apply				Lecture	CO2	PPT	MCQ
26	L.26	III	Indifference Curve of an Investor, Equilibrium of an Investor	Trends – Relative Strength Index	The student will be able to apply				Lecture			MCQ
27	L.27	III	Single Index Model, Capital Market Theory	Overview of other indicators	The student will be able to apply				Tutorial	Digital pen, pen tablet based	CO3	Numerical Problems
28	L.28	III	Capital Asset Pricing Model	Practical session on Technical	The student will apply technical				Tutorial	Digital pen, pen tablet based	CO3	Numerical Problems
29	L.29	III	Multifactor Models of Risk and Return	Key role of financial analysis,	The student will understand		Numerical Problems		Lecture	CO1	PPT	Question-answer
30	L.30	III	Arbitrage Pricing Theory, French and Fama Model	Candlestick chart, reversal patterns,	The student will understand				Lecture	CO1	PPT	Question-answer
31	L.31	III	Portfolio performance evaluation- Sharpe's and Treynor's portfolio performance evaluation,	Video on Technical Analysis	Discussion				Lecture	CO2	PPT	Question-answer
32	L.32	III	Portfolio performance evaluation- Sharpe's and Treynor's portfolio performance evaluation,	Portfolio Management - Steps in Portfolio	The student will understand				Tutorial	Digital pen, pen tablet based	CO3	Numerical Problems
33	L.33	III	Portfolio Alpha	Construction	The student will understand				Lecture	CO2	PPT	MCQ
34	L.34	III	Portfolio revision-Active and passive strategies.	Diversification	The student will understand				Lecture	CO2	PPT	MCQ
35	L.35	IV	Capital Market Efficiency	Types of Diversification	The student will understand				Lecture	CO2	PPT	MCQ
36	L.36	IV	Efficient Market Hypothesis	Portfolio Risk and Return analysis –	Student will be able to apply				Lecture	CO1	PPT	Question-answer
37	L.37	IV	Forms of Market Efficiency	Capital Asset Pricing Model	The student will understand				Tutorial	Digital pen, pen tablet based	CO3	Numerical Problems
38	L.38	IV	Forms of Market Efficiency	Arbitrage Pricing Theory	The student will understand				Lecture	CO1	PPT	
39	L.39	IV	Measurement of Efficiency of the Financial Markets	Case Study I				Download financial	Lecture	CO2	PPT	Question-answer
40	L.40	IV	Measurement of Efficiency of the Financial Markets	Portfolio Revision –	Student will be able to apply		Numerical Problems	Download financial	Tutorial	Digital pen, pen tablet based	CO3	PPT
41	L.41	IV	Anomalies and Deviation from Efficiency	Treynor's Index	Student will be able to apply		Numerical Problems		Self analysis	CO4	PPT	Numerical Problems
42	L.42	IV	Behavioral Biases	Portfolio Revision	The student will understand				Tutorial	Digital pen, pen tablet based	CO3	Question-answer
43	L.43	IV	Revision	Efficient Market Hypothesis	Student will be able to				Lecture	CO1		Question-answer
44	L.44	IV	Revision	Forms of Market Efficiency	The student will understand				Tutorial	Digital pen, pen tablet based	CO3	Numerical Problems
45	L.45	IV	Previous Years Question Paper Discussion	Measurement of Efficiency of the	Student will be able to apply				Lecture	CO2	PPT	Question-answer
				Revision of the	Student will be able to recall				Tutorial	Digital pen, pen tablet based	CO4	Numerical Problems



**Suggested Readings : (Latest Editions)**

1. Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Fischer, D.E. & Jordon, R.J. Security Analysis and Investment Management, Pearson Education.
3. Reilly, F., & Brown, K., Investment Analysis and Portfolio Management, Cengage Learning.
4. Rustagi, R. P., Investment Analysis and Portfolio Management, Sultan Chand & Sons.
5. Bhalla, V.K., Investment Management; Security Analysis and Portfolio Management, S.Chand& Sons.
6. Ranganatham, Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education.

Name of Faculty:				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**  
**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	L	3	T/P	0	Credits	3
Course Code:	MS-237	Course Name:	Digitalization and E-Governance	Type:	Discipline Specific Electives					

Objective: The course is aimed at providing exposure and making the students aware about the role of IT in business enterprises and government enterprises through electronic governance.

**Course Outcome & Mapping, Course Articulation**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Gain a familiarity with the basic concepts, terminology and technology of digitalization and e-governance.	3	2	1	1	1	0	1	0	1
Develop skills to critically evaluate government web sites and exercises against current "best practice" principles and standards.	2	3	2	1	1	1	1	1	0
Understand the major federal and state laws and regulations impacting the evolution of e-governance.	2	1	1	2	2	2	1	0	1
Be able to articulate the policy and social issues facing agencies to implementing e- government initiatives.	2	2	1	1	1	1	2	1	1
Be able to apply basic business case and government IT management concepts in	1	2	2	1	1	2	1	0	2

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty-Students)	Additional Material (Links/Journals/Articles/NEWS)	Mode of Assessment
1	L 1	I	Introduction to Digitalization	Lecture Contents	Lecture Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools	Mapping with CO	PPT Faculty-Students	Class Material
2	L 2	I	Digitalization for growth and Innovation	Introduction to digitalization	How digitalization leads to disruption and change of competition	Group Discussion	Demonstration	https://www.youtube.com/watch?v=bdu.ac.in	CO1	Group Discussion	PPT by Teachers	https://www.youtube.com/watch?v=...
3	L 3	I	Overview of Business Models	Overview of Business Models	How digitalization leads to disruption and change of competition	Group Discussion	Presentations by Students	https://www.youtube.com/watch?v=...	CO1	PPT by Students	PPT	https://www.youtube.com/watch?v=...
4	L 4	I	Impact of Digitalization on Business Models	How Digitalization is changing Business and Organizations	Understanding IT Infrastructure, Reliable and Secure IT Services	Application of IT in digital governance	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT by Students	https://www.youtube.com/watch?v=...
5	L 5	I	How Digitalization is changing Business and Organizations	Understanding IT Infrastructure, Reliable and Secure IT Services	Application of IT in digital governance	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
6	L 6	I	Understanding IT Infrastructure, Reliable and Secure IT Services	Application of IT in digital governance	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
7	L 7	I	Application of IT in digital governance	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
8	L 8	I	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
9	L 9	I	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
10	L 10	I	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
11	L 11	II	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
12	L 12	II	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
13	L 13	II	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
14	L 14	II	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
15	L 15	II	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
16	L 16	II	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
17	L 17	II	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
18	L 18	II	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
19	L 19	II	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
20	L 20	II	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
21	L 21	II	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
22	L 22	III	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
23	L 23	III	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
24	L 24	III	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
25	L 25	III	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
26	L 26	III	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
27	L 27	III	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
28	L 28	III	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
29	L 29	III	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
30	L 30	III	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
31	L 31	III	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
32	L 32	III	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
33	L 33	III	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
34	L 34	IV	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
35	L 35	IV	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
36	L 36	IV	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
37	L 37	IV	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
38	L 38	IV	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
39	L 39	IV	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
40	L 40	IV	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
41	L 41	IV	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		
42	L 42	IV	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...			
43	L 43	IV	Understanding IT Infrastructure	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	PPT	https://www.youtube.com/watch?v=...
44	L 44	IV	Emerging Trends in IT Infrastructure acquisition and Service delivery	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...	
45	L 45	IV	Managing a networked Organization	Digitalization and Cloud Computing	Group Discussion	Presentations by Students	CO1	Group Discussion	Debate (CIA)	https://www.youtube.com/watch?v=...		

**Suggested Readings: (Latest Editions)**

- Lynda M. Applegate, Robert D. Austin, Deborah L. Soule, Corporate Information Strategy and Management, Mc GrawHill Education.
- Vinod Kumar T.M., E-governance for Smart Cities, Springer.

3. S. Pankaj, Electronic Governance, APH Publishing.
4. Obl.T., E-governance: A Global Perspective on a new Paradigm, IOS Press.
5. Nanditha Das, E-governance and Social Inclusion: Concepts and Cases, IGI Global Press.
6. Thomas Stebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta books.

Name of Faculty:			1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		
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				Relational Algebra, Functional Dependencies,	Understand the concept according to topic		Group Discussion		E-article: <a href="https://www.tutorialspoint.com/what-is-3ac-k-organization">https://www.tutorialspoint.com/what-is-3ac-k-organization</a>	CO3		Notes	<a href="https://www.w3schools.com/python/gloss/python_function_recursion.asp">https://www.w3schools.com/python/gloss/python_function_recursion.asp</a> <a href="https://www.geeksforgeeks.org/acceptance-criteria-in-database-normalization/">https://www.geeksforgeeks.org/acceptance-criteria-in-database-normalization/</a>	
34	L 34	III		Relational Algebra, Functional Dependencies,	Understand the concept according to topic	Program Creation		Demonstration	E-article: <a href="https://www.geeksforgeeks.org/c-compiler-organization-instruction-formats-zero-one-two-three-address-instruction/">https://www.geeksforgeeks.org/c-compiler-organization-instruction-formats-zero-one-two-three-address-instruction/</a>	CO3		PPT	<a href="https://www.geeksforgeeks.org/program-architecture-notes/">https://www.geeksforgeeks.org/program-architecture-notes/</a>	
35	L 35	III		Normal forms NF1, NF2, NF3 and BCNF,	Understand the concept according to topic	Program Creation	Group Discussion		E-article: <a href="https://www.tutorialspoint.com/what-are-the-types-of-addressing-modes">https://www.tutorialspoint.com/what-are-the-types-of-addressing-modes</a>	CO3				
36	L 36	IV		Normal forms NF1, NF2, NF3 and BCNF,	Understand the concept according to topic	Intel-8255 IC	Group Discussion		E-article: <a href="https://www.javatpoint.com/peripheral-devices">https://www.javatpoint.com/peripheral-devices</a>	CO4		PPT	<a href="https://www.geeksforgeeks.org/creating-python-modules/">https://www.geeksforgeeks.org/creating-python-modules/</a>	
37	L 37	IV		Multivalued Dependencies and Fourth Normal Form	Understand the concept according to topic			Demonstration	E-article: <a href="https://pythontips.com/2016/05/02/creating-python-modules/">https://pythontips.com/2016/05/02/creating-python-modules/</a>	CO4		PPT	<a href="https://www.geeksforgeeks.org/python-programming-packages/">https://www.geeksforgeeks.org/python-programming-packages/</a>	
38	L 38	IV		Multivalued Dependencies and Fourth Normal Form	Understand the concept according to topic			Demonstration	E-article: <a href="http://www.javatpoint.com/asynchronous-data-transfer-in-computer-organization">http://www.javatpoint.com/asynchronous-data-transfer-in-computer-organization</a>	CO4				
39	L 39	IV		Join Dependencies and Fifth Normal Form.	Understand the concept according to topic	Program Creation			E-article: <a href="https://www.geeksforgeeks.org/creating-python-modules/">https://www.geeksforgeeks.org/creating-python-modules/</a>	CO4	Assignment 4	PPT	<a href="https://www.geeksforgeeks.org/python-programming-packages/">https://www.geeksforgeeks.org/python-programming-packages/</a>	
40	L 40	IV		Join Dependencies and Fifth Normal Form.	Understand the concept according to topic	Intel-8237 IC		Demonstration	E-article: <a href="https://www.geeksforgeeks.org/python-programming-packages/">https://www.geeksforgeeks.org/python-programming-packages/</a>	CO4		PPT	<a href="https://www.geeksforgeeks.org/python-programming-packages/">https://www.geeksforgeeks.org/python-programming-packages/</a>	
41	L 41	IV		Transaction: ACID Properties, Transaction State, And Concurrency	Understand the concept according to topic							PPT	<a href="https://www.geeksforgeeks.org/python-programming-packages/">https://www.geeksforgeeks.org/python-programming-packages/</a>	
42	L 42	IV		Transaction: ACID Properties, Transaction State, And Concurrency	Understand the concept according to topic	Group Discussion			E-article: <a href="https://www.javatpoint.com/co-memory-hierarchy">https://www.javatpoint.com/co-memory-hierarchy</a>	CO4		PPT	<a href="https://www.geeksforgeeks.org/python-programming-packages/">https://www.geeksforgeeks.org/python-programming-packages/</a>	
43	L 43	IV												
44	L 44	IV												
45	L 45	IV												

**Suggested Readings : (Latest Editions)**

1. Silberschatz, A, Korth H and Sudarshan S, Database System Concepts, McGraw- Hill Education.
2. Elmsari R. and Navathe S. , Fundamentals of Database Systems, 6/e, Pearson Education.
3. Koch, G. & Loney, K., Oracle, The complete reference. Mc GrawHill Education.
4. Bipin C. Desai, Introduction to Database Management System, Galgotia Publication.
5. Singh, Shio Kumar, Database Systems: Concepts, Design and Applications, 2/e, Pearson Education.
6. Rob. Peter, Data base system concepts, 1/e, Cengage Learning India Pvt. Ltd.

Name of Faculty:			1 Credit (Theory)- 15 hrs. in a sem	1 Credit (Practical)- 30 hrs. in a sem		
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# Contents

## UNIT-1

- Meaning
- Features
- Importance
- Process
- Levels of Management
- Evolution of Management Thoughts
- MBO



# MEANING

- Management is an art of knowing what to do when to do and see that it is done in the best and cheapest way - **FW Taylor**
- Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals- **Harold Koontz**
- It is concerned with optimally using 5M's, i.e. men, machine, material, money and methods and, this is possible only when there proper direction, coordination and integration of the processes and activities, to achieve the desired results

# Nature/Features



- **Universal:** All the organizations, whether it is profit-making or not, they require management, for managing their activities. Hence it is universal in nature.
- **Goal-Oriented:** Every organization is set up with a predetermined objective and management helps in reaching those goals timely, and smoothly.
- **Continuous Process:** It is an ongoing process which tends to persist as long as the organization exists. It is required in every sphere of the organization whether it is production, human resource, finance or marketing.

- **Multi-dimensional:** Management is not confined to the administration of people only, but it also manages work, processes and operations, which makes it a multi-disciplinary activity.
- **Group activity:** An organization consists of various members who have different needs, expectations and beliefs. Every person joins the organization with a different motive, but after becoming a part of the organization they work for achieving the same goal. It requires supervision, teamwork and coordination, and in this way, management comes into the picture.

- **Dynamic function:** An organization exists in a business environment that has various factors like social, political, legal, technological and economic. A slight change in any of these factors will affect the organization's growth and performance. So, to overcome these changes management formulates strategies and implements them.
- **Intangible force:** Management can neither be seen nor touched but one can feel its existence, in the way the organization functions.



# Importance

- Accomplishment of Group Goals
- Sound organization structure
- Meets the challenge of change
- Optimum utilization of Resources
- To face cut throat competition
- Provides a sense of focus and direction
- To reduce workload and get things done

# Process

- Planning
- Organizing
- Leading
- Controlling



# Levels of Management

- line of demarcation between various managerial positions in an organization
- determines a chain of command, the amount of authority & status enjoyed by any managerial position
- The number of levels in management increases when the size of the business and work force increases and vice versa



# Levels of Management



# Top Level of Management

- Top management lays down the objectives and broad policies of the enterprise
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc
- It prepares strategic plans & policies for the enterprise
- It appoints the executive for middle level i.e. departmental managers
- It controls & coordinates the activities of all the departments
- It is also responsible for maintaining a contact with the outside world
- It provides guidance and direction

# Middle Level of Management

- They execute the plans of the organization in accordance with the policies and directives of the top management.
- They participate in employment & training of lower level management.
- They interpret and explain policies from top level management to lower level.
- They are responsible for coordinating the activities within the division or department.
- It also sends important reports and other important data to top level management.
- They evaluate performance of junior managers.
- They are also responsible for inspiring lower level managers towards better performance.

# Lower Level of Management

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are also entrusted with the responsibility of maintaining good relation in the organization.
- They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.
- They help to solve the grievances of the workers.

# Lower Level of Management

- They supervise & guide the sub-ordinates.
- They arrange necessary materials, machines, tools etc for getting the things done.
- They prepare periodical reports about the performance of the workers.
- They ensure discipline in the enterprise.
- They motivate workers.

# ***EVOLUTION OF MANAGEMENT THOUGHT***

The father of evolution of Management Thoughts is JOHN MINER. **Evolution of Management Thoughts** is also known as Organisational Theories

**Classical Approach  
(1890-1930)**

• **Scientific Management**

• **Administrative Management**

• **Bureaucracy Management**

**Behavioral Approach  
(Neo-Classical)  
(1930- 1960)**

Human Relations  
or Hawthorne  
Experiment

Behavioral  
Science

**Modern Management  
Approach  
(1960- till)**

**Quantitative  
approach**

**System Approach**

**Contingency  
Approach**

# Evolution of Management Thoughts

Approach	Year	Theories	Introduced by	Sub Theories (Year)
Classical Approach	1890 - 1930	Scientific Management	Frederick Winslow Taylor	1909
		Administrative Management	Henry Fayol	1930's
		Bureaucracy Management	Max Weber	1900
Behavioral Approach (Neo-Classical)	1930- 1960	Human Relations or Hawthorne Experiment	Elton Mayo	
Modern Management Approach	1960- till	Quantitative approach	Churchman	
		System Approach	Bernand	
		Contingency Approach	J.W. Lorsch and P.R. Lawrence	1970's

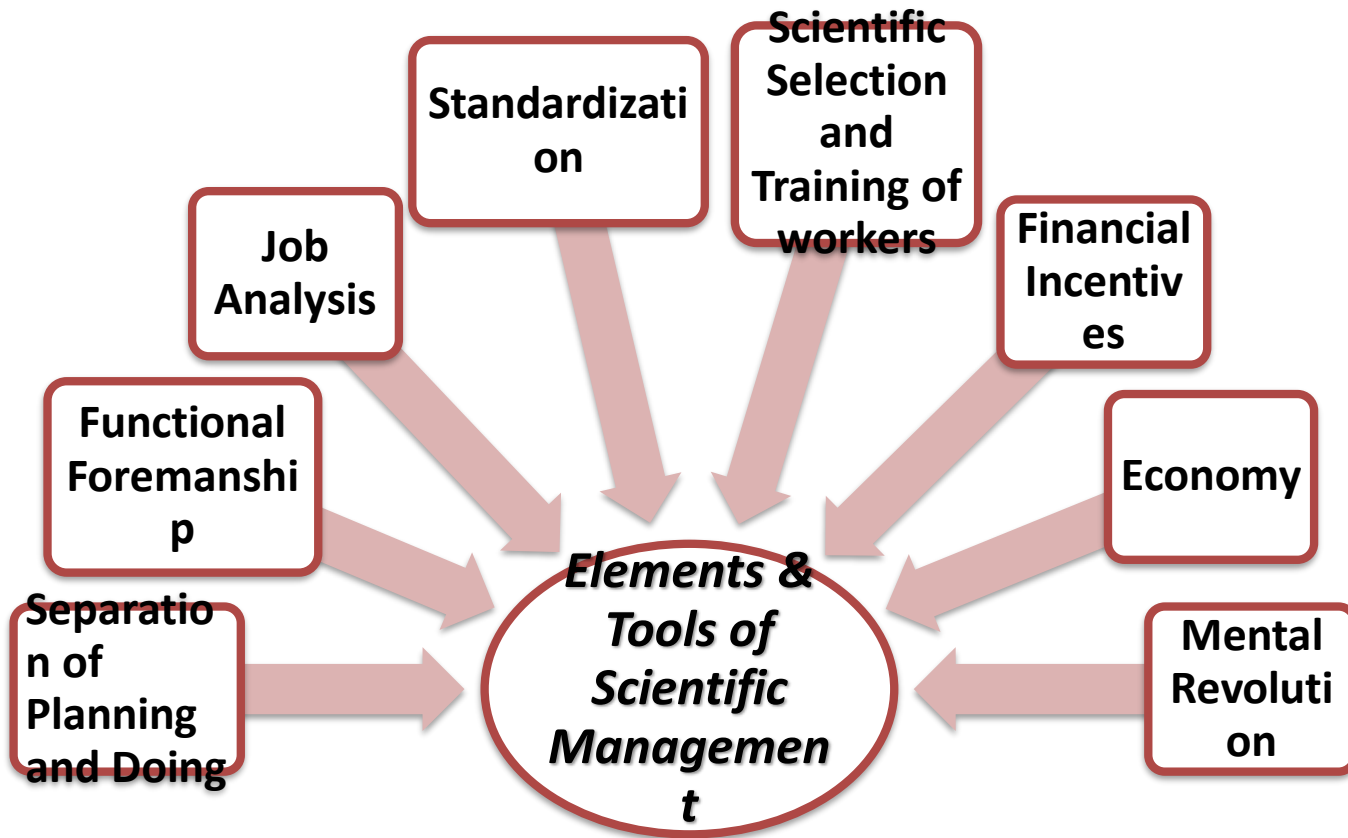


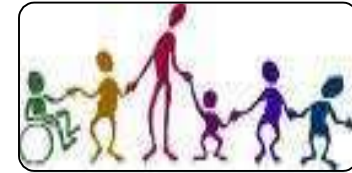
# CLASSICAL THEORY

The classical approach(1890-1930) is the earliest thought of management .The classical approach was associated with the ways to manage work and organizations more efficiently. According to Urwich, the classical approach is also known as Engineering approach. The classical approach are categorized into three groups namely, scientific management, administrative management, and bureaucratic management.

# SCIENTIFIC MANAGEMENT THEORY

- This concept was introduced by Frederick Winslow Taylor in USA in the beginning of 20<sup>th</sup> century. It was concerned essentially with improving the operational efficiency at the shop floor level.
- “Scientific mgt is concerned with knowing exactly what you want men to do & then see they do it in the best and cheapest way”
- Taylor has put the emphasis on solving managerial problems in a scientific way so he is called as father of scientific mgt and his contribution as the principles of scientific mgt. He carried out experiments about how to increase the efficiency of the people.





Replacing rule  
of thumb  
with science

Differential  
piece rate  
system

Harmony in  
Group Action

# Principles of Scientific Management

Development  
workers

Co-operation



Maximum  
Output



# ***CRITICAL ANALYSIS***

- ❖ **There were many of the followers of Taylor who took aggressive mechanical view of production & sideline human aspect at the work place. This created aggressive attitude among workers.**
- ❖ **The work used to be performed under close & strict supervision based on authoritarian approach. Workers are not allowed to raise their voice even for genuine grievances.**
- ❖ **There was lack of standardization of work & whatever standards used to be set by the management, the workers had to follow strictly. Such standard often used to be raised production norm without taking into consideration the factors affecting such a norm.**
- ❖ **The most crucial elements which was under contention was the differential piece rate system. The workers, even the efficient ones, & their unions, opposed this system on the plea that it was a new method of exploiting workers by the industrialist.**

# ***ADMINISTRATIVE MANAGEMENT***

- Henry fayol is known as the father of modern Management.
- He was popular industrialist and victorious manager.
- He considered that good management practice falls into certain patterns that can be recognized and analysed. From this basic perspective, he devised a blueprint for a consistent policy of managers one that retains much of its force to this day.
- He provided a broad analytical framework of the process of management. He used the word Administration for Management.
- He categorized activities of business enterprise into six groups such as Technical, Financial, Accounting, Security, and Administrative or Managerial. He stressed constantly that these managerial functions are the same at every level of an organization and is common to all firms.
- He wrote General and Industrial Management. His five function of managers were plan, organize, command, co-ordinate, and control.

# *Fayol's Principles of Management:*

- *Division of work*
- *Authority and Responsibility*
- *Discipline*
- *Unity of Command*
- *Unity of Direction*
- *Subordination of individual interest to general interest*
- *Remuneration:.*
- *Centralization*
- *Scalar Chain*
- *Order*
- *Equity*
- *Stability of Tenure*
- *Initiative*
- *Esprit de Corps*

# BUREAUCRACY MANAGEMENT

- Theory was developed by Max Weber
- It is used in the management of both public and private sector organizations
- It is “a formal system of organization that is based on clearly defined hierarchical levels and roles in order to maintain efficiency and effectiveness.”



# Types of legitimized authority

- Rational legal authority
- Traditional Authority/Royal class
- Charismatic Authority

# Bureaucratic Approach

- **Division of work**
- **Hierarchy of positions**
- **Rules & regulation**
- **Staffing**
- **Technical competence**

# ***LIMITATION OF CLASSICAL THEORY***

- **This theory originated when organizations had stable & simple structures. They had very little interaction with the environment. The modern organizations are complex & changing in form &,therefore, more practical in past than present.**
- **The principles of mgt are universally applicable in the organizations today. The principle of unity of command ,doesn't apply in today's organizations where jobs are highly specialized.**
- **Employees are viewed as tools rather than resources for contributing to mgt objectives. Their social & psychological needs are altogether ignored.**
- **The focus of theory is more on task than people, human behavior & desires are ignored.**
- **Monetary rewards are viewed as more important than non-monetary rewards.**
- **Initiative & creativity of employees are totally ignored.**

# Neo Classical Approach

- The neo-classical theory is based on the Hawthorne experiments.
- The most significant contribution to this approach is made by Elton Mayo who is regarded as the Father of Human Relation Approach.
- He conducted a series of experiments at the Hawthorne plant of Western Electric company between 1927 & 1932 to study the impact of human factors on productivity
- While classical theories focused more on structure and physical aspects of the worker and Neo-classical theory gives importance to human and social aspects of the worker and his relations in the organization.

- Human relations refers to the ways in which managers interact with their subordinates .
- Managers should know the factors that motivate their employees so that good human relations can be developed in the organizations.
- These studies were conducted by Western Electric researchers to study the impact of single variable on worker productivity.



## *Illumination Experiment*



## *Relay assembly test room*



## *Interviewing Studies*



## *Observation Studies*

# ILLUMINATION EXPERIMENT

- The effect of lighting on two groups were studied;
- one whose lighting conditions were changed & the other, whose lighting conditions remained constant.
- For the first group of workers when lighting conditions improved, productivity went up but even when the lighting conditions declined ,productivity went up.
- For the second group of workers also the output increased as the first group's lighting conditions were altered though there was no change in lighting conditions of this group
- This made Mayo conclude that there is something more than just the lighting conditions that contributed to industrial productivity.

# Relay Assembly Test Room

- A small group of six girls were asked to work in a test room.
- Changes in working conditions were tried on them as, less working hours, improved working conditions, better wages, rest periods, free interaction amongst group members supervisor acted as their friend & provided friendly & informal supervision.
- All these factors improved productivity but when these conditions were withdrawn , the productivity didn't go down.
- It was concluded that something other than these factors was important & Mayo attributed this to satisfaction of social & psychological needs of the workers such as sense of acceptance, participation, recognition, freedom to work, interaction amongst group members etc.



# Interviewing Studies:

About 20,000 of workers were interviewed to get information about their superiors, jobs & job conditions. Responses revealed if employees were allowed to represent their views & problems openly to managers, their morale & productivity went up.

# Observation Studies:

- These studies comprised of the Bank wiring observation room experiment.
- A group of 14 workers was selected to attach wires to switches for some equipment that was used in telephone exchange.
- No changes were made in their working condition as were made in earlier experiments. Impact of social pressure was studied on working of this group .
- Management declared an hourly wage rate based on average output of each worker & bonus based on average output of the group.
- They thought workers would produce more to earn wages & would help each other as a group to earn bonus. This system doesn't work.
- It was observed that without declaring the day's work group members laid down their targets which was less than company's target.

**The following reason was given for the restricted output:**

- i. Fear of employment**
- ii. Fear of raising standard**
- iii. Protection of Slower worker**



# ***CRITICISM OF HAWTHORNE EXPERIMENT***

- ✓ The Hawthorne researchers did not give sufficient attention to the attitudes that people bring with them to the work place. They didn't recognize such forces as class consciousness, the role of unions ,& other forces which has affect on the attitude of workers.
- ✓ The theory analyses the group dynamics & decision-making as more imp. Variables than unity of command to increase organizational productivity. This may not always hold true.
- ✓ The theory overemphasis the fact that objectives can be achieved if cordial relations are maintained in the organization. The fact that difference of opinion amongst people can also generate new ideas is totally ignored.

# Human Relations Approach Vs Behavior Approach

<b>Human Relations App.</b>	<b>Behavior Approach</b>
Focus on interpersonal relations	Focus on group relationships
Study of individual, his needs & behavior	Study of groups & their behavior
Main concepts are motivation & job satisfaction	Main concepts are group dynamics & informal organisation
Originated from Hawthorne Experiment	Improved & wider version of human relation

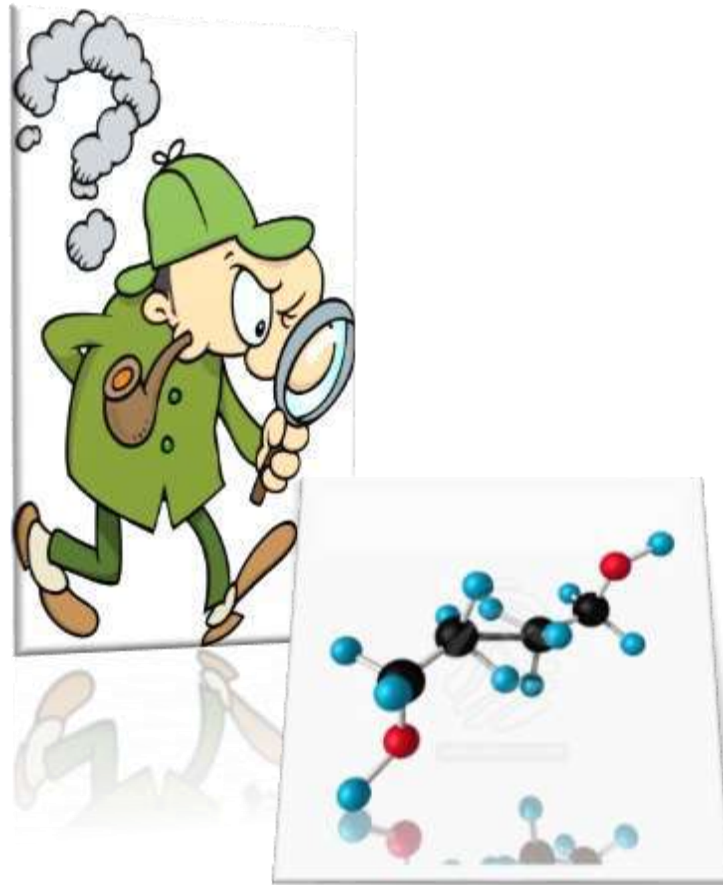
# Modern Theory

- Quantitative Approach
- System Approach
- Contingency Approach

# QUANTITATIVE APPROACH

- Management is the series of decision making. The job of the manager is to secure the best solution out of inter related variables
- The variables can be presented in a mathematical models & solutions can be retrieved.
- If the model is properly formulated & equations are correctly solved, one can secure the solutions

# ***SYSTEM THEORY***





- An organisation is the system comprising of various sub system
- The position & value of one system can only be understood with respect to its relation with the other system
- An organisation system has the boundary which separates it from various other systems
- The system approach takes a broader view of management where the organization is viewed as a unified & purposeful entity composed of different parts.
- Rather than analyzing each part of the organization independently ,system theory views the organization as a whole which operates in a larger external environment.
- It assumes that each part bears relationship with every other part of the organization &, therefore , the manager must view the company as a whole consisting of several inter-related parts.
- This theory provides a new thinking to the study of organizations & management.



(Raw material,  
labour,  
Finance,  
Information)

(Operations, methods,  
employees activities,  
mgt activities)

(Goods &  
Services,  
Information)



ENVIRONMENT

CONSUMERS  
COMPETITORS  
GOVERNMENT  
SUPPLIERS

# CONTINGENCY APPROACH

- System approach offers models which may not suit every type of organisation.
- Contingency Approach suggests that one size doesn't fit all
- Structure or design must be tailor made as per the units. Organisation, and situation

# CONTINGENCY APPROACH

- This approach suggests that needs, requirements, situation of a particular organisation should be considered while designing an organisational structure.
- The factors which influence an organisation may be described as:
  - Environment
  - Technology
  - Size of an organisation
  - People working in the organisation

# *MBO*

- The concept of MBO was first developed by Peter Drucker in 1954.
- According to Peter F. Drucker, “the only principle that can give full scope to individual strength and responsibility, common direction of vision, effort and teamwork is management by objectives”.

MBO is based on the assumption that people perform better when they know what is expected of them and can relate their personal goals to the organisational objectives.

It also assumes that people are interested in the goal-setting process and in evaluating their performances against the target.

# ***BENEFITS OF MBO***

## ***1. Better Management:***

MBO forces Management thinkers to plan for results and think how these can be achieved and what resources would be required. All these leads to better Management in the organisation.

## ***2. Clarification In Organisational Action:***

MBO leads to clarification in organisational rates and structure. Various positions are treated as center of authority and responsibility. The process removes differences in the organisation particularly in the area of delegation of authority.

## ***3. Commitment:***

MBO provides a psychological satisfaction to workers and stimulates them for hard work they enjoy considerable authority which is a source of inspiration for better performance. Moreover people are made clear about their area of operations their strength and their limits. These things make feeling of commitment.

## ***4. Help In Appraisal:***

MBO provides Management criteria to judge where one stands so that corrective measures can be taken well in time.

**THANKYOU**



# **Probability: Meaning, Concept and Importance**

# Meaning of Probability:

- In our day to day life the “probability” or “chance” is very commonly used term. Sometimes, we use to say “Probably it may rain tomorrow”, “Probably Mr. X may come for taking his class today”, “Probably you are right”. All these terms, possibility and probability convey the same meaning. But in statistics probability has certain special connotation unlike in Layman’s view.

- The theory of probability has been developed in 17th century. It has got its origin from games, tossing coins, throwing a dice, drawing a card from a pack. In 1954 Antoine Gornband had taken an initiation and an interest for this area.

- After him many authors in statistics had tried to remodel the idea given by the former. The “probability” has become one of the basic tools of statistics. Sometimes statistical analysis becomes paralyzed without the theorem of probability. **“Probability of a given event is defined as the expected frequency of occurrence of the event among events of a like sort.”** (Garrett)

- The probability theory provides a means of getting an idea of the likelihood of occurrence of different events resulting from a random experiment in terms of quantitative measures ranging between zero and one.
- The probability is zero for an impossible event and one for an event which is certain to occur.

- **Example:**
- The probability that the sky will fall is .00.
- An individual now living will some day die is 1.00.
- Let us clarify the meaning of probability with an example of drawing a playing card.
- There are 4 varieties of cards in a pack and if these cards will be shuffled randomly the probability of drawing a spade is  $13/52=1/4$ .
- If an unbiased coin is tossed, the probability of occurrence of Head (H) is  $1/2$  .

- **Probability as Ratio:**
- The probability of an event stated or expressed mathematically called as a ratio.
- The probability of an unbiased coin, falling head is  $1/2$ , and the probability of a dice showing a two-spot is  $1/6$ .
- These ratios, called probability ratios, are defined by that fraction, the numerator of which equals the desired outcome or outcomes, and the denominator of which equals the total possible outcomes.

- More simply put, the probability of the appearance of any face on a 6-faced (e.g. 4 spots) is  $1/6$  or the Probability = desired outcome/total number of outcomes
- Thus, a probability is a number or a ratio which ranges from 0 to 1. Zero for an event which cannot occur and 1 for an event, certain to occur.



# **Different Schools of Thought on the Concept of Probability:**

- **There are different schools of thought on the concept of probability:**
- **1. Classical Probability:**
- The classical approach to probability is one of the oldest and simplest school of thought. It has been originated in 18th century which explains probability concerning games of chances such as throwing coin, dice, drawing cards etc.

- The definition of probability has been given by a French mathematician named “Laplace”.
- According to him probability is the ratio of the number of favourable cases among the number of equally likely cases.
- For example, if a coin is tossed, and if it is asked what is the probability of the occurrence of the head, then the number of the favourable case = 1, the number of the equally likely cases = 2.

- For example, if a coin is tossed, and if it is asked what is the probability of the occurrence of the head, then the number of the favourable case = 1, the number of the equally likely cases = 2.
- $p = 1 - q$ , and  $q = 1 - p$  and if  $a + b = 1$  then so also  $a/n + b/n = 1$
- In this approach the probability varies from 0 to 1. When probability is zero it denotes that it is impossible to occur.
- If probability is 1 then there is certainty for occurrence, i.e. the event is bound to occur.

- **Example:**
- From a bag containing 20 black and 25 white balls, a ball is drawn randomly. What is the probability that it is black.
- Pr. of a black ball =  $\frac{20}{45} = \frac{4}{9} = p$ , 25 Pr. of a white ball =  $\frac{25}{45} = \frac{5}{9} = q$
- $p = \frac{4}{9}$  and  $q = \frac{5}{9}$  ( $p + q = \frac{4}{9} + \frac{5}{9} = 1$ )

- **Demerits:**
- (1) Classical approach is only confined with the coins, dice, cards, etc.;
- (2) This may not explain the actual result in certain cases;
- (3) If the number of the equally likely cases is more, then it is difficult to find out the values of the probability ratio, and
- (4) If number of equally likely cases is  $\infty$ , then this approach is inadequate.

- **2. Relative Frequency Theory of Probability:**
- This approach to probability is a protest against the classical approach. It indicates the fact that if  $n$  is increased upto the  $\infty$ , we can find out the probability of  $p$  or  $q$ .
- **Example:**
- If  $n$  is  $\infty$ , then Pr. of  $A = a/n = .5$ , Pr. of  $B = b/n = 5$
- If an event occurs  $a$  times out of  $n$  its relative frequency is  $a/n$ . When  $n$  becomes  $\infty$ , is called the limit of relative frequency.

- Pr. (A) = limit  $a/n$
- where  $n \rightarrow \infty$
- Pr. (B) = limit bl.t. here  $\rightarrow \infty$ .
- If there are two types of objects among the objects of similar or other natures then the probability of one object i.e. Pr. of A = .5, then Pr. of B = .5.

- **Demerits:**

- 1. This approach is not at all an authentic and scientific approach.
- 2. This approach of probability is an undefined concept.
- 3. This type of probability approach though applied in business and economics area still then it is not a reliable one.



# Important Terminology in Probability:

- **1. Mutually Exclusive Events:**
- The events are said to be mutually exclusive when they are not occurred simultaneously. Among the events, if one event will remain present in a trial other events will not appear. In other words, occurrence of one precludes the occurrence of all the others.

- **For example:**
- If a girl is beautiful, she cannot be ugly. If a ball is white, it cannot be red. If we take another events like dead and alive, it can be said that a person may be either alive or dead at a point of time.

- But lie cannot be both alive and dead simultaneously. If a coin is tossed either the head will appear or tail will appear. But both cannot appear in the same time. It refers that in tossing a coin the occurrence of head and tail comes under mutually exclusive events.

- Symbolically if 'A' and 'B' events are mutually exclusive then the probability of events may be estimated either in  $P(A)$  or  $P(B)$ . In mutually exclusive events  $P(AB) = 0$ .

- **2. Independent and Dependent Events:**
- Two or more events are said to be independent when the occurrence of one trial does not affect the other. It indicates the fact that if trial made one by one, one trial is not affected by the other trial. And also one trial never describes anything about the other trials.

- **Example:**
- The events in tossing a coin are independent events. If a coin is tossed one by one, then one trial is not affected by the other. In a trial the head or tail may occur which never describes anything what event will come in second trial. So the second trial is completely independent to that of the first trial.

- Dependent events are those in which the occurrence and non-occurrence of one event in a trial may affect the occurrence of the other trials. Here the events are mutually dependent on each other.

- **Example:**
- If a card is drawn from a pack of playing cards and is not replaced, then in 2nd trial probability will be altered.



- **3. Equally Likely Events:**
- Events are said to be equally likely, when there is equal chance of occurring. If one event is not occurred like other events then events are not considered as equally likely. Or in other words events are said to be equally likely when one event does not occur more often than the others.

- **Example:**
- If an unbiased coin or dice is thrown, each face may be expected to occur in equal numbers in the long run. In other example, in a pack of playing cards we expect each card to appear equally. If a coin or dice is biased then each face is not expected to appear equally.

- **4. Simple and Compound Events:**
- Simple events. In the simple events we think about the probability of the happening or not-happening of the simple events.
- Whenever we are tossing the coin we are considering the occurrence of the events of head and tail.
- In another example, if in a bag there are 10 white balls and 6 red balls and whenever we are trying to find out the probability of drawing a red ball, is included in simple events.

- **Compound events:**
- But on the other hand when we consider the joint occurrence of two or more events, it becomes compound events. Unlike simple events here more than one event are taken into consideration.

- **For example:**
- If there are 10 white and 6 red balls in a bag and if successive draws of 3 balls are made and when we are trying to find out the probability of 3 balls as the white balls. This example states the fact that the events are considered in more than two eventual cases.

# Importance of Probability:

- The concept of probability is of great importance in everyday life. Statistical analysis is based on this valuable concept. In fact the role played by probability in modern science is that of a substitute for certainty.

- **The following discussion explains it further:**
- i. The probability theory is very much helpful for making prediction.
- Estimates and predictions form an important part of research investigation.
- With the help of statistical methods, we make estimates for the further analysis. Thus, statistical methods are largely dependent on the theory of probability.

- ii. It has also immense importance in decision making.
- iii. It is concerned with the planning and controlling and with the occurrence of accidents of all kinds.



- iv. It is one of the inseparable tools for all types of formal studies that involve uncertainty.
- v. The concept of probability is not only applied in business and commercial lines, rather than it is also applied to all scientific investigation and everyday life.
- vi. Before knowing statistical decision procedures one must have to know about the theory of probability.
- vii. The characteristics of the Normal Probability Curve is based upon the theory of probability.

- **Normal Distribution is by far the most used distribution for drawing inferences from statistical data because of the following reasons:**

- 1. Number of evidences are accumulated to show that normal distribution provides a good fit or describe the frequencies of occurrence of many variables and facts in
  - (i) biological statistics e.g. sex ratio in births in a country over a number of years,
  - (ii) the anthropometrical data e.g. height, weight,
  -

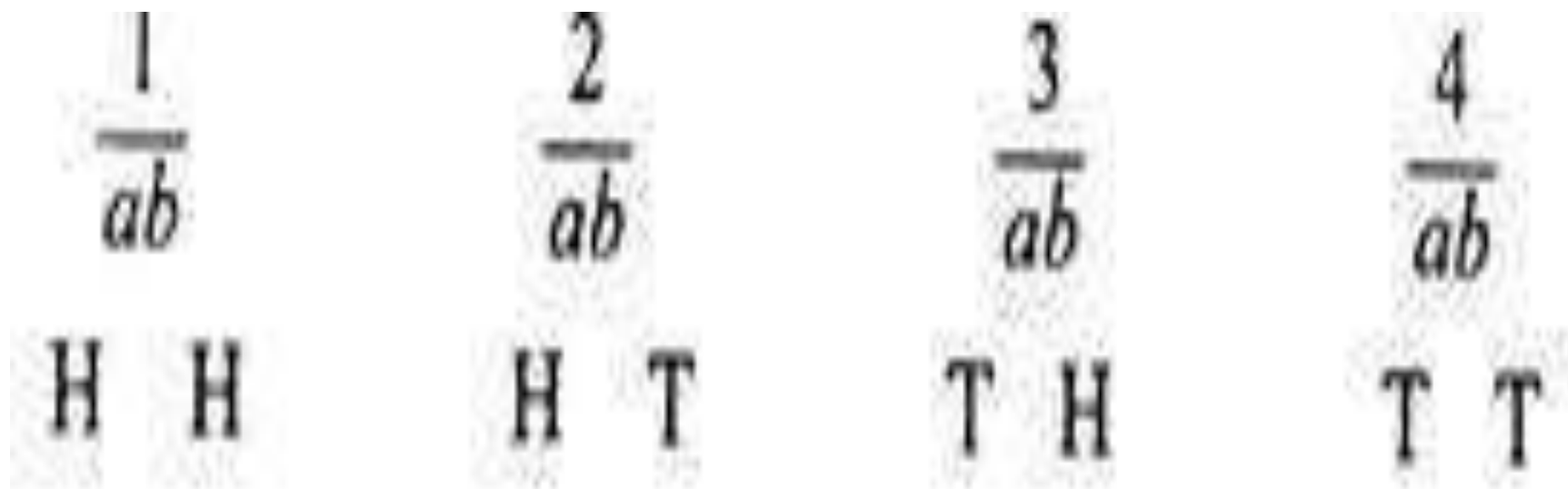
- (iii) wages and output of large numbers of workers in the same occupation under comparable conditions,
- (iv) psychological measurements e.g. intelligence, reaction time, adjustment, anxiety and
- (v) errors of observations in Physics, Chemistry and other Physical Sciences.

- 2. Normal distribution is of great value in evaluation and research in both psychology and education, when we make use of mental measurement. It may be noted that normal distribution is not an actual distribution of scores on any test of ability or academic achievement, but is instead, a mathematical model.
- The distribution of test scores approach the theoretical normal distribution as a limit, but the fit is rarely ideal and perfect.

# Principles of Probability and Normal Probability Curve:

- When we toss an unbiased coin it may fall head or tail.
- Thus, probability of falling head is 50% or  $1/2$  and falling tail is also 50% or  $1/2$ .
- If we toss two unbiased coins, they may fall in a number of ways as HH (two heads) HT (1st coin head and 2nd coin tail), TH (1st coin-tail and 2nd coin head) or TT (two tails).

- So there are four possible arrangements if we toss two coins, (a) and (b), at the same time:



- We have for two coins  $(H + T)^2$ ; and squaring, the binomial  $(H + T)^2 = H^2 + 2HT + T^2$ .
- 1  $H^2$  1 chance in 4 of 2 heads; probability ratio =  $1/4$
- 2 HT 2 chances in 4 of 1 head and 1 tail; probability ratio =  $1/2$
- 1  $T^2$  1 chance in 4 of 2 tails; probability ratio =  $1/4$
- Total = 4



- If we toss three coins (a), (b) and (c) simultaneously, there are 8 possible outcomes:

$\frac{1}{abc}$	$\frac{2}{abc}$	$\frac{3}{abc}$	$\frac{4}{abc}$	$\frac{5}{abc}$	$\frac{6}{abc}$	$\frac{7}{abc}$	$\frac{8}{abc}$
HHH	HHT	HTH	TTH	HTT	THT	TTH	TTT

- Expressed as ratios, the probability of three heads is  $1/8$  (combination 1); of two heads and one tail  $3/8$  (combinations 2, 3 and 4); of one head and two tail  $3/8$  (combinations 5, 6 and 7); and of three tails  $1/8$  (combination 8). The sum of these probability ratios is  $1/8 + 3/8 + 3/8 + 1/8$ , or 1.00.

- If we have three independent factors operating, the expression  $(p + q)^n$  becomes for three coins  $(H + T)^3$ . Expanding this binomial, we get  $H^3 + 3H^2T + 3HT^2 + T^3$ , which may be written,
- $1 H^3$  1 chance in 8 of 3 heads; probability ratio =  $1/8$
- $3 H^2T$  3 chances in 8 of 2 heads and 1 tail; probability ratio =  $3/8$
- $3 HT^2$  3 chances in 8 of 1 head and 2 tails; probability ratio =  $3/8$

- 1 T<sup>3</sup> 1 chance in 8 of 3 tails; probability ratio  
Total = 1/8
- In a similar manner if we toss ten coins, and substitute 10 for  $n$ , the binomial expansion will be
- $(H + T)^{10} = H^{10} + 10H^9T + 45H^8 T^2 + 120H^7T^3 + 210H^6T^4 + 252 H^5T^5 + 210 H^4T^6+ 120 H^3T^7 + 45H^2T^8 + 10HT^9 + T^{10}.$

- The expansion has eleven combinations and the chance of occurrence of each combination out of the total possible occurrence is expressed by the coefficient of each combination.
-

**Combinations****Chance of occurrence out of 1024**

1 H <sup>10</sup>	P of falling	10 Heads	= 1/1024	1
10 H <sup>9</sup> T	P of falling	9 H's and 1 T	= 10/1024	10
45 H <sup>8</sup> T <sup>2</sup>	P of falling	8 H's and 2 T's	= 45/1024	45
120 H <sup>7</sup> T <sup>3</sup>	P of falling	7 H's and 3 T's	= 120/1024	120
210 H <sup>6</sup> T <sup>4</sup>	P of falling	6 H's and 4 T's	= 210/1024	210
252 H <sup>5</sup> T <sup>5</sup>	P of falling	5 H's and 5 T's	= 252/1024	252
210 H <sup>4</sup> T <sup>6</sup>	P of falling	4 H's and 6 T's	= 210/1024	210
120 H <sup>3</sup> T <sup>7</sup>	P of falling	3 H's and 7 T's	= 120/1024	120
45 H <sup>2</sup> T <sup>8</sup>	P of falling	2 H's and 8 T's	= 45/1024	45
10 HT <sup>9</sup>	P of falling	1 H and 9 T's	= 10/1024	10
1 T <sup>10</sup>	P of falling	10 Tails	= 1/1024	1

Total = 1024

# **MANAGERIAL ECONOMICS**

**Topic: Demand Analysis**

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# INTRODUCTION & MEANING

- Demand in common parlance means the desire for an object. But in economics demand is something more than this.
- According to Stonier and Hague, “Demand in economics means demand backed up by enough money to pay for the goods demanded”.
- This means that the demand becomes effective only if it is backed by the purchasing power in addition to this there must be willingness to buy a commodity.
- Thus demand in economics means the desire backed by the willingness to buy a commodity and the purchasing power to pay.
- In the words of “Benham” “The demand for anything at a given price is the amount of it which will be bought per unit of time at that Price”.
- Thus demand has three essentials – price, quantity demanded and time. Without these, demand has no significance in economics.



# LAW OF DEMAND

- Law of demand shows the relation between price and quantity demanded of a commodity in the market. In the words of Marshall, “the amount demand increases with a fall in price and diminishes with a rise in price”.
- A rise in the price of a commodity is followed by a reduction in demand and a fall in price is followed by an increase in demand, if a condition of demand remains constant.

**The law of demand may be explained with the help of the following demand schedule.**

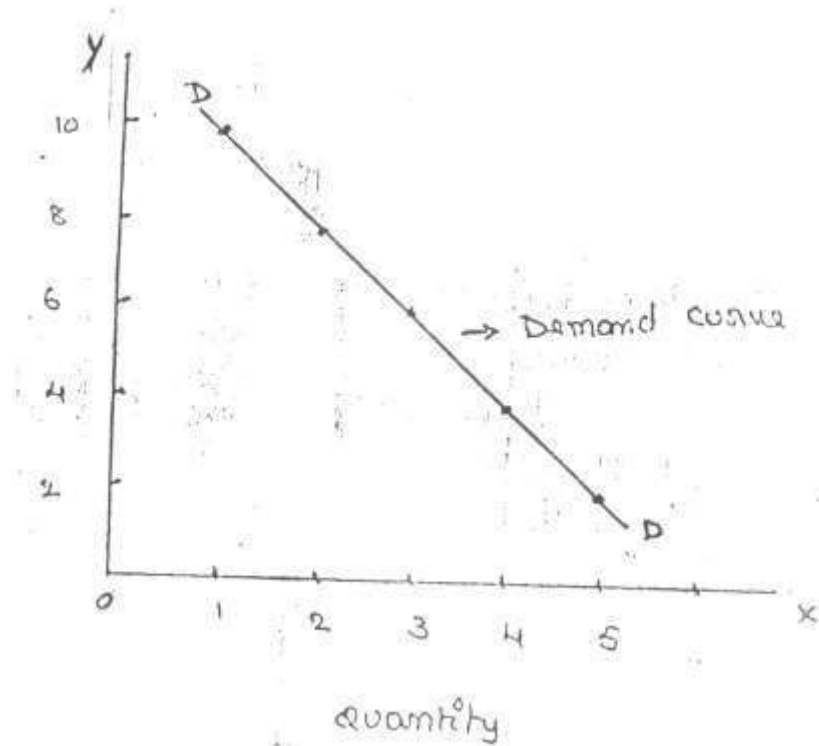
***Demand Schedule-***

Price of Appel (In. Rs.)	Quantity Demanded
10	1
8	2
6	3
4	4
2	5

When the price falls from Rs. 10 to 8 quantity demand increases from 1 to 2. In the same way as price falls, quantity demand increases on the basis of the demand schedule we can draw the demand curve.

# GRAPH SHOWING DEMAND

PRICE



The demand curve DD shows the inverse relation between price and quantity demand of apple. It is downward sloping.

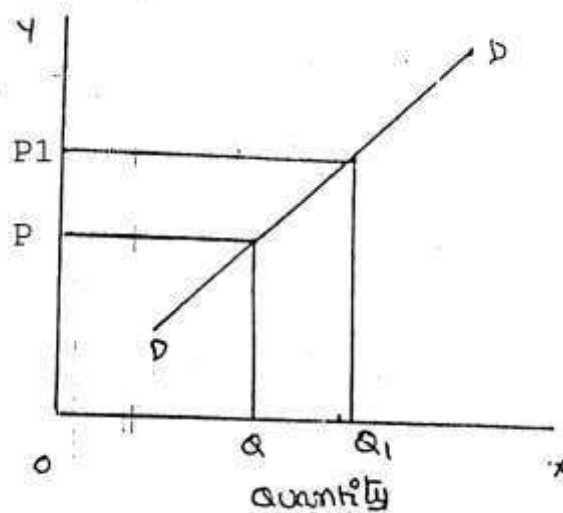
# Assumptions

**Law of demand is based on certain assumptions:**

- This is no change in consumers taste and preferences.
- Income should remain constant.
- Prices of other goods should not change.
- There should be no substitute for the commodity
- The commodity should not confer at any distinction
- The demand for the commodity should be continuous
- People should not expect any change in the price of the commodity

# Exceptional demand curve

- PRICE



When price increases from  $OP$  to  $OP_1$  quantity demanded also increases from  $OQ$  to  $OQ_1$  and vice versa.

# THE REASONS FOR EXCEPTIONAL DEMAND CURVE

The reasons for exceptional demand curve are-

- 1. Giffen paradox***
- 2. Veblen or Demonstration effect:***
- 3. Ignorance***
- 4. Speculative effect***
- 5. Fear of shortage***
- 6. Necessaries***

# 1. Giffen paradox

The Giffen good or inferior good is an exception to the law of demand. When the price of an inferior good falls, the poor will buy less and vice versa.

For example, when the price of maize falls, the poor are willing to spend more on superior goods than on maize if the price of maize increases, he has to increase the quantity of money spent on it. Otherwise he will have to face starvation. Thus a fall in price is followed by reduction in quantity demanded and vice versa.

“Giffen” first explained this and therefore it is called as Giffen’s paradox.



## ***Veblen or Demonstration effect***

“Veblen” has explained the exceptional demand curve through his doctrine of conspicuous consumption. Rich people buy certain goods because it gives social distinction or prestige. For example, diamonds are bought by the richer class for the prestige it possesses. If the price of diamonds falls, the poor also will buy them, hence they will not give prestige. Therefore, rich people may stop buying this commodity.

# Ignorance

Sometimes, the quality of the commodity is Judge by its price. Consumers think that the product is superior if the price is high. As such they buy more at a higher price.

## **Speculative effect**

If the price of the commodity is increasing the consumers will buy more of it because of the fear that it increase still further, Thus, an increase in price may not be accomplished by a decrease in demand.

## **Fear of shortage**

During the times of emergency of war People may expect shortage of a commodity. At that time, they may buy more at a higher price to keep stocks for the future.

# **Necessaries**

In the case of necessaries like rice, vegetables etc. people buy more even at a higher price.

# **Factors Affecting Demand**

# Factors Affecting Demand

There are factors on which the demand for a commodity depends. These factors are economic, social as well as political factors. The effect of all the factors on the amount demanded for the commodity is called Demand Function.

# Factors Affecting Demand

These factors are as follows:

- *Price of the Commodity*
- *Income of the Consumer*
- *Prices of related goods*
- *Tastes of the Consumers*
- *Wealth*
- *Population*
- *Government Policy*
- *Expectations regarding the future*
- *Climate and weather*
- *State of business*



# Price of the Commodity

The most important factor-affecting amount demanded is the price of the commodity. The amount of a commodity demanded at a particular price is more properly called price demand.

The relation between price and demand is called the Law of Demand. It is not only the existing price but also the expected changes in price, which affect demand

# Income of the Consumer

The second most important factor influencing demand is consumer income.

In fact, we can establish a relation between the consumer income and the demand at different levels of income, price and other things remaining the same.

The demand for a normal commodity goes up when income rises and falls down when income falls. But in case of Giffen goods the relationship is the opposite.

# Prices of related goods

The demand for a commodity is also affected by the changes in prices of the related goods also. Related goods can be of two types.

- (i). Substitutes which can replace each other in use; for example, tea and coffee are substitutes.
  
- ii). Complementary goods are those which are jointly demanded, such as pen and ink. In such cases complementary goods have opposite relationship between price of one commodity and the amount demanded for the other

# Tastes of the Consumers

- The amount demanded also depends on consumer's taste.
- Tastes include fashion, habit, customs, etc. A consumer's taste is also affected by advertisement.
- If the taste for a commodity goes up, its amount demanded is more even at the same price.
- This is called increase in demand. The opposite is called decrease in demand.

# *Wealth*

- The amount demanded of commodity is also affected by the amount of wealth as well as its distribution.
- . The wealthier are the people; higher is the demand for normal commodities. If wealth is more equally distributed, the demand for necessities and comforts is more.
- On the other hand, if some people are rich, while the majorities are poor, the demand for luxuries is generally higher

# *Population*

- Increase in population increases demand for necessities of life.
- The composition of population also affects demand.
- Composition of population means the proportion of young and old and children as well as the ratio of men to women.
- A change in composition of population has an effect on the nature of demand for different commodities.

# Government Policy

Government policy affects the demands for commodities through taxation. Taxing a commodity increases its price and the demand goes down. Similarly, financial help from the government increases the demand for a commodity while lowering its price.

## ***Expectations regarding the future***

If consumers expect changes in price of commodity in future, they will change the demand at present even when the present price remains the same.

Similarly, if consumers expect their incomes to rise in the near future they may increase the demand for a commodity just now.



# Climate and weather

The climate of an area and the weather prevailing there has a decisive effect on consumer's demand. In cold areas woollen cloth is demanded. During hot summer days, ice is very much in demand. On a rainy day, ice cream is not so much demanded.

# State of business

- The level of demand for different commodities also depends upon the business conditions in the country.
- If the country is passing through boom conditions, there will be a marked increase in demand.
- On the other hand, the level of demand goes down during depression.

# Important Questions

- Q1. Explain Demand. Discuss the law of Demand. What are the assumptions underlying the law?
- Q2. Discuss factors affecting Demand.
- Q3. Explain in detail Exceptional demand curve.

# Classification of computers

There are basically three main ways to classify computers. These are:

By Type

By Purpose



## By Type

There are three main types of computers under this class.

They include:

- ❑ Digital computers

- ❑ Analog computers

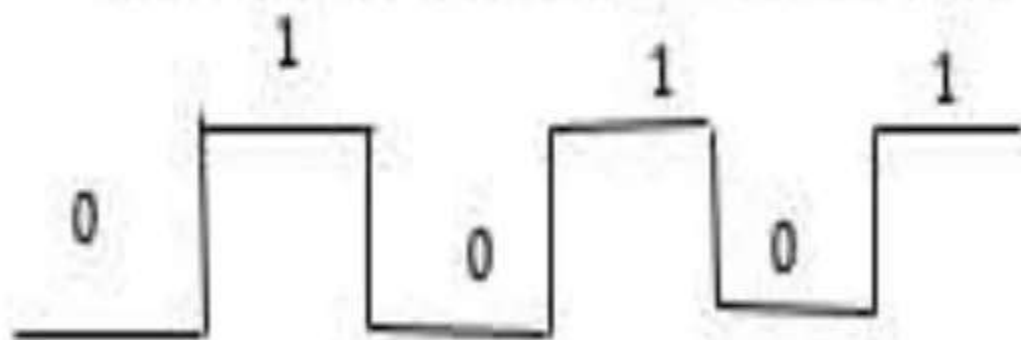


# Digital computers

These are computers that represent data /information in a binary form. That is they represent signals in just two states. 0s and 1s are used during data communication.



## DIGITAL COMPUTER SIGNAL REPRESENTATION



# Examples of digital computers

- Desktop computers
- Laptop computers
- Mobile phones
- iPads
- iPhones
- Scientific calculators



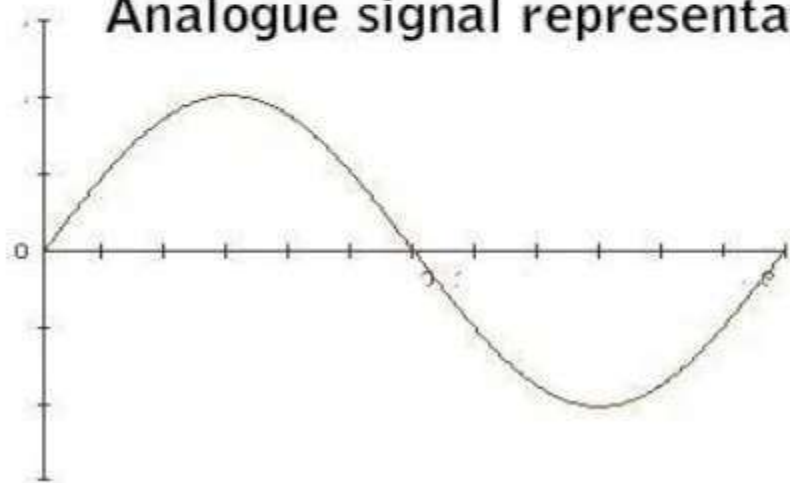


# Analogue computers

These computers represent data/information in a continuous form. That is there are no breaks during signal transmission. They represent information by processing measurable physical



## Analogue signal representation



# Examples of analogue computers

- Speedometer
- Thermometer
- Conventional watch



# Hybrid computers

These computers exhibit features of analogue computers and digital computers. The digital component normally serves as the controller and provides logical operations, while the analogue component normally serves as a solver of



# Examples of hybrid computers

- Automated teller machine (ATM)



# Marketing

Generally, Marketing is understood to mean the sale and purchase of goods and services but it is too view to understand it so. The term marketing is much wider in nature and scope. It is not limited only to sale and purchase of goods and services. It means entire process of satisfying the needs of consumers. It starts with discovery of needs and wants of the consumers. Its starts with discovery of needs and wants of consumers, and it continues till the wants are satisfied.

**Need** :- Necessity. Something that is required to survive or to sustain. For example:- Food, water, shelter etc.

**Want**:- Desire. Things without which we can survive, but we need them for higher satisfaction.

**Demand** :- willing and able to buy. Things that you demand that thing.

# Definition

According to William J. Stanton, “Marketing is a total system of interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers”.

According to Prof. Malcolm McNair, “Marketing is the creation and delivery of standard of living to society.”

According to Theodore Levitt, “Marketing is getting & keeping the customer.”



Marketing is not only about providing products or services but also about providing changing benefits to the changing needs and demands of the customers. Marketing is thus the sum total of all the activities and processes including creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large.

# Nature of Marketing

1. Specialized Business Function
2. Socially Desirable Function
3. Integrative Function
4. Reflects The Business Mission
5. Adaptation to Environment Variables
6. Universal Function
7. Management Function
8. Consumer Orientation
9. Science as well as an art
10. System Approach
11. Social Approach
12. Dynamic Process

# Scope of Marketing

1. Good
2. Services
3. Experiences
4. Events
5. Persons
6. Places
7. Properties
8. Organization
9. Information
10. Ideas

# Functions of Marketing

## Marketing Functions

```
graph TD; A[Marketing Functions] --> B[1. Buying<br/>2. Assembling<br/>3. Selling]; A --> C[1. Transportation<br/>2. Storage and warehousing<br/>3. Choosing and motivating channel of distributing]; A --> D[1. Financing<br/>2. Pricing<br/>3. Risk – Bearing<br/>4. Standardization<br/>5. Marketing information<br/>6. Managing Product]; A --> E[1. Identifying opportunities<br/>2. Promoting Products and Services<br/>3. Planning Marketing Activity];
```

1. Buying
2. Assembling
3. Selling

1. Transportation
2. Storage and warehousing
3. Choosing and motivating channel of distributing

1. Financing
2. Pricing
3. Risk – Bearing
4. Standardization
5. Marketing information
6. Managing Product

1. Identifying opportunities
2. Promoting Products and Services
3. Planning Marketing Activity

# Importance of Marketing

1. Importance of Marketing to the Society
  - a. Delivery of Standard of Living to the Society
  - b. Decrease in Distribution Cost
  - c. Increase in Employment Opportunities
  - d. Protection against Business Recession
  - e. Increase in National Income
2. Importance of Marketing to the Firm
  - a. Helpful in Business Planning and Decision-Making
  - b. Helpful in Increasing Profit.
  - c. Helpful in Communication between Firm and Society.

# Marketing Versus Selling

Marketing is Simply the act of “bringing the Product to market”. Selling on the other hand is the final step which leads to close a sale, convert a prospective buyer into a customer, or making a conversion.

Starting Point

Focus

Means

Ends

Factory

Factory

Selling and  
Promoting

Profit  
through  
Sales Volume

Market

Customer  
Needs

Coordinated  
Marketing

Profit through  
Customer  
satisfaction

## Difference between Selling and Marketing

Basis of Difference	Selling	Marketing
Emphasis	On Product	On Consumer Needs and Wants.
Approach	Company Manufactures the Product first and then decides to sell it.	Company first determines customers needs and wants and then decides on how to deliver a product to satisfy these wants
Orientation	Management is sales- volume oriented.	Management is Profit- oriented.
Planning	Planning is Short-term oriented, in terms of today's products and markets.	Planning is long-term oriented, in terms of new products, tomorrow's markets and future growth.
Need priority	Stresses needs of seller	Stresses needs and wants of buyers.
Motive	Sales	Customer Satisfaction
Basis of Orientation	Firm Oriented	Market oriented
Customers	Selling Views customers as the last link in business.	Marketing Views the customers as the very beginning of a business.



# Marketing Management

Marketing Management is compound word “Marketing plus Management”. Marketing is the total system.

Marketing is the total system of business activities while management is the art of getting things done in a coordinated and harmonious way.

According to Phillip Kotler, “Marketing management is the process of planning and executing the conception, pricing and promotion and distribution of goods, services and ideas to create exchanges with target groups that satisfy customer and organizational objectives.”

# Objectives of Marketing Management

1. Creating New Customers
2. Satisfying the needs of customers
3. Enhancing the profitability of business
4. Raising the standard of living of people
5. Determining the marketing mix

# Process of marketing management

Setting Marketing Objectives



Analyzing Marketing Opportunities



Researching and selecting target markets



Designing marketing Strategies



Planning Marketing programmes



Organizing, implementing and Controlling Marketing efforts

# Marketing Mix



Marketing Mix is a set of marketing tool or tactics, used to promote a product or services in the market and sell it. It is about positioning a product and deciding it to sell in the right place, at the right price and right time. The product will then be sold, according to marketing and promotional strategy. The components of the marketing mix consist of 4Ps Product, Price, Place, and Promotion. In the business sector, the marketing managers plan a marketing strategy taking into consideration all the 4Ps. However, nowadays, the marketing mix increasingly includes several other Ps for vital development.

- **Product in Marketing Mix:** A product is a commodity, produced or built to satisfy the need of an individual or a group. The product can be intangible or tangible as it can be in the form of services or goods. It is important to do extensive research before developing a product as it has a fluctuating life cycle, from the growth phase to the maturity phase to the sales decline phase.
- **Price in Marketing Mix:** Price is a very important component of the marketing mix definition. The price of the product is basically the amount that a customer pays for to enjoy it. Price is the most critical element of a marketing plan because it dictates a company's survival and profit. Adjusting the price of the product, even a little bit has a big impact on the entire marketing strategy as well as greatly affecting the sales and demand of the product in the market. Things to keep on mind while determining the cost of the product are, the competitor's price, list price, customer location, discount, terms of sale, etc.,

- **Place in Marketing Mix:** Placement or distribution is a very important part of the marketing mix strategy. We should position and distribute our product in a place that is easily accessible to potential buyers/customers.
- **Promotion in Marketing Mix:** It is a marketing communication process that helps the company to publicize the product and its features to the public. It is the most expensive and essential components of the marketing mix, that helps to grab the attention of the customers and influence them to buy the product. Most of the marketers use promotion tactics to promote their product and reach out to the public or the target audience. The promotion might include direct marketing, advertising, personal branding, sales promotion, etc.

# What is 7 P of Marketing:

- The 7Ps model is a marketing model that modifies the 4Ps model. As Marketing mix 4P is becoming an old trend, and nowadays, marketing business needs deep understanding of the rise in new technology and concept. So, 3 more new P's were added in the old 4Ps model to give a deep understanding of the concept of the marketing mix.





- **People in Marketing Mix:** The company's employees are important in marketing because they are the ones who deliver the service to clients. It is important to hire and train the right people to deliver superior service to the clients, whether they run a support desk, customer service, copywriters, programmers...etc. It is very important to find people who genuinely believe in the products or services that the particular business creates, as there is a huge chance of giving their best performance. Adding to it, the organisation should accept the honest feedback from the employees about the business and should input their own thoughts and passions which can scale and grow the business.
- **Process in Marketing Mix:** We should always make sure that the business process is well structured and verified regularly to avoid mistakes and minimize costs. To maximise the profit, Its important to tighten up the enhancement process.
- **Physical Evidence in Marketing Mix:** In the service industries, there should be physical evidence that the service was delivered. A concept of this is branding. For example, when you think of "fast food", you think of KFC. When you think of sports, the names Nike and Adidas come to mind.

# Marketing Environment

## Environment

Environment literally means the surroundings, external objects, influences or circumstances under which someone or something exists. The environment of any organization is the aggregate of all the conditions events and influences that surrounds and affects it. Since the environment influences an organization in many ways, its understanding is of crucial importance.

Marketing activities of a business firm are affected by a large number of environmental factors that surrounds the company. These factors or forces influences the decision-making capability of enterprise. The factors or forces are collectively called **marketing environment**. It comprises those forces, which have an impact on market and marketing efforts of the enterprise.

According to Phillips Kotler, “ Marketing environment refers to external factors and forces that affects the company’s ability to develop and maintain successful relationship with its targets customers.”

# Characteristics of Marketing Environment

1. Marketing Environment is complex
2. Marketing Environment is Dynamic
3. Marketing Environment is Multi-Faceted
4. Marketing Environment has a far-Reaching Impact

# Types of Marketing Environment

There are certainly various factors that have both positive as well negative impacts over marketing function of a company.

1. Internal Environment/Controllable elements
2. External Environment/ uncontrollable elements

# Marketing Environment



# Internal Environment

- a. Top Management
- b. Research and Development
- c. Purchasing
- d. Financing and Accounting
- e. Manufacturing
- f. Company Image and Brand

# External Marketing Environment

## a. **Micro Environment**

- i. Supplier
- ii. Customer
- iii. Competitors
- iv. Public

## b. **Macro Environment**

- i. Demographic Environment
- ii. Economic Environment
- iii. Physical and legal Environment
- iv. Technical Environment
- v. Social – Cultural Environment
- vi. Political Environment
- vi. International Environment



# Process of Marketing Environment Analysis

1. Monitoring the Nature of the Environment
2. Audit Environmental Influences
3. Identify key Competitive Forces through structural Analysis
4. Identify Strategic Position
5. Identify Key Opportunities and Threats.

# Significance of analyzing Marketing Environment

1. Knowledge of Marketing Environment is central to Marketing Management.
2. Strategic Response to environment is possible only with proper Environment Analysis.
3. Spotting the opportunities and threats.
4. Task involved in marketing Environment Analysis.

# Steps in Consumer Decision Making

- Consumer decision making process involves the consumers to identify their needs, gather information, evaluate alternatives and then make their buying decision. The consumer behavior may be determined by economic and psychological factors and are influenced by environmental factors like social and cultural values.
- The consumer decision making behavior is a complex procedure and involves everything starting from problem recognition to post-purchase activities. Every consumer has different needs in their daily lives and these are those needs which make them to make different decisions. Decisions can be complex, comparing, evaluating, selecting as well as purchasing from a variety of products depending upon the opinion of a consumer over a particular product. This renders understanding and realizing the basic problem of the consumer decision making process for marketers to make their products and services different from others in the marketplace.

# 5 Stages of Consumer Decision Making Process

- The buying behavior model is one method used by marketers for identifying and tracing the decision making process of a customer from the start to the end. The process is categorized into 5 different stages which are explained as follows:

## Need Recognition

- Need recognition occurs when a consumer exactly determines their needs. Consumers may feel like they are missing out something and needs to address this issue so as to fill in the gap. When businesses are able to determine when their target market starts developing these needs or wants, they can avail the ideal opportunity to advertise their brands. An example who buys water or cold drink identifies their need as thirst. Here; however, searching for information and evaluating alternatives is missing. These consumer decision making steps are considered to be important when an expensive brand is under buying consideration such as cars, laptops, mobile phones, etc.

# Information Search

- The information search stage in the buyer decision process tends to change continually as consumers require obtaining more and more information about products which can satisfy their needs. Information can also be obtained through recommendations from people having previous experiences with products. At this level, consumers tend to consider risk management and prepare a list of the features of a particular brand. This is done so because most people do not want to regret their buying decision. Information for products and services can be obtained through several sources like:
  - **Commercial sources:** advertisements, promotional campaigns, sales people or packaging of a particular product.
  - **Personal sources:** The needs are discussed with family and friends who provided product recommendations.
  - **Public sources:** Radio, newspaper and magazines.
  - **Experiential sources:** The own experience of a customer of using a particular brand.

## **Evaluation of Alternatives**

- This step involves evaluating different alternatives that are available in the market along with the product lifecycle. Once it has been determined by the customer what can satisfy their need, they will start seeking out the best option available. This evaluation can be based upon different factors like quality, price or any other factor which are important for customers. They may compare prices or read reviews and then select a product which satisfies their parameters the most.

## **Purchase Decision**

- When all the above stages have been passed, the customer has now finally decided to make a purchasing decision. At this stage, the consumer has evaluated all facts and has arrived at a logical conclusion which is either based upon the influence from marketing campaigns or upon emotional connections or personal experiences or a combination of both.

# Post Purchase Behavior

- The purchase of the product is followed by post-purchase evaluation which refers to analyzing as to whether the product was useful for the consumer or not.
- If the product has matched the expectations of the customer, they will serve as a brand ambassador who can influence other potential consumers which will increase the customer base of that particular brand. The same is true for negative experiences; however, it can halt the journey of potential customers towards the product.

- **What Is the Industrial Market ?**

The industrial market consists of business-to-business sales. One business serves as a consumer, purchasing goods or services from another business. For example, Business is a company that provides cleaning, laundering, and other facility service needs to various businesses. The company services many different types of companies and needs to work on its structure to improve efficiency and increase profit.



# Characteristics of Industrial market

- ▶ Industrial buying is related to the products that are meant for further production, these purchase are generally like purchase of equipment, raw material and semi finished goods.
- ▶ There are relatively small number of buyers and sellers present in the market, hence long term relationship between supplier and buyer is very crucial.
- ▶ Involvement of agents and professionals.
- ▶ Buyers maintains exact specification of products.
- ▶ Involves several entities.
- ▶ Competitive bidding or Tenders involved for mass scale products.

# Importance of Industrial Marketing

- Deciding the target markets
- Finding out the needs and wants of the target markets
- Developing products and services to meet the requirements of those markets
- Evolving marketing programmes or strategies to reach and satisfy target customers

# *Segmentation, Targeting, and Positioning*



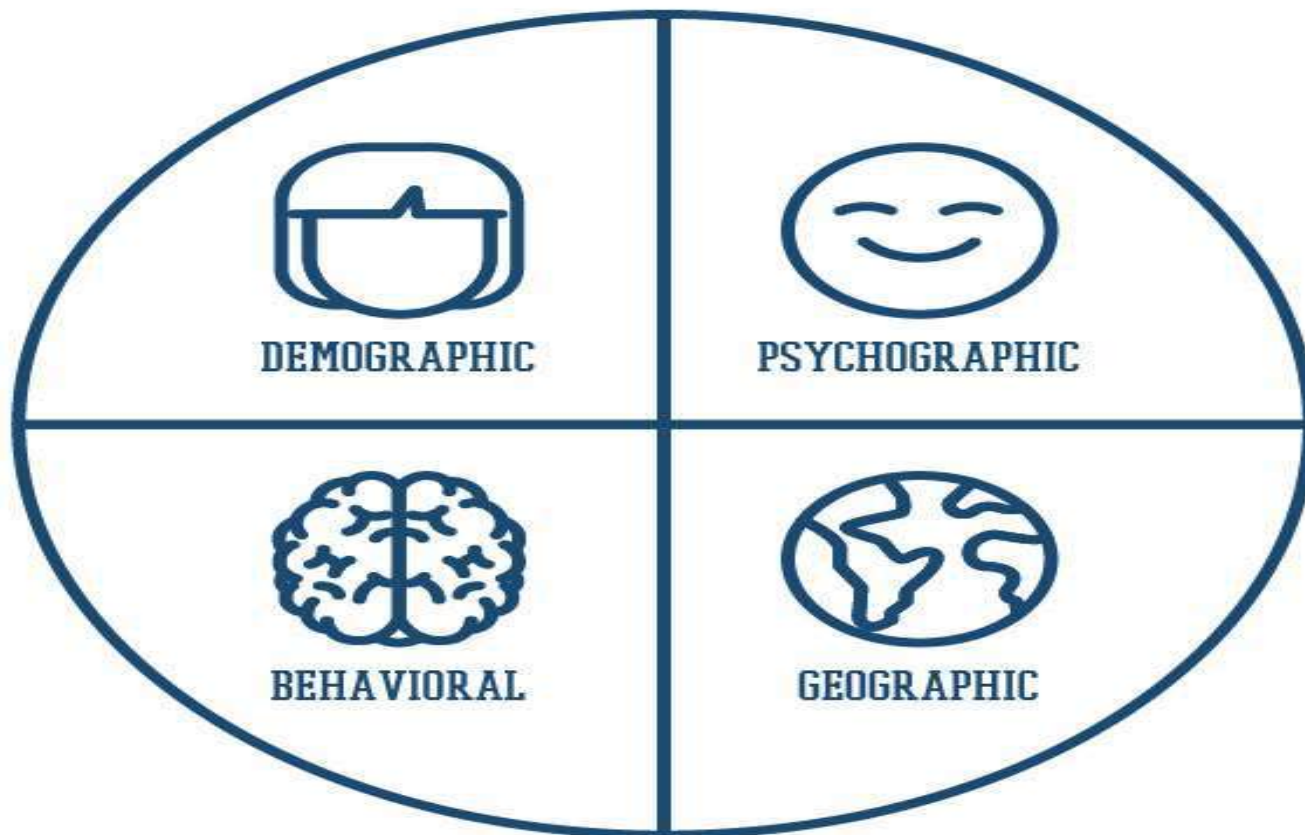
# Definition

- Market Segmentation:
  - Dividing a market into distinct groups with distinct needs, characteristics, or behavior who might require separate products or marketing mixes.



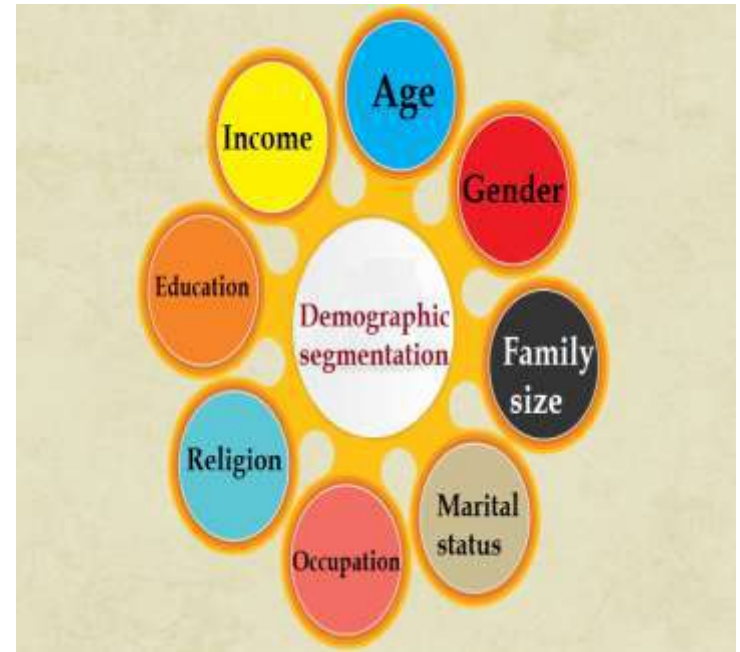
*4 Types of*

# MARKET SEGMENTATION



# 1. Demographic segmentation

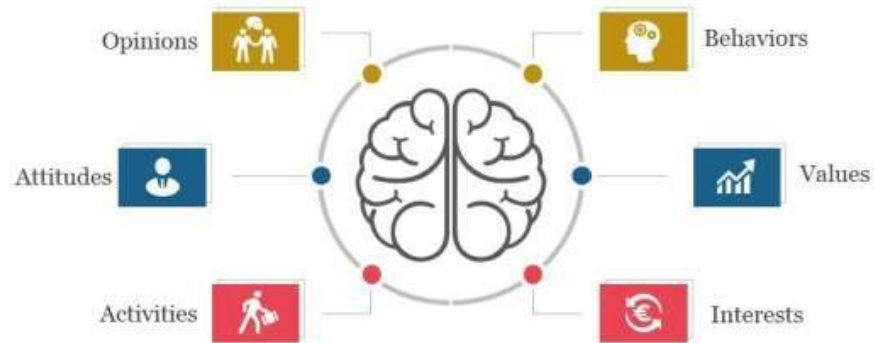
- Age
- Gender
- Ethnicity
- Income
- Level of education
- Religion
- Profession/role in a company



# 2. Psychographic segmentation: The *why*

Psychographic segmentation is focused on your customers' personalities and interests.

- Personality traits
- Hobbies
- Life goals
- Values
- Beliefs
- Lifestyles



# Geographic segmentation: The *where*

By comparison, Geographic Location is often one of the easiest to identify, grouping customers with regards to their physical location.

- Country
- Region
- City
- Postal code





# 4. Behavioral segmentation: The *how*

Behavioral Segmentation, is possibly the most useful of all for e-commerce businesses.

- SPENDING HABITS
- PURCHASING HABITS
- BROWSING HABITS
- INTERACTIONS WITH THE BR
- LOYALTY TO BRAND
- PREVIOUS PRODUCT RATING,



# Advantage and Disadvantage of Segmentation

## 10 benefits of market segmentation

- Increase sales
- Increase the growth rate
- High profit
- Increase the market share
- Provide adequate marketing direction
- Facilitate proper marketing selection
- Helps the targeting and positioning
- Attract new customers.
- Provide a competitive advantage

## Disadvantage of segmentation

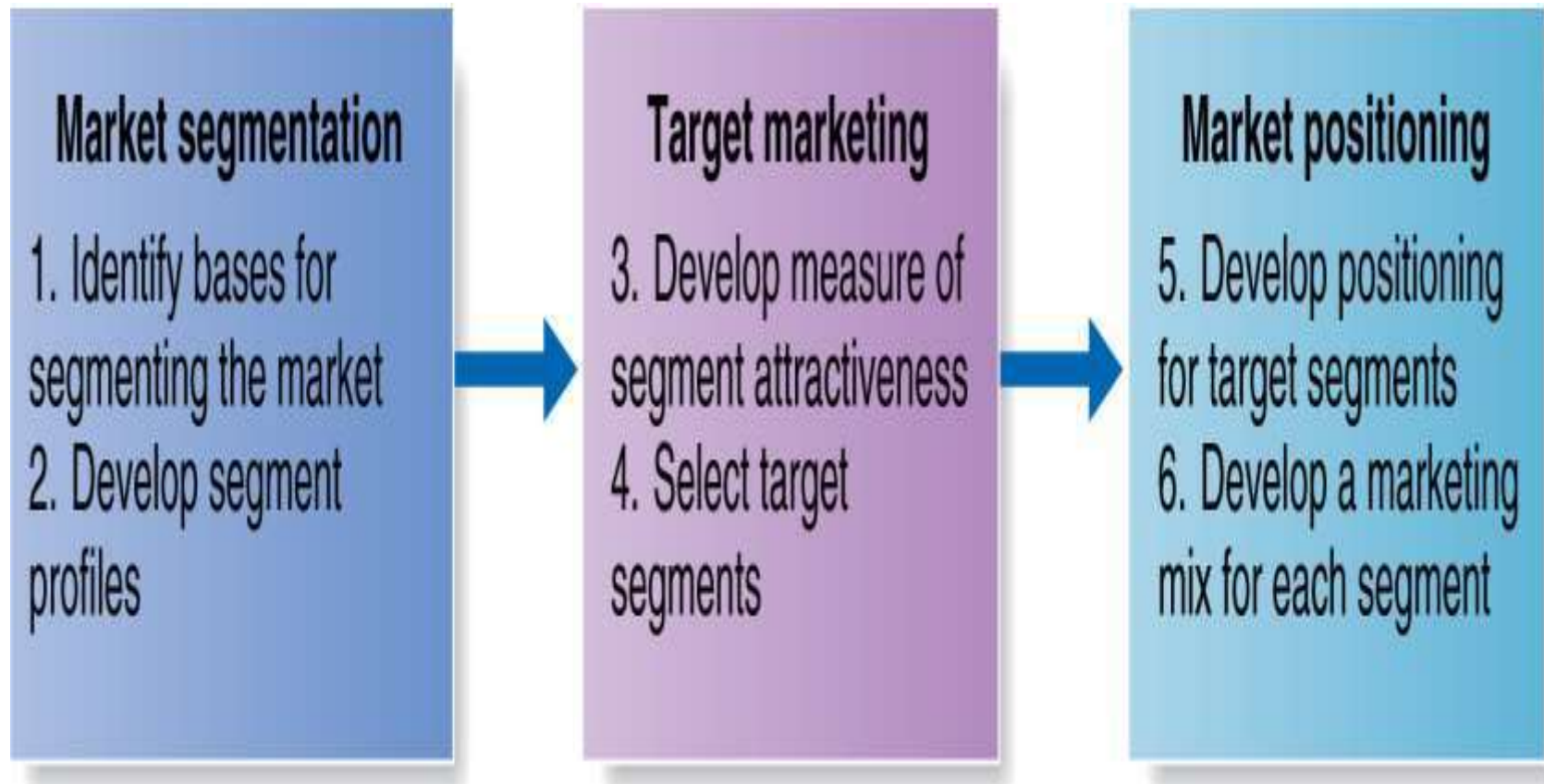
- Cost Increase when the company attempts several segments of the market
- Expenditure on marketing when the company used different programs is used.

# STP Approach in Marketing

## STP Marketing Model



# Steps in Market Segmentation, Targeting, and Positioning



Thank You

# **BUSINESS COMMUNICATION**

## **UNIT-1**

# TOPICS COVERED:

- Meaning of Communication
- Features of Communication
- Importance of Communication
- Process of Communication

# **MEANING OF COMMUNICATION:**

- **Exchange and flow of information and ideas from one person to another**
- **Communication is an exchange of facts, ideas, opinions or emotions by two or more persons (Newman & Summer)**



# **FEATURES OF COMMUNICATION:**

- **Two or More Persons**
- **Exchange of Ideas**
- **Mutual Understanding**
- **Continuous Process**
- **Direct and Indirect Communication**
- **Pervasive**

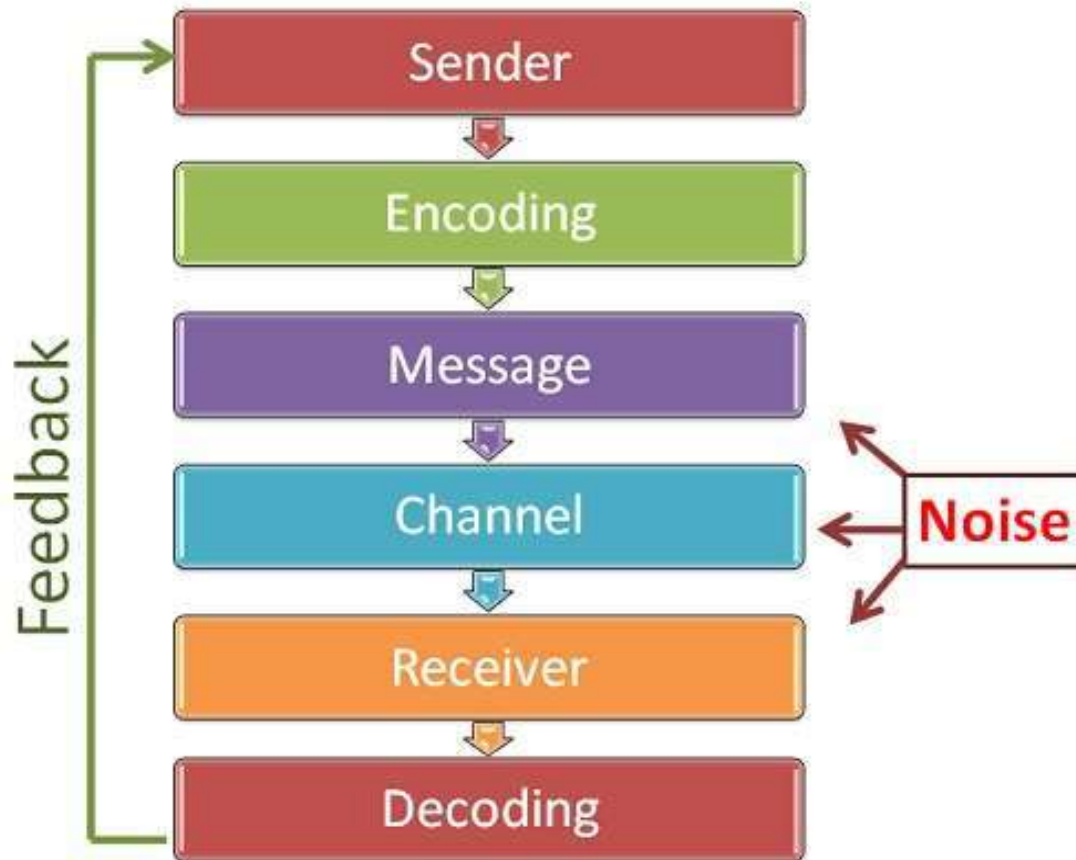
# To Be Continued-

- **Feedback**
- **Communication may be Written, Oral or Gestural**
- **Communication flows vertically and horizontally**

# **IMPORTANCE OF COMMUNICATION:**

- **Movement of Information**
- **Facilitates Planning**
- **Helps in Decision Making**
- **Facilitates Effective Control**
- **Creation of Mutual Trust and Confidence**
- **Industrial Peace**

# PROCESS OF COMMUNICATION:



**THANKYOU**

# LAW OF SALE OF GOODS



# Learning outcome

To understand  
the grounds  
of  
CoS

# Essentials of a Valid Sale

- \* Two Parties
- \* Price : consideration
- \* Transfer of general property
- \* Goods
- \* Essential elements of a valid contract



# Agreement to Sell

\* Where the transfer of property, for example, ownership in the goods is to take place at a future date

**or**

subject to some condition to be fulfilled, the contract is called an agreement to sell.

*When does  
agreement to Sell  
becomes  
a sale?*

# Sale & Agreement to Sell: Distinguished

- Transfer of property
- Type of goods
  - existing/specific goods
  - future/ contingent goods
- Risk of loss
- Consequences of Breach (breach by buyer)
- Right to Re-sell
- General and Particular property
- Insolvency of buyer
- Insolvency of seller

# SUBJECT-MATTER of CoS

- \* What are Goods ?
  - every kind of movable goods
- \* What is not treated as goods ?
  - immovable property
  - **money** (current money not old rare coins)
  - actionable claims (loan/debt)

# CLASSIFICATION of Goods

1. Existing Goods
  - Specific
  - Ascertained Goods
  - Unascertained/generic Goods
  
2. Future Goods
  
3. Contingent Goods

# Example: Existing Goods



# Continued...

- \* Future Goods :- ( Agreement to sell )

- \* Contingent goods :

e.g. A agrees to sell to B a specific rare painting provided he is able to purchase it from its present owner. This is a contract for the sale of contingent goods.

# Future goods





# GLOBAL MARKETING

MBA  
3<sup>rd</sup> Sem

# Global Marketing

- ▣ activity related to the sale of goods and services of one country in the other, subject to the rules and regulations framed by the countries concerned.
- ▣ In simple words, it refers to marketing activities and operations among the countries of the world following different political and economic systems.

# Three Major Dimensions

- ▣ Competence in marketing, with a sound grasp of marketing concepts, tools and techniques.
- ▣ Ability to perceive patterns of consumer behaviour in different countries and the ability to evaluate the essential differences and similarities between markets.
- ▣ Management skill to organise, plan, co-ordinate and control an operation of considerably greater complexity particularly in its human relationships – than that involved in the home market

# Establishing

- ▣ A branch in foreign market for processing, packaging or assembling the goods according to the needs of the markets. Sometimes complete manufacturing is carried out by the branch through direct investments

# Joint Ventures and Collaborations

- ▣ International marketing includes establishing joint ventures and collaboration in foreign countries with some foreign firms for manufacturing and/or marketing the product. Under these arrangements, the company works in collaboration with the foreign firm in order to exploit the foreign markets.

# Licensing Arrangements

- ▣ The company, under the system, establishes licensing arrangements with the foreign term whereby foreign enterprises are granted the right to use the exporting company's know-how, viz., patents, processes or trademarks according to the terms of agreement with or without financial investment

# Consultancy Services

- ▣ Offering consultancy services are also covered in international marketing scope. The exporting company offers consultancy services by undertaking turnkey projects in foreign countries. For this purpose, the exporting company sends its consultants and experts in foreign countries who guide and direct the manufacturing activities on the spot

# Technical and Managerial Know-How

- ▣ The scope of international marketing also includes the technical and managerial know-how provided by the exporting company to the importing company. The technicians and managerial personnel of the exporting company guide and train the technicians and managers of the importing company.



# Significance

- ▣ Survival
- ▣ Growth of International Market
- ▣ Sales and Profits
- ▣ Benefit from Diversification
- ▣ Inflation and Price Modernization
- ▣ International Marketing and Standard of Living

# MANAGING INNOVATIONS

By

Prof. (Dr.) Monika Mehrotra

# Management Innovation

- ▣ A management innovation can be defined as a marked departure from traditional management principles, processes, and practices or a departure from customary organizational forms that significantly alters the way the work of management is performed.

# Typically, managerial work includes

- ▣ Setting goals and laying out plans;
- ▣ Motivating and aligning effort;
- ▣ Coordinating and controlling activities;
- ▣ Accumulating and allocating resources;
- ▣ Acquiring and applying knowledge;
- ▣ Building and nurturing relationships;
- ▣ Identifying and developing talent;
- ▣ Understanding and balancing the demands of outside constituencies.

# Strategic Change

- ▣ Change must start at the top;
- ▣ It takes a crisis to provoke change;
- ▣ It takes a strong leader to change a big company;
- ▣ To lead change, you need a very clear agenda;
- ▣ People are mostly against change;

# Strategic Change

- ▣ With any change, there will always be winners and losers;
- ▣ You have to make change safe for people;
- ▣ Organizations can cope with only so much change.

# questions for each relevant management process

- ▣ Who owns the process?
- ▣ Who has the power to change it?
- ▣ What are its objectives?
- ▣ What are the success metrics?
- ▣ Who are the customers of this process?
- ▣ Who gets to participate?
- ▣ What are the data or information inputs for this process?

# questions for each relevant management process

- ▣ What kind of decisions does this process generate?
- ▣ What are the decision-making criteria?
- ▣ How are decisions communicated, and to whom?
- ▣ How does this process link to other management systems? What analytical tools are used?
- ▣ What events and milestones drive this process?



# INTERNATIONAL MARKETING - EPRG FRAMEWORK

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TECNIA

# International Marketing - EPRG Framework

- ▣ EPRG framework was introduced by Wind, Douglas and Perlmutter.
- ▣ This framework addresses the way strategic decisions are made and how the relationship between headquarters and its subsidiaries is shaped.

# Perlmutter's EPRG framework

- ▣ Ethnocentric Orientation
- ▣ Regiocentric Orientation
- ▣ Geocentric Orientation
- ▣ Polycentric Orientation

# Ethnocentric Orientation

- ▣ The practices and policies of headquarters and of the operating company in the home country become the default standard to which all subsidiaries need to comply. Such companies do not adapt their products to the needs and wants of other countries where they have operations. There are no changes in product specification, price and promotion measures between native market and overseas markets.

# Regiocentric Orientation

- ▣ In this approach a company finds economic, cultural or political similarities among regions in order to satisfy the similar needs of potential consumers. For example, countries like Pakistan, India and Bangladesh are very similar. They possess a strong regional identity

# Geocentric Orientation

- ▣ Geocentric approach encourages global marketing. This does not equate superiority with nationality. Irrespective of the nationality, the company tries to seek the best men and the problems are solved globally within the legal and political limits. Thus, ensuring efficient use of human resources by building strong culture and informal management channels.

# Polycentric Orientation

- ▣ In this approach, a company gives equal importance to every country's domestic market. Every participating country is treated solely and individual strategies are carried out. This approach is especially suitable for countries with certain financial, political and cultural constraints.

Any Question.....



**Chapter 1:  
Introduction to Electronic Commerce**

**E-Commerce**

# Objectives

In this chapter, you will learn about:

- What electronic commerce is and how it is experiencing a second wave of growth with a new focus on profitability
- Why companies now concentrate on revenue models and the analysis of business processes instead of business models when they undertake electronic commerce initiatives

## Objectives (continued)

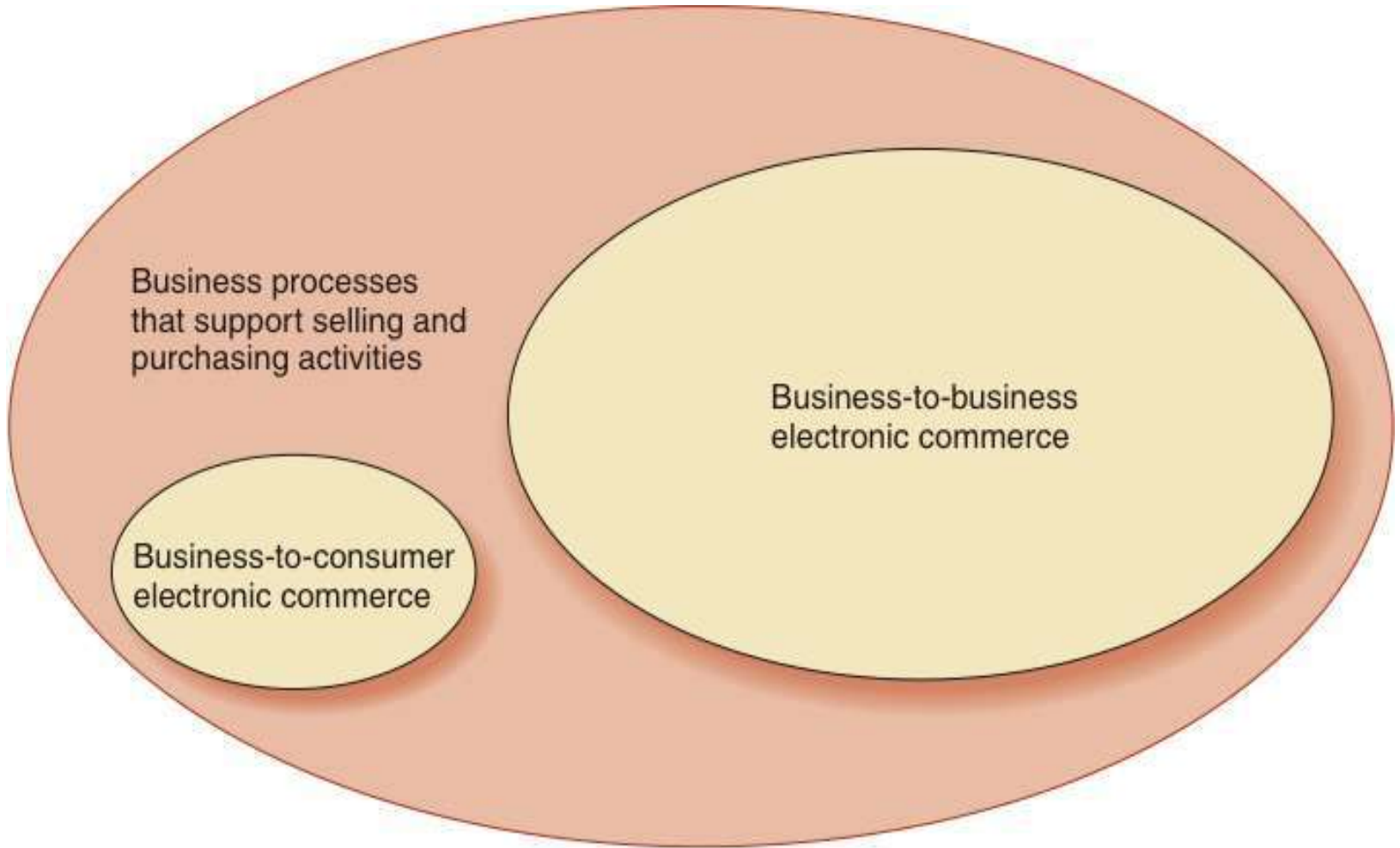
- How economic forces have created a business environment that is fostering the second wave of electronic commerce
- How businesses use value chains and SWOT analysis to identify electronic commerce opportunities
- The international nature of electronic commerce and the challenges that arise in engaging in electronic commerce on a global scale

# Electronic Commerce: The Second Wave

- Electronic commerce (e-commerce)
  - Businesses trading with other businesses and internal processes
- Electronic business (e-business)
  - Term used interchangeably with e-commerce
  - The transformation of key business processes through the use of Internet technologies

# Categories of Electronic Commerce

- Five general e-commerce categories:
  - Business-to-consumer
  - Business-to-business
  - Business processes
  - Consumer-to-consumer
  - Business-to-government
- Supply management or procurement
  - Departments are devoted to negotiating purchase transactions with suppliers



**FIGURE 1-1** Elements of electronic commerce

# Categories of Electronic Commerce (continued)

- Transaction
  - An exchange of value
- Business processes
  - The group of logical, related, and sequential activities and transactions in which businesses engage
- Telecommuting or telework
  - Employees log in to company computers through the Internet instead of traveling to the office

Category	Description	Example
Business-to-consumer (B2C)	Businesses sell products or services to individual consumers.	Walmart.com sells merchandise to consumers through its Web site.
Business-to-business (B2B)	Businesses sell products or services to other businesses.	Grainger.com sells industrial supplies to large and small businesses through its Web site.
Business processes that support buying and selling activities	Businesses and other organizations maintain and use information to identify and evaluate customers, suppliers, and employees. Increasingly, businesses share this information in carefully managed ways with their customers, suppliers, employees, and business partners.	Dell Computer uses secure Internet connections to share current sales and sales forecast information with suppliers. The suppliers can use this information to plan their own production and deliver component parts to Dell in the right quantities at the right time.

**FIGURE 1-2** Electronic commerce categories



Category	Description	Example
Consumer-to-consumer (C2C)	Participants in an online marketplace can buy and sell goods to each other. Because one party is selling, and thus acting as a business, this book treats C2C transactions as part of B2C electronic commerce.	Consumers and businesses trade with each other in the eBay.com online marketplace.
Business-to-government (B2G)	Businesses sell goods or services to governments and government agencies. This book treats B2G transactions as part of B2C electronic commerce.	CAL-Buy portal allows businesses to sell online to the state of California.

**FIGURE 1-2 Continued** Electronic commerce categories

# The Development and Growth of Electronic Commerce

- Electronic funds transfers (EFTs)
  - Also called wire transfers
  - Electronic transmissions of account exchange information over private communications networks
- Electronic data interchange (EDI)
  - Transmitting computer-readable data in a standard format to another business

# The Development and Growth of Electronic Commerce (continued)

- Trading partners
  - Businesses that engage in EDI with each other
- Value-added network (VAN)
  - Independent firm that offers connection and transaction-forwarding services to buyers and sellers engaged in EDI

Year	B2C Sales: Actual and Estimated \$ Billions	B2B Sales (including EDI): Actual and Estimated \$ Billions
2007	240	6800
2006	190	5300
2005	150	4100
2004	130	2800
2003	100	1600
2002	80	900
2001	70	730
2000	50	600
1999	25	550
1998	10	520
1997	5	490
1996	Less than 1	460

Adapted from reports by ClickZ Network ([http://www.clickz.com/stats/stats\\_toolbox/](http://www.clickz.com/stats/stats_toolbox/)); eMarketer (<http://www.emarketer.com/>); Forrester Research (<http://www.forrester.com/>); and the *Statistical Abstract of the United States, 2004–2005*, Washington: U.S. Census Bureau.

**FIGURE 1-3** Actual and estimated online sales in B2C and B2B categories

# The Second Wave of Electronic Commerce

- Defining characteristics of the first wave:
  - Dominant influence of U.S. businesses
  - Extensive use of the English language
  - Many new companies started with outside investor money
  - Unstructured use of e-mail
  - Over-reliance on advertising as a revenue source

# The Second Wave of Electronic Commerce (continued)

- Second wave:
  - Global enterprises in many countries are participating in electronic commerce
  - Established companies fund electronic commerce initiatives with their own capital
  - Customized e-mail strategies are now integral to customer contact

# Business Models, Revenue Models, and Business Processes

- Business model
  - A set of processes that combine to yield a profit
- Revenue model
  - A specific collection of business processes used to:
    - Identify customers
    - Market to those customers
    - Generate sales to those customers

# Role of Merchandising

- Merchandising
  - Combination of store design, layout, and product display knowledge



# Product/Process Suitability to Electronic Commerce

- Commodity item
  - Hard to distinguish from the same products or services provided by other sellers
  - Features have become standardized and well known

# Product/Process Suitability to Electronic Commerce (continued)

- Shipping profile
  - Collection of attributes that affect how easily a product can be packaged and delivered
- High value-to-weight ratio
  - Can make overall shipping cost a small fraction of the selling price

# Advantages of Electronic Commerce

- Electronic commerce can increase sales and decrease costs
- If advertising is done well on the Web, it can get a firm's promotional message out to potential customers in every country
- Using e-commerce sales support and order-taking processes, a business can:
  - Reduce costs of handling sales inquiries
  - Provide price quotes

# Advantages of Electronic Commerce (continued)

- It increases purchasing opportunities for buyers
- Negotiating price and delivery terms is easier
- The following cost less to issue and arrive securely and quickly:
  - Electronic payments of tax refunds
  - Public retirement
  - Welfare support

# Disadvantages of Electronic Commerce

- Perishable grocery products are much harder to sell online
- It is difficult to:
  - Calculate return on investment
  - Integrate existing databases and transaction-processing software into software that enables e-commerce
- Cultural and legal obstacles also exist

# Economic Forces and Electronic Commerce

- Economics
  - Study of how people allocate scarce resources
- Two conditions of a market
  - Potential sellers of a good come into contact with potential buyers
  - A medium of exchange is available

# Transaction Costs

- Transaction costs are the total costs that a buyer and seller incur
- Significant components of transaction costs:
  - Cost of information search and acquisition
  - Investment of the seller in equipment or in the hiring of skilled employees to supply products or services to the buyer

# Using Electronic Commerce to Reduce Transaction Costs

- Businesses and individuals can use electronic commerce to reduce transaction costs by:
  - Improving the flow of information
  - Increasing coordination of actions



# Network Economic Structures

- Network economic structures
  - Neither a market nor a hierarchy
  - Companies coordinate their strategies, resources, and skill sets by forming long-term, stable relationships with other companies and individuals based on shared purposes
- Strategic alliances (strategic partnerships)
  - Relationships created within the network economic structure

# Network Economic Structures (continued)

- Virtual companies
  - Strategic alliances that occur between or among companies operating on the Internet
- Strategic partners
  - Entities that come together as a team for a specific project or activity

# Network Effects

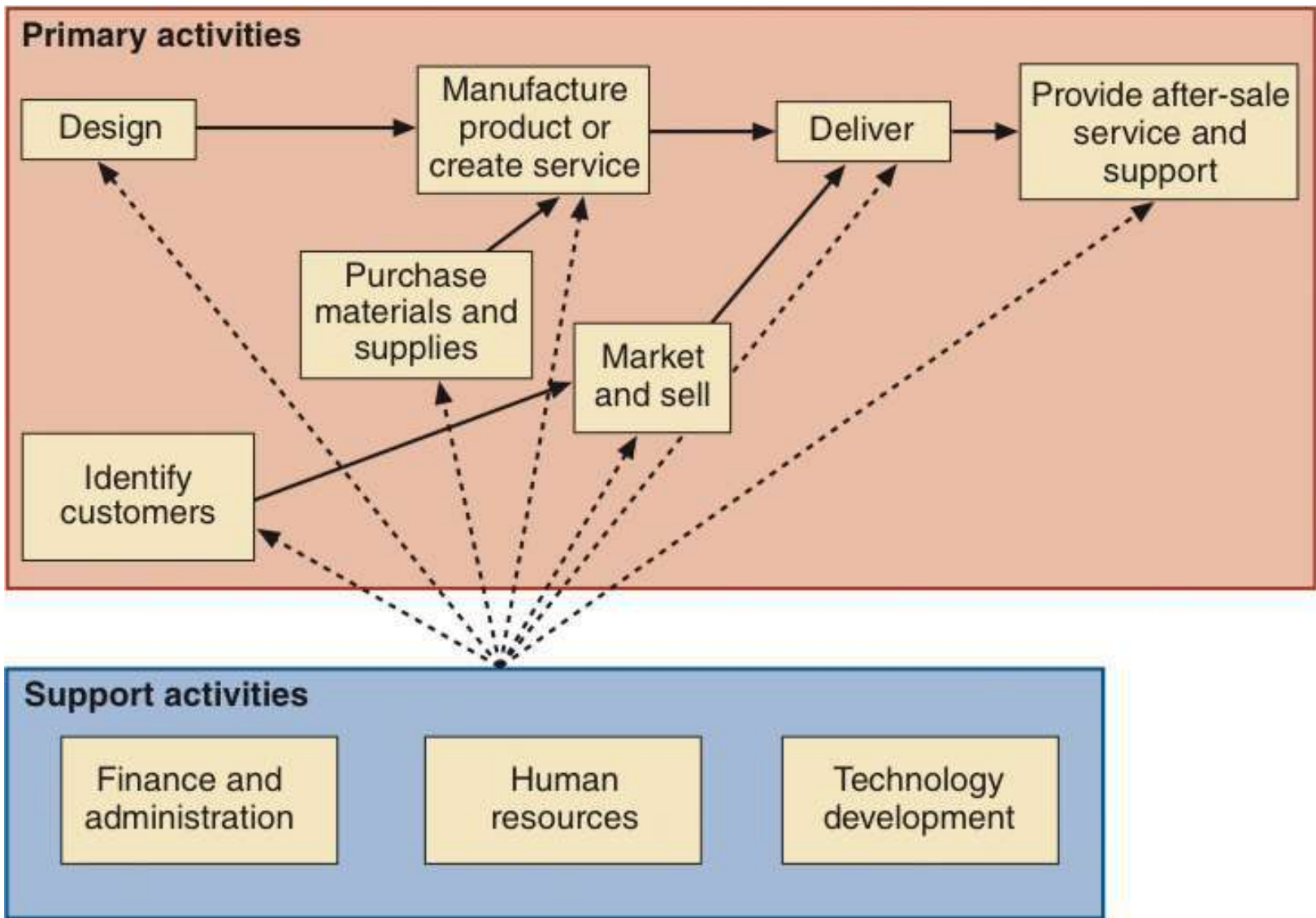
- Law of diminishing returns
  - Most activities yield less value as the amount of consumption increases
- Network effect
  - As more people or organizations participate in a network, the value of the network to each participant increases

# Identifying Electronic Commerce Opportunities

- Firm
  - Multiple business units owned by a common set of shareholders
- Industry
  - Multiple firms that sell similar products to similar customers

# Strategic Business Unit Value Chains

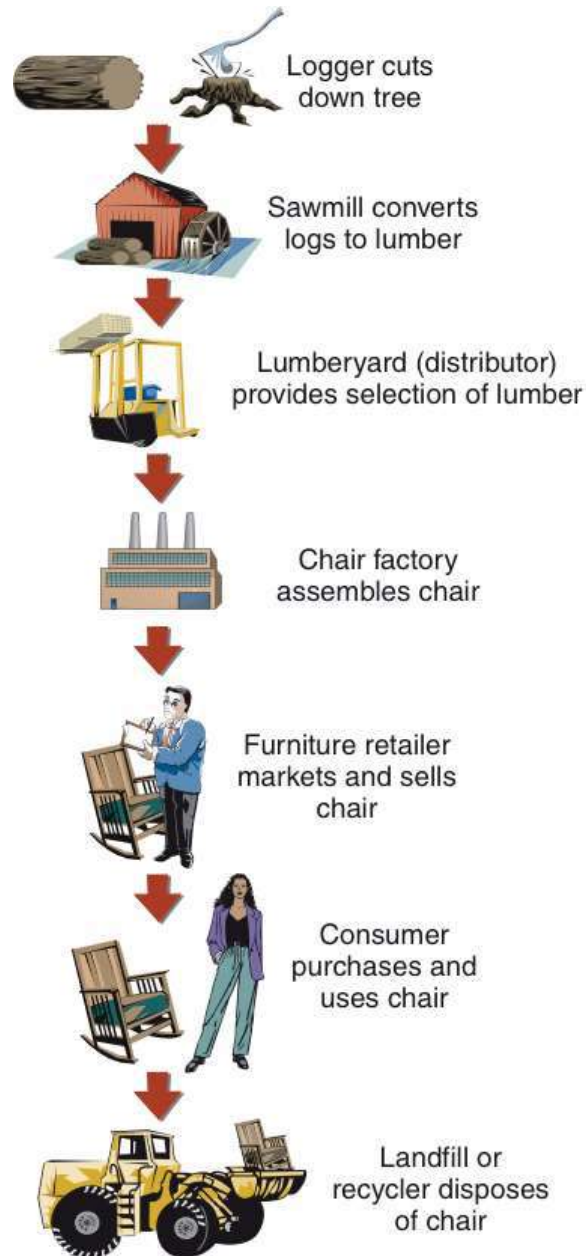
- Value chain
  - A way of organizing the activities that each strategic business unit undertakes
- Primary activities include:
  - Designing, producing, promoting, marketing, delivering, and supporting the products or services it sells
- Supporting activities include:
  - Human resource management and purchasing



**FIGURE 1-9** Value chain for a strategic business unit

# Industry Value Chains

- Value system
  - Larger stream of activities into which a particular business unit's value chain is embedded
  - Also referred to as industry value chain



**FIGURE 1-10** Industry value chain for a wooden chair



# SWOT Analysis: Evaluating Business Unit Opportunities

- In SWOT analysis:
  - An analyst first looks into the business unit to identify its strengths and weaknesses
  - The analyst then reviews the operating environment and identifies opportunities and threats

### **Strengths**

- What does the company do well?
- Is the company strong in its market?
- Does the company have a strong sense of purpose and the culture to support that purpose?

### **Weaknesses**

- What does the company do poorly?
- What problems could be avoided?
- Does the company have serious financial liabilities?

### **Opportunities**

- Are industry trends moving upward?
- Do new markets exist for the company's products/services?
- Are there new technologies that the company can exploit?

### **Threats**

- What are competitors doing well?
- What obstacles does the company face?
- Are there troubling changes in the company's business environment (technologies, laws, and regulations)?

**FIGURE 1-11** SWOT analysis questions

### **Strengths**

- Sell directly to consumers
- Keep costs below competitors' costs

### **Weaknesses**

- No strong relationships with computer retailers

### **Opportunities**

- Consumer desire for one-stop shopping
- Consumers know what they want to buy
- Internet could be a powerful marketing tool

### **Threats**

- Competitors have stronger brand names
- Competitors have strong relationships with computer retailers

**FIGURE 1-12** Results of Dell's SWOT analysis

# International Nature of Electronic Commerce

- Companies with established reputations:
  - Often create trust by ensuring that customers know who they are
  - Can rely on their established brand names to create trust on the Web
- Customers' inherent lack of trust in "strangers" on the Web is logical and to be expected

# Language Issues

- To do business effectively in other cultures a business must adapt to those cultures
- Researchers have found that customers are more likely to buy products and services from Web sites in their own language
- Localization
  - Translation that considers multiple elements of the local environment

# Culture Issues

- An important element of business trust is anticipating how the other party to a transaction will act in specific circumstances
- Culture:
  - Combination of language and customs
  - Varies across national boundaries
  - Varies across regions within nations

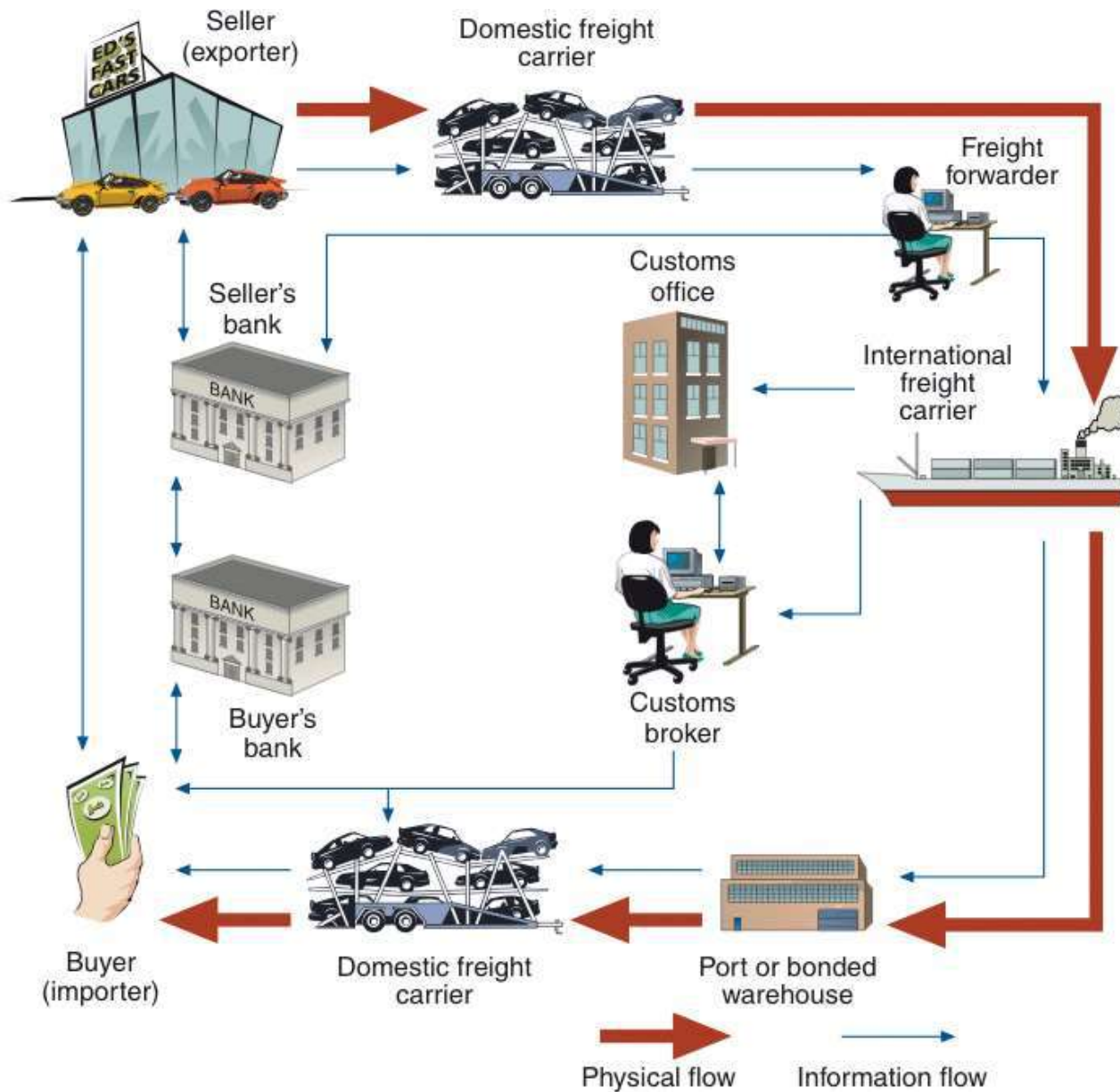
# Infrastructure Issues

- Internet infrastructure includes:
  - Computers and software connected to the Internet
  - Communications networks over which message packets travel
- Organization for Economic Cooperation and Development's (OECD) Statements on Information and Communications Policy deal with telecommunications infrastructure development issues

# Infrastructure Issues (continued)

- Flat-rate access system
  - Consumer or business pays one monthly fee for unlimited telephone line usage
  - Contributed to rapid rise of U.S. electronic commerce
- Targets for technological solutions include paperwork and processes that accompany international transactions





**FIGURE 1-14** Parties involved in a typical international trade transaction

# Summary

- Commerce
  - Negotiated exchange of goods or services
- Electronic commerce
  - Application of new technologies to conduct business more effectively
- First wave of electronic commerce
  - Ended in 2000
- Second wave of electronic commerce
  - New approaches to integrating Internet technologies into business processes

# Summary (continued)

- Using electronic commerce, businesses have:
  - Created new products and services
  - Improved promotion, marketing, and delivery of existing offerings
- The global nature of electronic commerce leads to many opportunities and few challenges
- To conduct electronic commerce across international borders, you must understand the trust, cultural, language, and legal issues

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# What is an Entrepreneur?

An individual who undertakes the risk associated with creating, organizing, and owning a business.

# Personal Characteristics of Successful Entrepreneurs

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- Persistent
- Creative
- Responsible
- Inquisitive
- Goal-oriented
- Independent
- Self-confident
- Risk taker

# Skills Needed by Successful Entrepreneurs

- Communication skills
- Human relations skills
- Math skills
- Problem-solving & Decision-making skills
- Technical skills
- Basic Business skills

---

# Entrepreneurship and the Entrepreneurial Process

Understand entrepreneurship and the entrepreneurial process.

# Entrepreneurship vs. Entrepreneurs

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## **ENTREPRENEURSHIP**

The process of starting and running one's own business

This involves a considerable amount of risk.

## **ENTREPRENEUR**

An entrepreneur is an individual who undertakes the risk associated with creating, organizing, and owning a business.



# 5 Steps of the Entrepreneurial Process

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1. Discovery
2. Concept Development
3. Resourcing
4. Actualization
5. Harvesting

# Step 1: Discovery

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The stage in which the entrepreneur generates ideas, recognizes opportunities, and studies the market.

## **Entrepreneurs consider the following:**

Hobbies or Skills

Consumer Needs and Wants

Conduct Surveys and Questionnaires

Study Demographics

# Step 2: Concept Development

---

## Entrepreneurs prepare the following in this step:

### Develop a Business Plan

- A detailed proposal describing the business idea

### Choose Location for the Business

- Is the business online or does it have a physical location for customers to visit to purchase products, services or combinations.

### Decide if the idea will need a Patent or Trademark

- Patent –
- Trademark -

# Step 3: Resourcing

---

The stage in which the entrepreneur identifies and acquires the financial, human, and capital resources needed for the venture startup, etc.

## **Entrepreneurs contemplate the following:**

Identify Potential Investors

Apply for loans, grants and financial assistance

Hire employees

# Step 4: Actualization

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The stage in which the entrepreneur operates the business and utilizes resources to achieve its goals / objectives

## **Entrepreneurs prepare for the following:**

Grand Opening of the Business

Day to Day Operations of the Business

# Step 5: Harvesting

---

The stage in which the entrepreneur decides on venture's future growth, development, or demise.

## **Entrepreneurs consider the following:**

Future Plans for the Business:

- Expansion to additional locations
- Company to change structure

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# Starting a Business

Understand the procedures and requirements for starting a business.

# Starting a Business

---

1. Develop a Business Plan
2. Acquire Finances
3. Meet Legal Requirements



# Develop a Business Plan

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A Business Plan is a detailed proposal that describes a new business.

## **Business Plans are:**

- Presented to potential investors and lenders
- Most business plans are 30+ pages

# Purposes of a Business Plan

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## **Business Plans are used to:**

- Obtain Financing
  - Banks and Potential Lenders require a business plan
- Helps organize and analyze data critical to new business.
- Provides a start-up proposal
  - Provides an outline to follow when starting the business.

# Components of a Business Plan

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## **Executive Summary:**

- Brief one to two page description of the key points of each section of the business plan

## **Product/Service Plan:**

- Presents Product or Service being offered
- Unique features of the Product or Service

## **Management Team Plan:**

- Qualifications of the Entrepreneur
- Qualifications of any Partners who may be involved in the business venture

# Components of a Business Plan

---

## **Industry/Market Analysis:**

- Analyzes the: Customers / Competition / Industry / Demographic / Geographic and Economic data

## **Operational Plan:**

- Includes all processes involved in producing and/or delivering the product or service to the customer

## **Organizational Plan:**

- Management philosophy of the business
- Key management personnel
- Key employment policies

# Components of a Business Plan

---

## Marketing Plan:

- Describes how the business will make its customers aware of its products/ services.
- The Market being served / Marketing Strategies / Promotional Plan / Marketing Budget

## Growth Plan:

- Presents plan for future expansion of the business

## Financial Plan:

- Includes financial statements that will help forecast the future financial health of the business.

# Finance the Business

---

## Identify Potential Investors

### **Examples:**

- Family and Friends
- Other Businesses
- Employees

### **Contact Financial Agencies for loans, grants and financial assistance:**

- Small Business Administration
- Banks / Credit Unions
- Insurance Companies

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THANK YOU

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# Strategic Management



- Strategic Management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives
- It implies that, strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and information systems to achieve organizational objectives
- It involves long range planning and the purpose is to exploit and create new opportunities with optimum utilization of resources

# Key terms

- Competitive advantage : when a firm does something which a rival firm can not do. It can be defined as anything that a firm does especially well compared to rival firms. It is all about gaining and maintaining competitive advantage
- Strategists : individuals who are responsible for success or failure of an organization. They help an organization gather, analyze and organize information. They track industry and competitive trends, develop forecasting models, evaluate corporate and divisional performance, identify emerging market opportunities, identify business threats, and develop creative actions-

- Vision: what do we want to become . It is the first step in strategic planning. It provides the insight into what the company hopes to achieve. For eg. Amazon “to be earth’s most customer centric company, where customers find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible price”; Google “ to provide access to the world’s information in one click”
- Mission: statements are enduring statements of purpose that distinguish one business from other similar businesses. It focusses on why the organization exists. It communicates the purpose of the organization. It provides clarity about ‘what’, ‘who’ and ‘why’ of company For eg. TED “to spread ideas”; LinkedIn “to connect the world’s professionals to make them productive and successful”

- External opportunities and threats: it refers to economic, social, cultural, demographic, technological and competitive trends that could benefit or harm an organization. These are beyond control of an organization
- Internal strengths and weaknesses: these are under the control of an organization. They arise in functional areas of business activities. For eg. Ownership of natural resources may be a strength
- Long term objectives: obj. are specific results that an organization seeks to achieve. Long term means more than 1 year. They are essential for organizational success because they state direction, aid in evaluation, focus on coordination and provide basis for effective planning, organizing, motivating and controlling activities

- Strategies: are the means by which long-term objectives will be achieved. It includes business expansion, diversification, acquisition, product development, liquidation and joint venture. Strategies are the potential actions that require top management decisions and large amount of firm's resources
- Annual objectives: are the short term milestones that organization must achieve to reach long term objectives. They should be quantitative, measurable, realistic, consistent
- Policies: are the means by which annual objectives are achieved. It includes guidelines, rules and procedures established to support efforts to achieve stated objectives.

# Strategy

- It is related to those activities which move an organization from its current position to a desired future state

It helps in understanding

- To compete against rivals
- To position in the market
- To capitalize attractive opportunities
- To respond to changing economic and market conditions

# Definitions

- According to Glueck “Strategy is a unified, comprehensive and integrated plan relating the strategic advantages of the firm to the challenges of environment. It is designed to ensure that the basic objectives of enterprises are achieved”
- According Alfred Chandler “ strategy is the determination of the basic long term goals and objectives of an enterprise and the adoption of the course of action and the allocation of the resources necessary for carrying out these goals”

# Characteristics of strategy

- Link firm with the environment
- Relative combinations of actions
- Forward looking
- Objective oriented



# Importance of Strategy

- Helps in long term planning
- Helps in optimum utilization of resources
- Protects against changes in environment
- Increases profits
- Helps in sustainability and competitive advantage
- Identification of strengths and weaknesses

# Strategic management

- It is a set management decisions and actions that determines the long run performance of an organization
- It emphasizes the monitoring and evaluation of external opportunities and threats in the light of an organization's strengths and weaknesses
- According to Glueck “ strategic management is a stream of decisions and actions which leads to the development of an effective strategy to help in achieving corporate objectives”

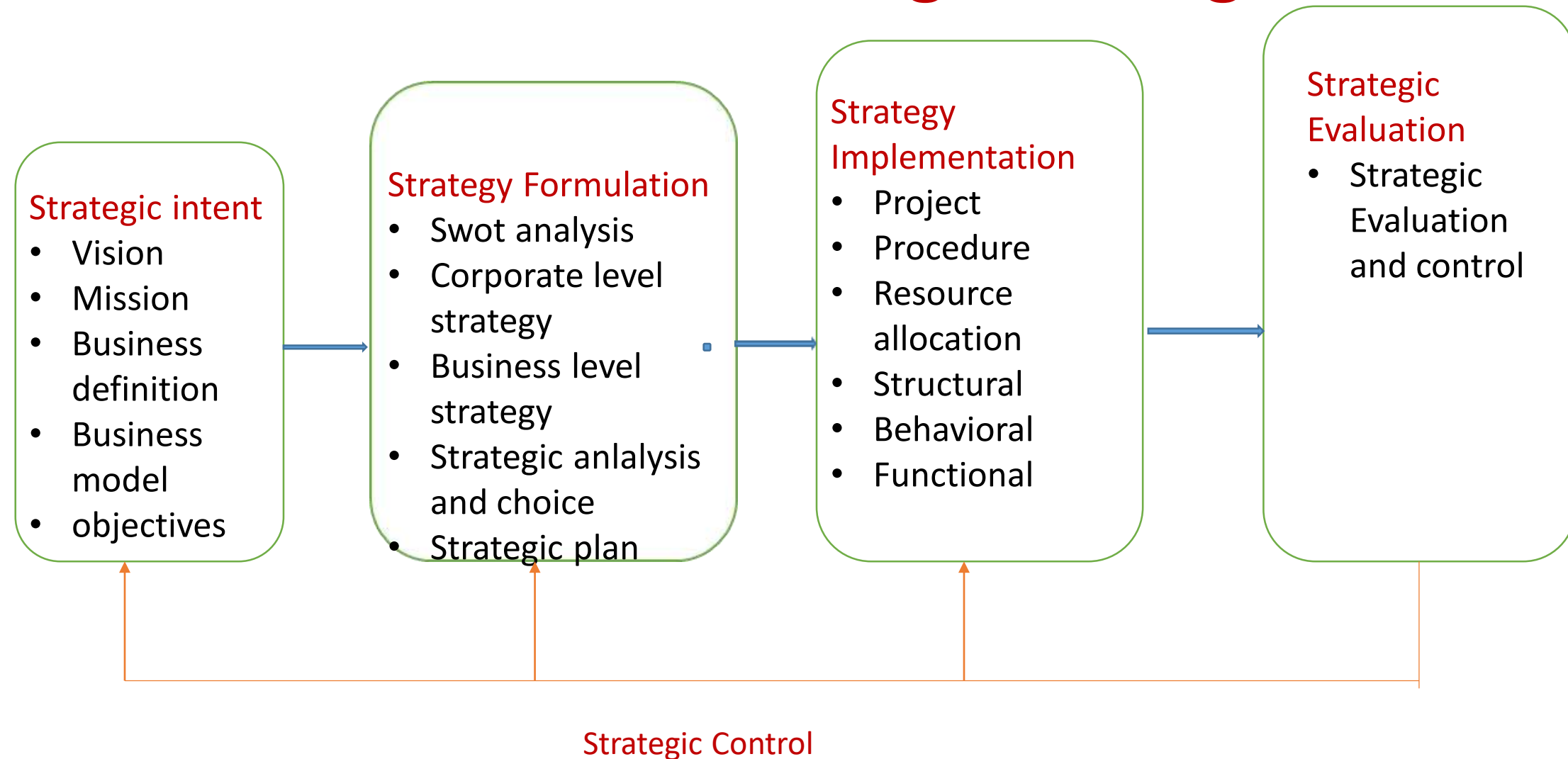
# Features of Strategic Management

- Future oriented
- Consequences on multi business
- Directing the growth of an organization
- Focuses on what to achieve and how to achieve
- Includes an element of uncertainty
- Long term prosperity of the firm

# Importance of Strategic management

- It ensures the long term survival of the firm
- It guides the company to move in a specific direction
- It assists the firm in becoming proactive, rather than reactive
- It act as a foundation for all key decisions of the firm
- Prepare organizations for future challenges
- It assists in the development of core competencies and competitive advantage

# Process of Strategic Management



Sl. No.	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits	Div-A (lst)	Div-B (lst)	Div-A (IInd)	Div-B (IInd)
1	FIRST	MS 101	Management Process and Organizational Behavior	Core/Open Elective	3	-	3				
2	FIRST	MS 103	Quantitative Techniques	Core	3	-	3				
3	FIRST	MS 105	Managerial Economics	Core	3	-	3				
4	FIRST	MS 107	Accounting for Management	Core	3	-	3				
5	FIRST	MS 109	Information Technology Management	Skill Enhancement	3	-	3				
6	FIRST	MS 111	Marketing Management	Core/Open Elective	3	-	3				
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3				
8	FIRST	MS 115	Legal Aspects of Business	Core/Open Elective	3	-	3				
9	FIRST	MS 117	Information Technology Management Lab	Skill Enhancement	-	2	1				
			<b>Total</b>		<b>23</b>	<b>3</b>	<b>25</b>				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
10	SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3				
11	SECOND	MS 104	Financial Management	Core	3	-	3				
12	SECOND	MS 106	Business Research	Core	3	-	3				
13	SECOND	MS 108	Sustainable Operations Management	Core/Open Elective	3	-	3				
14	SECOND	MS 110	Management of Information Systems	Core	3	-	3				
15	SECOND	MS 112	Human Resources Management	Core/Open Elective	3	-	3				
16	SECOND	MS 114	Minor Project	Ability Enhancement	-	-	4				
17	SECOND	MS 116	Professional Skill Development (NUES)	Skill Enhancement	2	1	3				
18	SECOND	MS 118	MOOC/Open Elective*	Ability Enhancement	3	-	3				
			<b>Total</b>		<b>23</b>	<b>1</b>	<b>28</b>				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
19	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4				
20	THIRD	MS 203	Management of International Business	Core	3	-	3				
21	THIRD	MS 205	Managing E-Business	Core	3	-	3				
22	THIRD	MS 207	Entrepreneurship Development & Startup	Core/Open Elective	3	-	3				
23	THIRD	MS 209	Strategic Management	Core	3	-	3				
24	THIRD	MS 211	Business Analytics	Skill Enhancement	2	-	2				
			Specialization I								
			Elective-I	Discipline Specific Electives	3	-	3				
			Elective-II	Discipline Specific Electives	3	-	3				
			Specialization II								
			Elective-I	Discipline Specific Electives	3	-	3				
			Elective-II	Discipline Specific Electives	3	-	3				
25	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3				
26	THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1				
			<b>Total</b>		<b>29</b>	<b>2</b>	<b>34</b>				
			<b>ELECTIVES-I AND II</b>								
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
27	Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3	-	3				
28	Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3				
29	Marketing	MS-217	Services Marketing	Discipline Specific Electives	3	-	3				
30	Marketing	MS-219	Customer Relationship Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
31	Finance	MS-221	International Financial Management	Discipline Specific Electives	3	-	3				
32	Finance	MS-223	Financial Markets and Institutions	Discipline Specific Electives	3	-	3				
33	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3	-	3				
34	Finance	MS-227	Financial Econometric	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
35	HR	MS-229	Management of Training, Learning and Development	Discipline Specific Electives	3	-	3				
36	HR	MS-231	Managing Industrial Relations	Discipline Specific Electives	3	-	3	NA			
37	HR	MS-233	Talent Management	Discipline Specific Electives	3	-	3	NA			
38	HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
39	IT	MS-237	Digitalization and E-Governance	Discipline Specific Electives	3	-	3				
40	IT	MS-239	Artificial Intelligence & Machine Learning	Discipline Specific Electives	3	-	3				
41	IT	MS-241	Database Management Systems	Discipline Specific Electives	3	-	3				
42	IT	MS-243	Database Management Systems Lab	Discipline Specific Electives	3	-	3				
43	IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
44	International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3	-	3				
45	International Business	MS-249	Export, Import Policies, Procedure s, and Documentation	Discipline Specific Electives	3	-	3				
46	International Business	MS-251	International Financial Management	Discipline Specific Electives	3	-	3				
47	International Business	MS-253	International Business Negotiation	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
48	Operations & Analytics	MS-255	Enterprise Systems	Discipline Specific Electives	3	-	3				
49	Operations & Analytics	MS-257	Operations Strategy	Discipline Specific Electives	3	-	3				
50	Operations & Analytics	MS-259	Logistics and Supply Chain Management	Discipline Specific Electives	3	-	3				
51	Operations & Analytics	MS-261	Predictive Analytics & Big Data	Discipline Specific Electives	3	-	3				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
52	FOURTH	MS 202	Project Dissertation	Ability Enhancement	-	-	6				
53	FOURTH	MS 204	Corporate Social Responsibility, Human Values & Ethics	Ability Enhancement	3	-	3				
			Specialization-I								
			Elective-III	Discipline Specific Electives	3	-	3				
			Elective-IV	Discipline Specific Electives	3	-	3				
			Specialization-II								
			Elective-III	Discipline Specific Electives	3	-	3				
			Elective-IV	Discipline Specific Electives	3	-	3				
			<b>Total</b>		<b>15</b>	<b>-</b>	<b>21</b>				
			<b>ELECTIVES-III AND IV</b>								
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
54	Marketing	MS-206	Advertising and Brand Management	Discipline Specific Electives	3	-	3				
55	Marketing	MS-208	Digital & social Media Marketing	Discipline Specific Electives	3	-	3				
56	Marketing	MS-210	Marketing Analytics	Discipline Specific Electives	3	-	3				
57	Marketing	MS-212	Retail Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
58	Finance	MS-214	Mergers, Acquisitions and Corporate Restructuring	Discipline Specific Electives	3	-	3				
59	Finance	MS-216	Financial Derivatives	Discipline Specific Electives	3	-	3				
60	Finance	MS-218	Behavioral Finance	Discipline Specific Electives	3	-	3				
61	Finance	MS-220	FinTech	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
62	HR	MS-222	Managing Organizational Development	Discipline Specific Electives	3	-	3				
63	HR	MS-224	Leadership and Teamwork in Blended Organizations	Discipline Specific Electives	3	-	3				
64	HR	MS-226	People Analytics	Discipline Specific Electives	3	-	3				
65	HR	MS-228	Managing Diversity and Inclusion	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
66	IT	MS-230	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3				
67	IT	MS-232	Information Security	Discipline Specific Electives	3	-	3				
68	IT	MS-234	Data Modeling with Python	Discipline Specific Electives	3	-	3				
69	IT	MS-236	Business Intelligence and Applications	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
70	International Business	MS-238	Global Competitiveness	Discipline Specific Electives	3	-	3				
71	International Business	MS-240	WTO and Intellectual Property Rights	Discipline Specific Electives	3	-	3				
72	International Business	MS-242	International Human Resource & Cross Cultural Management	Discipline Specific Electives	3	-	3				
73	International Business	MS-244	International Marketing	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
74	Operations & Analytics	MS-246	Business Process Management	Discipline Specific Electives	3	-	3				
75	Operations & Analytics	MS-248	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3				
76	Operations & Analytics	MS-250	Project Management	Discipline Specific Electives	3	-	3				
77	Operations & Analytics	MS-252	Supply Chain Analytics	Discipline Specific Electives	3	-	3				

Note:		Total Credits:108	Minimum Credit Required:102								
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TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.										
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	
Course Code:	101	Course Name:	Management Process & Organizational Behaviour	Type:	Core/Open Elective			Credits	3	
Name of Faculty:	Dr. Sandeep Kumar			1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem					

Objective: The course is aimed at providing exposure and making the students aware about the role of strategic management in business enterprises and government enterprises.

Course Outcome & Mapping, Course Articulation												
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an effective and efficient manner to effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
		CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	3	3	2	1	1	1	1	3
		CO2	Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	3
		CO3	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	3	3	3	3	3	3	3	3	3
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.	3	3	3	3	3	3	3	3	3
Course Articulation (Average)				3	3	3	3	2	2	2	2	
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L1	1	Unit-1: Marketing: Analytics, meaning	Attain basic knowledge of Marketing: Analytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1	PPT		
2	L2	1	Marketing analytics Scope	Understand fundamental Marketing analytics Scope		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
3	L3	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
4	L4	1	Exploratory Analysis	Understand Exploratory Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2	PPT		
5	L5	1	Descriptive Analysis	Understand Descriptive Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2			
6	L6	1	Predictive Analytics	Ability to analyze through Predictive Analytics	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO2; CO3			
7	L7	1	Prescriptive Analysis	Ability to analyze through Prescriptive Analysis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
8	L8	1	Use of EXCEL in Data Analytic	Ability to use Use of EXCEL in Data Analytic	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
9	L9	1	Excel for Summarizing Data	Demonstrating Excel for Summarizing Data		Presentation & Class Interaction			CO3;CO4			



10	L10	1	Excel Commands	Demonstrating Excel Commands		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO3;CO4			
11	L11	1	Unit II: Segmentation Analysis	Understand Segmentation Analytics	Case Studies	Program Learning	Define & Evaluate		CO2; CO3			
12	L12	1	Positioning Analysis	Understand Positioning Analysis		Program Learning	Define & Evaluate		CO2; CO3			
13	L13	1	Marketing Mix Analysis	Ability to analyze Marketing Mix	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
14	L14		Customer Analytics	Define Customer Analytics	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
15	L15	2	Benefits from Customer	Apply Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Presentation & Class Interaction			CO3			
16	L16	2	Segmentation analytics	Apply Consumer Behaviour Decision Making Roles and Classification of Buyers in services	Case Studies	Presentation & Class interaction			CO3			
17	L17	2	Cluster Analytics	Apply Consumer Decision Making, Factors Influencing Buyer Behaviour, Search, Experience and Credence Quality in services	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
18	L18	2	Perceptual Mapping	Apply Gronroos Service Quality Model applications on problem solution/situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
19	L19	2	Umbrella Brands	Apply Gronroos Service Quality Model to predict new situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO4			
22	L22	2	Marketing Mix Modelling	Understand and Apply GAP's Model	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO1; CO2			
23	L23	2	Marketing Mix Variables	Demonstrating correct usage of GAP's Model to solve complex problem	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3; CO4			
24	L24	2	Marketing Mix techniques	Understand the Importance of Customer Retention, Analyze Customer Switching, Assess and Verify Complaining and Service Recovery,	Caselets	Presentation & Class interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2			
25	L25	3	UNIT 3 Pricing & Customer Journey	Evaluate Service Recovery Strategies, Create Service Guarantee	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO4			
26	L26	2	Goals of Pricing	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO2; CO3			
27	L27	2	Bundling	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO2; CO3			

28	L28	2	Skimming	Revision of previous topics a quick recap		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2; CO3; CO4			
29	L29	3	Revenue Management	Understand and Apply concept of Service Package, Service Price strategies, Internal Marketing of Services.	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2			
30	L30	3	Promotions			Presentation & Class Interaction			CO3			
31	L31	3	Customer Jjourney Mapping	Demonstrating correct usage of the 7 P's framework for Service Marketing		Presentation & Class Interaction			CO3; CO4			
32	L32	3	Customer Loyalty	Understand, Apply and Analyze The Service Product, Design formulate and build New Service Offerings, Service Branding and Positioning		Presentation & Class Interaction			CO1; CO2; CO3			
33	L33	3	Customer Lifetime Value Meaning	To Understand Analyze and Apply the actual procedures, mechanisms and flow of activities by which the service is delivered - the service delivery and operating system		Presentation & Class interaction			CO1; CO2; CO3			
34	L34	3	Customer Lifetime Value Calculation	Understand, Apply and Analyze Benefits and Key Elements		Presentation & Class interaction			CO1; CO2; CO3			
35	L35		Unit IV Digital Analytics	Demonstrating Correct Usage of Procedure for Selected Services, Price Terminology Objectives		Presentation & Class Interaction			CO3; CO4			
36	L36	4	Digital Analytics Metrics & Measurement	Demonstrating Correct Usage of Selected Services Pricing Challenges Procedure		Presentation & Class Interaction			CO3; CO4			
37	L37	4	Digital Analytics Measurement	Demonstrating Correct Usage method of Pricing of Services		Debate			CO3; CO4			
38	L38	4	Web Metrics & Importance of Web Metrics	Compare, Analyze and Discriminate between Service Personnel	Case Studies		Define & Evaluation		CO3; CO4			
39	L39	4	SEO & SEM	Ability to Analyze and Evaluate Consumer Role in Place or Distribution Methods of Distribution in Services		Debate	Define & Evaluation		CO3; CO4			
40	L40	4	Social Media Analytics	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Define & Evaluation		CO2; CO3			
41	L41	4	Networks	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Define & Evaluation		CO2; CO3			
42	L42	4	Viral Marketing & Text Mining	Revision of previous topics a quick recap		Brainstorming			CO1; CO2; CO3; CO4			
43	L43	4	Revision	Identify, Apply and Analyze Distribution, Communication & Servicescape			Define & Evaluation		CO3; CO4			

44	L44	4	Discussion of Previous Question Papers	Identify and Apply Influence on distribution of Services	Case Studies					CO3; CO4		
45	L45	4	Doubts clearance session	Ability to identify the usage of methods for distribution of services in industries.	Case Studies					CO3; CO4		

**Suggested Readings  
(Latest Edition)**

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**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3		
Course Code:	MS-102	Course Name:	Technology and Innovation Management	Type:	Core/Open Elective								

Objective: This course is designed to help students to understand the importance of managing technology, innovation and change at the micro and macro level.

**Course Outcome & Mapping, Course Articulation**

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
		CO1	Understand the concept of technology and its use fullness for an organization									
		CO2	Develop technology development processes and strategies for a firm									
		CO3	Identify the emerging trends in technology development at national and global level									
		CO4	Classify the innovation on different criteria for adoption in organizations.									
		CO5	Examine the Innovation Strategies of various firms in a systemic manner.									
		CO6	Evaluate the role of innovation in organizational performance and transformation.									
		CO7	Understand and examine the factors affecting the technological change and its management									
		CO8	Build innovative organizations through climate and culture for innovation									
		CO9	Apply creative thinking for problem solving.									
			Course Articulation (Average)									

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	Class Material	Additional Material
1	L 1	I	Technology Management	Lecture Contents	Lecture Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools	Mapping with / Corresponding CO	Mode of Assessment	Class Material		
2	L 2	I	Understanding Technology and its Relationship with Wealth of Nations	Understanding	Student will be able to		Group Discussion		E-article: <a href="https://the">https://the</a>	CO1	Assignment 1	PPT		<a href="https://ga">https://ga</a>
3	L 3	I	Technology Life Cycles	Understanding	How to use		Group Discussion		E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
4	L 4	I	S-curve of Technology Evolution	its	Use laws of	Questions on			E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
5	L 5	I	Technological Planning and Forecasting	Relationship	Use of S-curve of	Questions on Wealth of Nations			E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
6	L 6	I	Technology Policy	Use of S-curve of			Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
7	L 7	I	Technology Strategy	Technology Life Cycles	Use of S-curve of		Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
8	L 8	I	Technology Generation and Development	Technology Life Cycles	Use of S-curve of		Group Discussion		E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
9	L 9	I	Technology Generation and Development	Technology Life Cycles	Use of S-curve of		Group Discussion		E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
10	L 10	I	Technology Acquisition and Absorption	Technological Planning	How to make Technological	Use of Planning models		Demonstration	E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
11	L 11	I	Technology Transfer, Technology Exports and Joint Ventures	Technological Planning	How to make Technological	Use of Planning models		Demonstration	E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
12	L 12	I	Technology Transfer, Technology Exports and Joint Ventures	Technology Policy	How to make Technological	Use of Planning models		Demonstration	E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
13	L 13	I	Global Trends in Technology Development and Management	Technology Policy	How to make Technological		Group Discussion		E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
14	L 14	I	Global Trends in Technology Development and Management	Technology Policy	How to make Technological	Use of Planning models			E-article: <a href="https://the">https://the</a>	CO1		PPT		<a href="https://ga">https://ga</a>
15	L 15	II	Innovations Management	Technology Generation	Evolution of Technologies		Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO2	Assignment 2	PPT		<a href="https://ga">https://ga</a>
16	L 16	II	Concepts of Invention and Innovation	Technology Acquisition	Evolution of Technologies	Uses of Technology Transfer		Demonstration	E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
17	L 17	II	Classification and Types of Innovation	Technology Acquisition	Evolution of Technologies	Use of Multiprogramming	Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
18	L 18	II	Classification and Types of Innovation	Unit Test-1					E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
19	L 19	II	Frugal Aspects of Innovation, Social Innovation	Technology Exports and	Implementation of	Use of Internet Technologies & www	Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
20	L 20	II	Innovation Strategies and Models	Technology Exports and	Implementation of	Use of Internet Technologies & www	Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
21	L 21	II	Innovation Strategies and Models	Global Trends in	Implementation of	Use of Internet Technologies & www	Group Discussion		E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
22	L 22	II	Concurrent Engineering	Global Trends in	Implementation of	Use of Internet Technologies & www	Group Discussion		E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
23	L 23	II	Process Innovation	Concepts of Invention	To learn Concepts of	Using cloud computing as		Demonstration	E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
24	L 24	II	Product Innovation	Concepts of Invention	To learn Concepts of	Using cloud computing as	Group Discussion		E-article: <a href="https://the">https://the</a>	CO2		Notes		<a href="https://ga">https://ga</a>
25	L 25	II	Case Studies on Innovation	Concepts of Invention	To learn Concepts of	Using cloud computing as	Group Discussion		E-article: <a href="https://the">https://the</a>	CO2		PPT		<a href="https://ga">https://ga</a>
26	L 26	II	Case Studies on Innovation	Classification	To describe types of	Brainstorming		Demonstration	E-article: <a href="https://the">https://the</a>	CO3	Assignment 3	PPT		<a href="https://ga">https://ga</a>
27	L 27	III	Change Management	Types of Innovation	To describe types of		Group Discussion		E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
28	L 28	III	Understanding the Nature, Importance, Forces	Frugal Aspects of	To describe Frugal Aspects		Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
29	L 29	III	Types of Technological Change	Frugal Aspects of	To compare Frugal Aspects				E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
30	L 30	III	Diagnosing Organizational Capability to Change Process	Innovation Strategies	Compare and contrast	Brainstorming			E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
31	L 31	III	Change Strategy, Building Culture and Climate for Change and Innovation	Innovation Strategies	Understand the common		Group Discussion		E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
32	L 32	III	Change Strategy, Building Culture and Climate for Change and Innovation	Concurrent Engineering	Understand the different		Group Discussion	Demonstration	E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
33	L 33	III	Building, Managing and Sustaining Innovative Organizations						E-article: <a href="https://the">https://the</a>	CO3		Notes		<a href="https://ga">https://ga</a>
34	L 34	III	Nurturing Innovation, Role of Leadership	Product Innovation	Understand the general		Student Presentation		E-article: <a href="https://the">https://the</a>	CO3		Notes		<a href="https://ga">https://ga</a>
35	L 35	III	Case studies on Business Transformation	Case Studies on	Understand the use of		Group Discussion		E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>
36	L 36	III	Case studies on Business Transformation	Types of Technological					E-article: <a href="https://the">https://the</a>	CO3		PPT		<a href="https://ga">https://ga</a>





44	L 44	IV	Revision	Revision	Discussing the past year question paper	Discussion & Brain Stor	CO 4	PPT		class observation & answer	
45	L 45	IV	Previous Years Question Paper Discussion	Revision	Discussing the past year question paper	Discussion & Brain Stor	CO 4	PPT		class observation & answer	
				Revision	Discussing the past year question paper	Discussion & Brain Stor	CO 4	PPT		class observation & answer	

**Suggested Readings: (All Latest Editions)**

1. Brigham, E. F., & Houston, J. F. Fundamentals of Financial Management. Cengage Learning India Pvt Ltd.
2. Khan, M.Y., & Jain, P.K. Financial Management: Text & Problems. Tata McGraw Hill.
3. Prasanna, C. Financial Management: Theory and Practice. Tata McGraw Hill.
4. Van Horne, James, C. Principles of Financial Management, Pearson.
5. Pandey, I.M. Financial Management, Pearson Education.
6. Ravi Kishore. Financial Management, Taxmann's Publicati

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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34	L 34	IV	Analysis of Variance	Reliability and Validity	Students will be able to apply	QUIZ	TUTORING		PPT	CO1, CO2, CO3, CO4, CO6		
				Revision					PPT			
35	L 35	IV	Multiple and Logistic regression									
36	L 36	IV	Exploratory and Confirmatory Factor Analysis	Data Analysis: Descriptive	Students will be able to apply	CASE STUDY	GROUP DISCUSSION		PPT	CO1, CO2, CO3, CO4, CO5, CO6	QA Session	
37	L 37	IV	Exploratory and Confirmatory Factor Analysis	Hypothesis Testing	Students will be able to		GROUP DISCUSSION		PPT	CO1, CO2, CO3, CO4, CO5, CO6	QA Session	
38	L 38	IV	Discriminant Analysis	Parametric and Non	Students will be able to		Role Play		PPT	CO1, CO3, CO4, CO5	Viva	
39	L 39	IV	Report Writing: Research Report Components	Analysis of Variance	Students will be able to	CASE STUDY	GROUP DISCUSSION		PPT	CO1, CO2, CO3, CO4, CO5	QA Session	
40	L 40	IV	Report Writing: Research Report Components	Multiple and Logistic	Students will be able to		GROUP DISCUSSION		PPT	CO1, CO2, CO3, CO4	MCQ	
41	L 41	IV	Process of Report Writing	Exploratory Factor Analysis	Students will be able to do		Role Play		PPT	CO1, CO2, CO5, CO6	MCQ	
42	L 42	IV	Process of Report Writing	Confirmatory Factor Analysis	Students will be able to do		GROUP DISCUSSION		PPT	CO1, CO2, CO3, CO4, CO5	Quiz	
43	L 43	IV	Revision	Report Writing	Students will be able to		GROUP DISCUSSION		PPT	CO1, CO2, CO5, CO6	Quiz	
44	L 44	IV	Revision	Research Report	Students will be able to		Lecture		PPT	CO1, CO2, CO5, CO6	QA Session	
45	L 45	IV	Previous Years Question Paper Discussion	Process of Note: Software	Students will be able to know		Lecture		PPT	CO1, CO2, CO5, CO6	QA Session	
				Revision					PPT			

**Suggested Readings: (All Latest Editions)**

1. Cooper, D. R. and Schindler P. S. Business Research Methods. Tata McGraw Hill Education Pvt. Ltd.
2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. Multivariate Data Analysis. Pearson Education.
3. Montgomery, D.C. Design and Analysis of Experiments (International Student Edition). John Wiley & Sons.
4. Cochran, W.G. Sampling Techniques. John Wiley & Sons.
5. Johnson, R.A., & Wichern, D.W. Applied Multivariate Statistical Analysis New Delhi, Prentice Hall of India.
6. Zikmund, W.G. et al. Business Research Methods. New Delhi: Cengage Learning

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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**TECNIA INSTITUTE OF ADVANCED STUDIES**  
**GRADE 'A' INSTITUTE**  
**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MS-108	Course Name:	Sustainable Operations Management	Type:	Core/Open Elective						

**Objective:** The course will enable students appreciate the strategic significance of operations management in a highly competitive global economy and to introduce various principles, concepts, tools and techniques in the area of operations management. Students are expected to gain a conceptual understanding of the subject and relate them to practical application in real life situation.

**Course Outcome & Mapping, Course Articulation**

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
			Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices		Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop non-routine functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark, organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.

		CO1	Define operations management and discuss its scope and its strategic significance for the organizations to achieve competitive advantage as well as the nation to enhance its productive efficiency.									
		CO2	Explain the major milestones and trajectory of evolution of operations management as a field of study, discuss the contribution of various individuals and organizations to the field of operations management.									
		CO3	Identify the major decision areas included in operations management and explain the principles, concepts, tools and techniques employed for decision making in each of the decision areas.									
		CO4	Identify the processes of product design and development, analyze various approaches, to product development, compare and classify manufacturing and service delivery processes and analyze the factors determining process selection.									
		CO5	Apply various tools and techniques and use operations analytics for operations planning and control and managing supply chains.									
		CO6	Design and implement quality management systems applying both traditional and Japanese management philosophies for sustainable operations management.									

**Course Articulation (Average)**

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	L 1	I	Introduction to Operations Management	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools & E-Resources	Mapping with CO	Class Material	Additional Material	Mode of Assessment
2	L 2	I	Nature and Scope of Operations Management	Introduction of	Describe the			Individual Presentation	https://www.youtube.com/watch?v=...	CO1	YouTube Video	https://www.insidecareers.com	Viva Voice
3	L 3	I	Historical Evolution of Operations Management	Nature and Scope of	Demonstrate a scientific	Case Study - Sustainable		Group Presentation	https://www.youtube.com/watch?v=...	CO1	PPT, YouTube	https://www.dureka.co/blog	Case study and QA
4	L 4	I	Historical Evolution of Operations Management	Historical Evolution of				PPT, YouTube	https://www.youtube.com/watch?v=...	CO1	YouTube	https://www.tudocu.com/p	Session &
5	L 5	I	System Perspectives of Operations Management	System Perspectives				PPT, YouTube	https://www.youtube.com/watch?v=...	CO1	YouTube	google.co.in/...	
6	L 6	I	Relation of Operations Management with other functional areas	Relation of Operations				YouTube	https://www.youtube.com/watch?v=...	CO1	PPT, YouTube	https://smallbusiness.chron.com	
7	L 7	I	Operations Strategy	Introduction of Operations				YouTube	https://www.youtube.com/watch?v=...	CO1	PPT, YouTube	http://www.exoertsmind.com	
8	L 8	I	Recent Trends in the field of Operations Management	Recent Trends in the field of	Identify and explain the			Individual Presentation	https://www.youtube.com/watch?v=...	CO1	PPT, YouTube	https://fieldcheck.biz/library/	Viva and Student
9	L 9	I	Sustainability in operations	Sustainability in operations	Classify the various		Supply Chain Management	Individual Presentation	https://www.youtube.com/watch?v=...	CO1	PPT, YouTube	https://scholar.google.co.in/...	Quiz and Student
10	L 10	I	Sustainability in operations services firms	Ecological Consideration	understand the			Individual Presentation	https://www.youtube.com/watch?v=...	CO2	YouTube Video	https://scholar.google.co.in/...	Student Presentati
11	L 11	I		Ecological Consideration	recognize that our planet			Individual Presentation	https://studycart24.com/aca	CO2	YouTube Video	https://smallbusiness.chron.com	Student Presentati
12	L 12	II	Product Development & Process Selection	Revision	understand the role and	Visits to a manufacturing					PPT, YouTube		Group Presentati
13	L 13	II	Product Development Process	Test	Explain the species						PPT		
14	L 14	II	Concurrent Engineering, Tools and Approaches in Product Development	Explanation of Product	Explore the complexity of				https://www.youtube.com/watch?v=...	CO2	PPT, YouTube	https://www.productplan.co	Quiz, debate
15	L 15	II	Quality Function Deployment	Concurrent Engineering,	Apply theoretical			Individual Presentation	https://www.youtube.com/watch?v=...	CO2		https://learnmtech.com/what	QA Session &
16	L 16	II	Design for Manufacturability Quality Function Deployment	Quality Function	Demonstrate an integrative			Individual Presentation	https://www.youtube.com/watch?v=...	CO3	YouTube video	https://www.sciencedirect.com	Viva and individual
17	L 17	II	Design for Manufacturability	Design for Assembly, Design for Selection,	Define World Trade			Individual Presentation	https://www.youtube.com/watch?v=...	CO3		https://www.researchgate.net	QA Session
18	L 18	II	Design for Assembly, Design for Quality , Mass Customization	Types of	outline the historic			Individual Presentation	https://www.youtube.com/watch?v=...	CO3		https://smallbusiness.chron.com	QA Session
19	L 19	II	Process Selection, Facilities Layout , Determinant of Process Selection	Layout , Line				Individual Presentation	https://www.youtube.com/watch?v=...	CO3		https://www.mnpsa.gov.za/dps	Assignme nt based
20	L 20	II	Process Product Matrix , Types of Layout	Facilities Location,	Define key terms related	Field Study (Assignment 2) Visit		Individual Presentation	https://www.youtube.com/watch?v=...	CO3	PPT	https://www.mnpsa.gov.za/dps	
21	L 21	II	Line Balancing , Facilities Location, Work Measurement	Work Measurement	understand the changes in			Individual Presentation	https://www.youtube.com/watch?v=...	CO4	PPT and YouTube	https://bizflue nt.com/133094	
22	L 22	II	Impact of IT on Productivity	Impact of IT on	Explain the hydrologic			Individual Presentation	https://studycart24.com/aca	CO4	YouTube video	https://www.vivaandindividual.com	Viva & Student
23	L 23	III	Operation Planning & Control	Revision	Describe the outline the						YouTube video		QA Session
24	L 24	III	Capacity & Resource Planning	Test	Describe the						YouTube video		Viva and presentati
25	L 25	III	Aggregate Production Planning	Meaning of Operation	Explore the complexity of			Individual Presentation	https://www.youtube.com/watch?v=...	CO4		https://www.dpsa.gov.za/dps	Case study &
26	L 26	III	Material Requirement Planning, Scheduling	Capacity & Resource	Apply theoretical			Individual Presentation	https://www.youtube.com/watch?v=...	CO5	PPT, YouTube	https://www.nyestopedia.co	Quiz, debate
27	L 27	III	Theory of Constraints and Synchronous Manufacturing	Aggregate Production	Demonstrate an integrative			Individual Presentation	https://www.youtube.com/watch?v=...	CO5		https://www.researchgate.net	QA Session &
28	L 28	III	Lean Management	Material Requirement	Define World Trade			Individual Presentation	https://www.youtube.com/watch?v=...	CO5	YouTube video	https://www.vivaandindividual.com	Viva and individual
29	L 29	III	Just in time production	Scheduling	outline the historic			Individual Presentation	https://www.youtube.com/watch?v=...	CO5		https://www.echartaret.com	QA Session

30	L 30	III	Sustainable Supply Chain Management	Theory of Constraints					<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO5		<a href="https://www.leanproduction.com/kanban/">https://www.leanproduction.com/kanban/</a>	QA Session
31	L 31	III	Inventory Planning and Control	Lean Management	Define key terms related to the changes in production	Case study on JIT			<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO5		<a href="https://www.leanproduction.com/kanban/">https://www.leanproduction.com/kanban/</a>	Viva
32	L 32	III	Inventory Planning and Control	Just in time production	understand the changes in production	<a href="https://www.sciencemag.com/...">https://www.sciencemag.com/...</a>			<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO5	PPT	<a href="https://www.1echtarget.com/">https://www.1echtarget.com/</a>	Assignment based
33	L 33	IV	Quality Management	Sustainable Supply Chain	Explain the hydrologic				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO5	PPT and Youtube	<a href="https://scholar.google.co.in/">https://scholar.google.co.in/</a>	Viva & Student
34	L 34	IV	Quality- Definition, Dimension and Costs of quality	Inventory Planning and	describe the outline the				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO5	Youtube video	<a href="https://smallbusiness.chron.com/">https://smallbusiness.chron.com/</a>	Viva & Student
35	L 35	IV	Continuous Improvement (Kaizen)	Test					<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	Youtube video	<a href="https://www.vivaqa.com/">https://www.vivaqa.com/</a>	QA Session
36	L 36	IV	ISO (9000 & 14000 Series), Quality Awards	Quality-Definition	Understand and explain				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	Youtube video and	<a href="http://molllearn.com/">molllearn.com/</a>	Presentati
37	L 37	IV	Statistical Quality Control, Process Control	Dimension and Costs of	Discuss and describe				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	Youtube video and	<a href="http://molllearn.com/">molllearn.com/</a>	Viva & case study
38	L 38	IV	Control Chart (X, R, p, np and C Chart)	Continuous Improvement	Identify the symbols used				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	Youtube video and	<a href="http://molllearn.com/">molllearn.com/</a>	Presentati
39	L 39	IV	Acceptance Sampling	ISO (9000 & 14000 Series)	Understand the	<a href="https://www.binrg.com/ck/a?l&amp;...">https://www.binrg.com/ck/a?l&amp;...</a>			<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	Youtube video and	<a href="https://www.safalqa.com/">https://www.safalqa.com/</a>	Viva & Quiz
40	L 40	IV	Operating Characteristics Curve (AQL, LTPD, $\alpha$ & $\beta$ risk)	Quality Awards	understand the meaning	<a href="https://www.binrg.com/ck/a?l&amp;...">https://www.binrg.com/ck/a?l&amp;...</a>			<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	PPT, Youtube	<a href="https://www.safalqa.com/">https://www.safalqa.com/</a>	Viva
41	L 41	IV	Total Quality Management, Japanese 5 S Concept	Statistical Quality	Plan and carry out				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6	Youtube video and	<a href="https://www.safalqa.com/">https://www.safalqa.com/</a>	Viva & Presentati
42	L 42	IV	Business Process Reengineering, Introduction to Operational Quality	Control Chart (X, R, p, np)	Discuss environmental				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6			Viva
43	L 43	IV	Revision	Total Quality Management	Describe the enhancement	Case Study-Total quality			<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6		<a href="https://www.safalqa.com/">https://www.safalqa.com/</a>	Case study and Viva
44	L 44	IV	Revision	Business Process	Discuss and Describe the				<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	CO6			Viva
45	L 45	IV	Previous Years Question Paper Discussion	Introduction to Operation Revision	Identify core					CO6		<a href="https://www.vivaqa.com/what/">https://www.vivaqa.com/what/</a>	Viva and Debate

**Suggested Readings: (All Latest Editions)**

- Jay Heizer & Barry Rende. Operations Management, Pearson Education.
- Mahadevan B. Operations Management: Theory and Practice, Pearson Education.
- Bedi, K. Production and Operations Management. Oxford University Press, New Delhi.
- Russell, R. S. and Taylor, B.W. Operations and Supply Chain Management, Wiley, New Delhi.
- Stevenson W. J. Operations Management, McGraw Hill Education
- Gaither Norman and Frazier G, Operations Management, Cengage Learning India Pvt Ltd.

**Note:** Visits to a manufacturing plant and a service facility may be arranged for the students for giving them an opportunity to get a first hand experience of operations functions.

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRSTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3	
Course Code:	MS-110	Course Name:	Management of Information Systems	Type:	Core							

**Objective:** The objective of this course is to expose students to managerial issues relating to information systems planning, design, development, its linkage with business strategy, and to help them identify and evaluate various options in this regard.

Course Outcome & Mapping, Course Articulation	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	Define, classify and explain information systems, analyze their functions and explain the strategic role of information systems m enhancing organizational performance.								
CO2	Discuss the components of information systems, analyze their inter relationships and apply the knowledge to configure information systems that can be effectively integrated into the business strategy and business processes of the organization.								
CO3	Explain the tools and techniques for information systems design and implementation and apply them appropriately to take leverage of enterprise systems for enhancing the effectiveness of decision making.								
CO4	Evaluate the information systems in terms of their contribution towards improved decision making and optimum use of organizational resources.								
CO5	Anticipate the risks associated with enterprise systems from economic, social, privacy and security perspectives and propose legal and ethical solutions consistent with sustainable development goals.								

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ NEWS)	Mode of Assessment	
1	L1	I	Meaning and Role of Information Systems	Lecture Contents	Lecture Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools	Mapping with / Corresponding CO		Class Material	
2	L2	I	Information Systems: Digital Enterprises	Information Systems:	Student will be able to	Group Discussion		E-article: https://ww	CO1	Assignment 1		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
3	L3	I	Role of Information Systems	Information Systems:	Student will be able to	Group Discussion		E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
4	L4	I	Types of Information Systems: Operations Support Systems, Management Support Systems	Information Systems:	Student will be able to	Questions on Information		E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
5	L5	I	Expert Systems and Knowledge Management Systems	Information Systems:	Student will be able to	Information		E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
6	L6	I	Information Systems for Strategic Advantage: Competitive Strategy Concepts	Types of information	Student will be able to	Questions on Information	Group Discussion	Demonstration	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
7	L7	I	Information Systems for Strategic Advantage: Competitive Strategy Concepts	Types of information	Student will be able to	Questions on Information		E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
8	L8	I	Strategic Role of Information Systems	Types of information	Student will be able to	Questions on Information	Group Discussion	E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
9	L9	I	Integrating Information Systems with Business Strategy	Types of information	Student will be able to	Questions on Information		E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
10	L10	I	Value Chain Analysis	Expert Systems and Expert	Student will be able to	Use of Expert system models		Demonstration	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
11	L11	II	Planning for Information Systems	Expert Systems and Expert	Student will be able to	Use of Expert system models		Demonstration	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
12	L12	II	Identification of Applications, Business Planning Systems and Critical Success Factors	Expert Systems and Expert	Student will be able to	Use of Expert system models	Group Discussion	Demonstration	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
13	L13	II	Identification of Applications, Business Planning Systems and Critical Success Factors	Expert Systems and Expert	Student will be able to	Use of Planning models	Group Discussion	E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
14	L14	II	Method of Identifying Applications, Risks in Information Systems	Expert Systems and Expert	Student will be able to	Use of Planning models		E-article: https://ww	CO1			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
15	L15	II	Resource Requirements for Information Systems: Hardware and Capacity Planning	Competitive Strategy	Student will be able to	Use of Planning models	Group Discussion	Demonstration	CO2	Assignment 2		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
16	L16	II	Software Needs	Competitive Strategy	Student will be able to	Use of Technology Transfer		Demonstration	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
17	L17	II	Procurement Options - Make or Buy decisions	Integrating information	Student will be able to	Use of Information systems	Group Discussion	Demonstration	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
18	L18	II	Outsourcing as an Option	Integrating information	Student will be able to	Use of Internet technologies &	Group Discussion	Demonstration	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
19	L19	II	Global Information Systems	Unit Test	Student will be able to	Use of Internet Technologies &		Demonstration	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
20	L20	II	Global Information Systems	Identification	Student will be able to	Use of Internet Technologies &	Group Discussion	E-article: https://ww	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
21	L21	III	Building Information Systems	Identification	To learn the Business			E-article: https://ww	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
22	L22	III	Concepts of Systems Analysis and Design	Identification	To learn the Business		Group Discussion	E-article: https://ww	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
23	L23	III	SDLC Approach	Identification	To learn the Business	Using cloud computing as		Demonstration	CO2			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
24	L24	III	Prototyping, Spiral method	Identification	To learn the Business		Group Discussion	E-article: https://ww	CO2			Notes	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
25	L25	III	Role of End User, Logical and Physical Design	Identification	To learn the Business	Using cloud computing as		E-article: https://ww	CO3	Assignment 3		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
26	L26	III	Role of End User, Logical and Physical Design	Method of identifying	To describe Method of	Brainstorming		Demonstration	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
27	L27	III	Implementation Strategies of Information Systems	Method of identifying	To describe Method of	Brainstorming	Group Discussion	E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
28	L28	III	Implementation Strategies of Information Systems	Method of identifying	To understand Method of	Brainstorming	Group Discussion	Demonstration	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
29	L29	III	Evaluation of Information Systems	Method of identifying	To describe Method of	Brainstorming		E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
30	L30	IV	Evaluation of Information Systems	Resource Requirements	To understand and Compare	Brainstorming		E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
31	L31	IV	Emerging Concepts and Issues in Information Systems	Resource Requirements	To understand and Compare		Group Discussion	E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
32	L32	IV	Enterprise Systems: Supply Chain Management	Procurement	To understand and Compare		Group Discussion	Demonstration	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
33	L33	IV	Enterprise Systems: Supply Chain Management	Procurement	To understand and Compare		Student Presentation	E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
34	L34	IV	Customer Relationship Management, ERP	Unit Test				E-article: https://ww				Notes	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
35	L35	IV	Knowledge Management	Concepts of Systems	Understand the Concepts		Group Discussion	E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
36	L36	IV	Benefits and Challenges of Enterprise Systems	Concepts of Systems	Understand the Concepts		Group Discussion	E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
37	L37	IV	Security, Social and Ethical Issues in Information Systems	Concepts of Systems	Understand the Concepts	Model Creation		Demonstration	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
38	L38	IV	Security, Social and Ethical Issues in Information Systems	SDLC Approach	Understand the SDLC		Group Discussion	E-article: https://ww	CO3			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>

39	L 39	IV	Enhancing Decision Making: Introduction to Data Warehousing and Data Mining	SDLC Approach.	Understand the SDLC	Model Creation			E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>				<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
40	L 40	IV	Enhancing Decision Making: Introduction to Data Warehousing and Data Mining	Role of End User, Logical	Understand the Role of		Group Discussion		E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4	Assignment 4	PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
41	L 41	IV	Cloud Computing	Role of End User, Logical	Understand the Logical and			Demonstration	E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
42	L 42	IV	Cloud Computing	Role of End User, Logical	Understand the implementa			Demonstration	E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
43	L 43		Revision	Strategies of information	Understand the Strategies	Model Creation			E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4			<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
44	L 44		Revision	Unit Test					E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>			PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
45	L 45		Previous Years Question Paper Discussion	Enterprise Systems: Understand the Enterprise	Understand the Enterprise			Demonstration	E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4			<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
				Enterprise Systems: Understand the Enterprise	Understand the Enterprise			Demonstration	E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
				Enterprise Systems: Understand the Customer	Understand the Customer	Design process			E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>				<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
				Enterprise Systems: Knowledge	Understand the basics of		Group Discussion		E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4		Notes	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
				Enterprise Systems: Social and	Understand the Security		Group Discussion		E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
				Enterprise Systems: Implementing Decision	Understand the Security		Group Discussion		E-article: <a href="https://www.ement-information-system-notes.html">https://www.ement-information-system-notes.html</a>	CO4		PPT	<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>
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													<a href="http://www.mbaexamnotes.com/management-information-system-notes.html">http://www.mbaexamnotes.com/management-information-system-notes.html</a>

**Suggested Readings: (All Latest Editions)**

1. James A O'Brien, George M Marakas and Ramesh Behl. Management Information Systems, Latest Edition, Tata McGraw Hill Education, New Delhi.
2. Kenneth C. Laudon and Jane P. Laudon. Management Information Systems, Pearson, New Delhi.
3. Turban, E. and Linda Volonino. Information Technology for Management: Transforming Organizations in the Digital Economy, Wiley.
4. D.P. Goyal. Management Information Systems-Managerial Perspectives, Macmillan, New Delhi.
5. S.A. Kulkar. Management Information Systems-A concise Study, PHI Learning, New Delhi.
6. Sahil Raj, Management Information Systems, Latest Edition, Pearson Education, New Delhi.

<b>Name of Faculty:</b>				<b>1 Credit (Theory)= 15 hrs. in a sem</b>	<b>1 Credit (Practical)= 30 hrs. in a sem</b>								
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**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	2	T/P	1	Credits	3
Course Code:	MS-116	Course Name:	Professional Skill Development (NUEs)	Type:							

**Objective:** The course is designed to equip students with life skills such that they not only develop a holistic personality but, are also equipped to lead in the face of contemporary challenges. The students will be exposed to various techniques that help in self-management and effectively relating to others. The objective is to equip them with the requisite soft skills for smooth campus to corporate transition and enhance their digital readiness.

**Course Outcome & Mapping, Course Articulation**

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of long and routine work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop commitment functions and operational strategies and implement them effectively and efficiently to achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and identify a suitable problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals.	Identify and recommend the information technology based interventions to achieve organizational goals.	Identify and recommend the information technology based interventions to achieve organizational goals.	Identify and recommend the information technology based interventions to achieve organizational goals.
	CO1	To recognize, identify and foster self-capabilities for corporate readiness										
	CO2	Develop life skills such as communication, cooperation, teamwork, and resilience										
	CO3	Develop understanding of appropriate conduct in professional environment										
	CO4	Develop corporate character and holistic personality										

**Course Articulation (Average)**

S.No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPPT Faculty+Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
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1	L 1	I	Life Skills	Lecture Content	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPPT Faculty+Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
2	L 2	I	Understanding oneself (core self-evaluation, values, interests, strengths and weaknesses)	Introduction	Student will be able to understand oneself	Recognize the purpose of course	Brainstorming	E-Book/Online research papers	CO1	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
3	L 3	I	Understanding oneself (core self-evaluation, values, interests, strengths and weaknesses)	Understanding	Student will be able to recognise self	Case study	Group Discussion	E-Book/Online research papers	CO1	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
4	L 4	I	Stress management	Stress Management	Student will be able to understand stress	Control techniques	Group Discussion	E-Book/Online research papers	CO1	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
5	L 5	I	Stress management	Building post	Student will be able to Live Project			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
6	L 6	I	building positive mindset	Time Management	Student will be able to understand importance of time management			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
7	L 7	I	time management	Work life balance	Student will be able to understand	Doubts clearing session		E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
8	L 8	I	Work life balance	Personality Development	Student will be able to identify attributes that leads to	Role play		E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
9	L 9	I	Exercises on personality development and mindfulness	Mindfulness	Student will be able to foster self-capabilities for corporate readiness			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
10	L 10	I	Exercises on personality development and mindfulness	Quiz	Students will be able to evaluate their performance			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
11	L 11	II	Relating to others: Interpersonal relationship assessment	Clearing all doubts	The students will be able to clarify their doubts	clearing session	Brainstorming	E-Book/Online research papers	CO1, CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Assignment No. 1	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
12	L 12	II	Relating to others: Interpersonal relationship assessment	Interpersonal	Student will be able to develop team spirit		Lecture, Stimulate	E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
13	L 13	II	Management and transactional analysis	Management	Student will be able to describe the techniques of management analysis			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
14	L 14	II	Management and transactional analysis	Transactional	students will understand	Live project		E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom presentatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
15	L 15	II	Social intelligence	Transactional	student will be able to describe the techniques of transactional analysis			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
16	L 16	II	Johari window	Social Intelligence	Students will be able to understand components of marketing mix			E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
17	L 17	II	Conflict management	Johari window	Students will be able to comprehend	Detailed discussion on each qu		E-Book/Online research papers	CO2	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
18	L 18	II	Conflict management	Conflict Management	Students will be able to understand techniques to overcome	Brainstorming		E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
19	L 19	II	Conflict management	Relationship	Students will be able to understand	two way communication		E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
20	L 20	II	Exercise on relationship management	Active listening	Student will be able to develop good listening skills		Lecture, Stimulate	E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
21	L 21	II	Active listening	Test	Student will be able to hands-on session			E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
22	L 22	III	Campus to Corporate: Success at group discussion	Revision	Student will be able to recapitulate all concepts	Case study		E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
23	L 23	III	Campus to Corporate: Success at group discussion	Group Discussion	Student will be able to understand need and importance of group			E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
24	L 24	III	Campus to Corporate: Success at group discussion	Determinant	Student will be able to identify factors	Doubts clearing session	Lecture, Stimulate	E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
25	L 25	III	Resume writing	Resume writ	Students will be able to create their resume			E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
26	L 26	III	Feedback on resumes	Feedback	students will be able to know how collect feedback			E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
27	L 27	III	Success in personal interviews	Personal Inter	Student will be able to learn how to conduct an interview			E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
28	L 28	III	Success in personal interviews	Success in pe	Student will be able to understand determinants of suc		Group Discu	E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
29	L 29	III	Success in personal interviews	public speak	Student will be able to understand session with live example		Lecture, Stimulate	E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
30	L 30	III	Public speaking	Extempore	Students will be able to comprehend	Doubts clearing session		E-Book/Online research papers	CO3	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
31	L 31	III	Public speaking	Life skills	Students will be able to develop communication, cooper		Brainstorming	E-Book/Online research papers	CO3, CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
32	L 32	III	Extempore	Quiz	Student will be able to			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
33	L 33	III	Job Readiness: Introduction to analytics using spreadsheet	Doubt clearing	Students will be able to understand analytics			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Assignment 2	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
34	L 34	IV	Job Readiness: Introduction to analytics using spreadsheet	Introduction to analytics	Students will be able to undertake analytics using spreadsheet			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
35	L 35	IV	Job Readiness: Introduction to analytics using spreadsheet	Analytics using	Students will be able to undertake analytics using spreadsheet			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
36	L 36	IV	Introduction to Data Visualization	Introduction to data	Student will be able to understand the different methods of data vis	Practical demonstration	Case study	E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
37	L 37	IV	Introduction to Data Visualization	Methods of data	Students will be able to understand the different methods of data vis			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
38	L 38	IV	Introduction to Data Visualization	Simulation	Students will be able to			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
39	L 39	IV	Simulation exercises through online platforms	Simulation exercises	Students will be able to understand online platforms			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
40	L 40	IV	Simulation exercises through online platforms	Dream job analysis	Students will be able to comprehend dream job analysis		Lecture, Stimulate	E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
41	L 41	IV	Simulation exercises through online platforms	Techniques of dream	Student will be able to understand	Doubts clearing session		E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
42	L 42	IV	Dream job analysis	Test	Student will be able to hands-on session			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
43	L 43	IV	Revision	Revision	Students will be able to recapitulate all concepts			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
44	L 44	IV	Revision	Revision	Students will be able to recapitulate all concepts			E-Book/Online research papers	CO4	PPPT/Notes	Watkar, Alka. Life Skills for Success.	Classroom Observatio	Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
45	L 45	IV	Previous Years Question Paper Discussion										

**Suggested Readings: (All Latest Editions)**

1. Watkar, Alka. Life Skills for Success. Sage Publications
2. Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
3. Daniel, K. Thinking, Fast and Slow, Penguin Psychology.
4. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change, Simon and Schuster.
5. Berne, E. Games people play: The basic handbook of transactional analysis. Tantor eBooks.
6. Narayana, D., Ranjan, S., & Tyagi, N. Basic Computational Techniques for Data Analysis: An Exploration in MS Excel. Sage Publications.

<b>Name of Faculty:</b>	15	<b>1 Credit (Theory):</b>	15 hrs. in a sem	<b>1 Credit (Practical):</b>	30 hrs. in a sem
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Sl.No.	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits	Div-A (Ist)	Div-B (Ist)	Div-A (IInd)	Div-B (IInd)
1	FIRST	MS 101	Management Process and Organizational Behavior	Core/Open Elective	3	-	3	Dr. Manali Takkar			
2	FIRST	MS 103	Quantitative Techniques	Core	3	-	3	Dr. Sandeep Kumar			
3	FIRST	MS 105	Managerial Economics	Core	3	-	3	Dr. Chaitali			
4	FIRST	MS 107	Accounting for Management	Core	3	-	3	Dr. Reema Sharma			
5	FIRST	MS 109	Information Technology Management	Skill Enhancement	3	-	3	Dr. Deepak Sonkar			
6	FIRST	MS 111	Marketing Management	Core/Open Elective	3	-	3	Mr. Rahul Tripathi			
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3	Ms. Keenika Arora			
8	FIRST	MS 115	Legal Aspects of Business	Core/Open Elective	3	-	3	Dr. Ajay Kumar			
9	FIRST	MS 117	Information Technology Management Lab	Skill Enhancement	-	2	1	Dr. Deepak Sonkar			
			<b>Total</b>		<b>23</b>		<b>25</b>				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
10	SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3			Dr. MN Jha	
11	SECOND	MS 104	Financial Management	Core	3	-	3	Dr. Reema Sharma			
12	SECOND	MS 106	Business Research	Core	3	-	3	Dr. Sandeep Kumar			
13	SECOND	MS 108	Sustainable Operations Management	Core/Open Elective	3	-	3	Dr. Rajesh Bajaj			
14	SECOND	MS 110	Management of Information Systems	Core	3	-	3			Abhishek K. Updhayay	
15	SECOND	MS 112	Human Resources Management	Core/Open Elective	3	-	3	Ms. Keenika Arora			
16	SECOND	MS 114	Minor Project	Ability Enhancement	-	-	4	Dr. Reema Sharma			
17	SECOND	MS 116	Professional Skill Development (NUES)	Skill Enhancement	2	1	3	Ms. Keenika Arora			
18	SECOND	MS 118	MOOC/Open Elective*	Ability Enhancement	3	-	3				
			<b>Total</b>		<b>23</b>		<b>28</b>				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
19	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4				
20	THIRD	MS 203	Management of International Business	Core	3	-	3	Ms. Megha Sharma			
21	THIRD	MS 205	Managing E-Business	Core	3	-	3	Ms. Sania			
22	THIRD	MS 207	Entrepreneurship Development & Startup	Core/Open Elective	3	-	3	Dr. Rubeena Bano			
23	THIRD	MS 209	Strategic Management	Core	3	-	3				
24	THIRD	MS 211	Business Analytics	Skill Enhancement	2	-	2				
			Specialization I								
			Elective-I	Discipline Specific Electives	3	-	3				
			Elective-II	Discipline Specific Electives	3	-	3				
			Specialization II								
			Elective-I	Discipline Specific Electives	3	-	3				
			Elective-II	Discipline Specific Electives	3	-	3				
25	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3				
26	THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1				
			<b>Total</b>		<b>29</b>		<b>34</b>				
			<b>ELECTIVES-I AND II</b>								
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
27	Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3	-	3				
28	Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3				
29	Marketing	MS-217	Services Marketing	Discipline Specific Electives	3	-	3				
30	Marketing	MS-219	Customer Relationship Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
31	Finance	MS-221	International Financial Management	Discipline Specific Electives	3	-	3				
32	Finance	MS-223	Financial Markets and Institutions	Discipline Specific Electives	3	-	3				
33	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3	-	3				
34	Finance	MS-227	Financial Econometric	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
35	HR	MS-229	Management of Training, Learning and Development	Discipline Specific Electives	3	-	3				
36	HR	MS-231	Managing Industrial Relations	Discipline Specific Electives	3	-	3	NA			
37	HR	MS-233	Talent Management	Discipline Specific Electives	3	-	3	NA			
38	HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
39	IT	MS-237	Digitalization and E-Governance	Discipline Specific Electives	3	-	3				
40	IT	MS-239	Artificial Intelligence & Machine Learning	Discipline Specific Electives	3	-	3				
41	IT	MS-241	Database Management Systems	Discipline Specific Electives	3	-	3				
42	IT	MS-243	Database Management Systems Lab	Discipline Specific Electives	3	-	3				
43	IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
44	International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3	-	3				
45	International Business	MS-249	Export, Import Policies, Procedure s, and Documentation	Discipline Specific Electives	3	-	3				
46	International Business	MS-251	International Financial Management	Discipline Specific Electives	3	-	3				
47	International Business	MS-253	International Business Negotiation	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
48	Operations & Analytics	MS-255	Enterprise Systems	Discipline Specific Electives	3	-	3				
49	Operations & Analytics	MS-257	Operations Strategy	Discipline Specific Electives	3	-	3				
50	Operations & Analytics	MS-259	Logistics and Supply Chain Management	Discipline Specific Electives	3	-	3				
51	Operations & Analytics	MS-261	Predictive Analytics & Big Data	Discipline Specific Electives	3	-	3				
	<b>SEMESTER</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
52	FOURTH	MS 202	Project Dissertation	Ability Enhancement	-	-	6				
53	FOURTH	MS 204	Corporate Social Responsibility, Human Values & Ethics	Ability Enhancement	3	-	3				
			Specialization-I								
			Elective-III	Discipline Specific Electives	3	-	3				
			Elective-IV	Discipline Specific Electives	3	-	3				
			Specialization-II								
			Elective-III	Discipline Specific Electives	3	-	3				
			Elective-IV	Discipline Specific Electives	3	-	3				
			<b>Total</b>		<b>15</b>		<b>21</b>				
			<b>ELECTIVES-III AND IV</b>								
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
54	Marketing	MS-206	Advertising and Brand Management	Discipline Specific Electives	3	-	3				
55	Marketing	MS-208	Digital & Social Media Marketing	Discipline Specific Electives	3	-	3				
56	Marketing	MS-210	Marketing Analytics	Discipline Specific Electives	3	-	3				
57	Marketing	MS-212	Retail Management	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
58	Finance	MS-214	Mergers, Acquisitions and Corporate Restructuring	Discipline Specific Electives	3	-	3				
59	Finance	MS-216	Financial Derivatives	Discipline Specific Electives	3	-	3				
60	Finance	MS-218	Behavioral Finance	Discipline Specific Electives	3	-	3	NA			
61	Finance	MS-220	FinTech	Discipline Specific Electives	3	-	3	NA			
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
62	HR	MS-222	Managing Organizational Development	Discipline Specific Electives	3	-	3	NA			
63	HR	MS-224	Leadership and Teamwork in Blended Organizations	Discipline Specific Electives	3	-	3				
64	HR	MS-226	People Analytics	Discipline Specific Electives	3	-	3				
65	HR	MS-228	Managing Diversity and Inclusion	Discipline Specific Electives	3	-	3	NA			
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
66	IT	MS-230	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3				
67	IT	MS-232	Information Security	Discipline Specific Electives	3	-	3				
68	IT	MS-234	Data Modeling with Python	Discipline Specific Electives	3	-	3				
69	IT	MS-236	Business Intelligence and Applications	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
70	International Business	MS-238	Global Competitiveness	Discipline Specific Electives	3	-	3				
71	International Business	MS-240	WTO and Intellectual Property Rights	Discipline Specific Electives	3	-	3				
72	International Business	MS-242	International Human Resource & Cross Cultural Management	Discipline Specific Electives	3	-	3				
73	International Business	MS-244	International Marketing	Discipline Specific Electives	3	-	3				
	<b>Electives</b>	<b>Code No.</b>	<b>Paper</b>	<b>Type of Course</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>				
74	Operations & Analytics	MS-246	Business Process Management	Discipline Specific Electives	3	-	3				
75	Operations & Analytics	MS-248	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3				
76	Operations & Analytics	MS-250	Project Management	Discipline Specific Electives	3	-	3				
77	Operations & Analytics	MS-252	Supply Chain Analytics	Discipline Specific Electives	3	-	3				
	<b>Note:</b>		<b>Total Credits:108</b>								
				<b>Minimum Credit Required:102</b>							

TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0
Course Code:	101	Course Name:	Management Process & Organizational Behaviour	Type:	Core/Open Elective			Credits	3
Name of Faculty:	Dr. Sandeep Kumar		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem					

Objective: The course is aimed at providing exposure and making the students aware about the role of strategic management in business enterprises and government enterprises.

Course Outcome & Mapping, Course Articulation

				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply skills to project/field/learning skills in the real business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational plans and integrate them effectively and efficiently to achieve the functional goals and the business objectives.	Demonstrate an understanding of decision-making processes at various levels of the organization with respect to strategic management development and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals.	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach, be reflected in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
	CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	3	3	2	1	1	1	1	1	3
	CO2	Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	2	3
	CO3	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	3	3	3	3	3	3	3	3	3	3
	CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational	3	3	3	3	3	3	3	3	3	3

Course Articulation (Average)			3	3	3	3	2	2	2	2	2	
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Addition al Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L1	1	Unit-1: Marketing: Analytics, meaning	Attain basic knowledge of Marketing: Analytics	Casestds	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1	PPT		
2	L2	1	Marketing analytics Scope	Understand fundamental Marketing analytics Scope		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1, CO2	PPT		
3	L3	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1, CO2	PPT		
4	L4	1	Exploratory Analysis	Understand Exploratory Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1, CO2	PPT		
5	L5	1	Descriptive Analysis	Understand Descriptive Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1, CO2			
6	L6	1	Predictive Analytics	Ability to analyze through Predictive Analytics	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO2, CO3			
7	L7	1	Prescriptive Analysis	Ability to analyze through Prescriptive Analysis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
8	L8	1	Use of EXCEL in Data Analytic	Ability to use Use of EXCEL in Data Analytic	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
9	L9	1	Excel for Summarizing Data	Demonstrating Excel for Summarizing Data		Presentation & Class Interaction			CO3,CO4			
10	L10	1	Excel Commands	Demonstrating Excel Commands		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO3,CO4			

11	L11	1	Unit II: Segmentation Analysis	Understand Segmentation Analytics	Case Studies	Program Learning	Define & Evaluate		CO2; CO3			
12	L12	1	Positioning Analysis	Understand Positioning Analysis		Program Learning	Define & Evaluate		CO2; CO3			
13	L13	1	Marketing Mix Analysis	Ability to analyze Marketing Mix	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
14	L14		Customer Analytics	Define Customer Analytics	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
15	L15	2	Benefits from Customer	Apply Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Presentation & Class Interaction			CO3			
16	L16	2	Segmentation analytics	Apply Consumer Behaviour Decision Making Roles and Classification of Buyers in services		Presentation & Class Interaction			CO3			
17	L17	2	Cluster Analytics	Apply Consumer Decision Making, Factors influencing Buyer Behaviour, Search, Experience and Credence Quality in services	Case Studies Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
18	L18	2	Perceptual Mapping	Apply Gronroos Service Quality Model applications on problem solution/situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
19	L19	2	Umbrella Brands	Apply Gronroos Service Quality Model to predict new situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO4			
22	L22	2	Marketing Mix Modelling	Understand and Apply GAP's Model	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO1; CO2			
23	L23	2	Marketing Mix Variables	Demonstrating correct usage of GAP's Model to solve complex problem	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3; CO4			
24	L24	2	Marketing Mix techniques	Understand the importance of Customer Retention, Analyze Customer Switching, Assess and Verify, Complaining and Service Recovery,	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2			
25	L25	3	UNIT 3 Pricing & Customer Journey	Evaluate Service Recovery Strategies, Create Service Guarantee	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO4			
26	L26	2	Goals of Pricing	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO2; CO3			
27	L27	2	Bundling	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue	Individual Partic	Sacrosanct Focus Conte	Brainstroming, Inquiry Based Learning		CO2; CO3			
28	L28	2	Skimming	Revision of previous topics a quick recap		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2; CO3; CO4			



29	L29	3	Revenue Management	Understand and Apply Concept of Service Package, Service Price strategies, Internal Marketing of Services.	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1; CO2		
30	L30	3	Promotions			Presentation & Class Interaction				CO3		
31	L31	3	Customer Journey Mapping	Demonstrating correct usage of the 7 P's framework for Service Marketing		Presentation & Class Interaction				CO3; CO4		
32	L32	3	Customer Loyalty	Understand, Apply and Analyze The Service Product, Design formulate and build New Service Offerings, Service Branding and Positioning		Presentation & Class Interaction				CO1; CO2; CO3		
33	L33	3	Customer Lifetime Value Meaning	To Understand Analyze and Apply the actual procedures, mechanisms and flow of activities by which the service is delivered - the service delivery and operating system		Presentation & Class Interaction				CO1; CO2; CO3		
34	L34	3	Customer Lifetime Value Calculation	Understand, Apply and Analyze Benefits and Key Elements		Presentation & Class Interaction				CO1; CO2; CO3		
35	L35		Unit IV Digital Analytics	Demonstrating Correct Usage of Procedure for Selected Services, Price Terminology Objectives		Presentation & Class Interaction				CO3; CO4		
36	L36	4	Digital Analytics Metrics & Measurement	Demonstrating Correct Usage of Selected Services Pricing Challenges Procedure		Presentation & Class Interaction				CO3; CO4		
37	L37	4	Digital Analytics Measurement	Demonstrating Correct Usage method of Pricing of Services		Debate				CO3; CO4		
38	L38	4	Web Metrics & Importance of Web Metrics	Compare, Analyze and Discriminate between Service Personnel	Case Studies		Define & Evaluation			CO3; CO4		
39	L39	4	SEO & SEM	Ability to Analyze and Evaluate Consumer Role in Place or Distribution Methods of Distribution in Services		Debate	Define & Evaluation			CO3; CO4		
40	L40	4	Social Media Analytics	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Define & Evaluation			CO2; CO3		
41	L41	4	Networks	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Define & Evaluation			CO2; CO3		
42	L42	4	Viral Marketing & Text Mining	Revision of previous topics a quick recap		Brainstorming				CO1; CO2; CO3; CO4		
43	L43	4	Revision	Identify, Apply and Analyze Distribution, Communication & Servicescape			Define & Evaluation			CO3; CO4		
44	L44	4	Discussion of Previous Question Papers	Identify and Apply influence on distribution of Services	Case Studies					CO3; CO4		

45	L45	4	Doubts clearance session	Ability to identify the usage of methods for distribution of services in industries.	Case Studies					CO3; CO4			
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**Suggested Readings  
(Latest Edition)**

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**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONIWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.																					
Programme Code: 039		Programme: MASTER OF BUSINESS ADMINISTRATION (MBA)		Session: 2022-23		L 3		T/P 0		0											
Course Code: MS-202		Course Name: Project Dissertation		Type: Ability Enhancement		Credits 3															
Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem		1 Credit (Practical)= 30 hrs. in a sem																	
Objective: NA																					
Course Outcome & Mapping, Course Articulation																					
				PO1		PO2		PO3		PO4		PO5		PO6		PO7		PO8		PO9	
		Identify and articulate a clear research question or research problem.		3	3	3	3	2	3	3	2	2	2	3	3	3	3	3	3	3	3
		Perform a thorough literature review & formulate a hypothesis.		3	3	3	3	1	2	2	2	2	2	3	3	3	3	3	3	3	3
		Distinguish between different research methodologies and know when to use them.		3	3	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3	3
		Collect pertinent data, analyse it and communicate clearly and effectively the findings and conclusions.		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
		Give recommendations based on research findings in the interest of benefitting industry and society.		3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
Course Articulation (Average)																					
S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment									
1	I		NA																		
2	I																				
3	I																				
4	I																				
5	I																				
6	I																				
7	I																				
8	I																				
9	II																				
10	II																				
11	II																				
12	II																				
13	II																				
14	II																				
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35	III																				
36	IV																				
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39	IV																				
40	IV																				
41	IV																				
42	IV																				
43	IV																				
44	IV																				
45	IV																				

Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.

Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial opportunities and risks.

Prepare business strategies, develop commitment and resources, and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.

Demonstrate an understanding of decision making with respect to resources mobilization and their efficient deployment and use to achieve the set goals.

Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.

Identify and recommend the information technology based interventions to achieve organizational goals.

Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.

Demonstrate effective communication and interpersonal skills as well as leadership skills with and lead teams.

Develop a life-long learning approach manifested in their attitude to learn, unlearn and reform and in their pursuit of personal and social life.

**TECNIA INSTITUTE OF ADVANCED STUDIES**

**GRADE 'A' INSTITUTE**

**COURSE PLAN**

AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	1039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	MIS-204	Course Name:	Corporate Social Responsibility, Human Values & Ethics	Type:							

Objective: The course is aimed at building a perspective necessary for the application of human values and norms in evaluating business decisions taken by a firm. The course will primarily look at recent developments in business in the context of corporate social responsibility paradigm.

Course Outcome & Mapping, Course Articulation	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	Learn the significance of value system and ethical conduct in business				2				
CO2	Examine the association between corporate strategy, Corporate Social Responsibility (CSR) and its influence on stakeholder engagement	3						2	1
CO3	Compare and contrast the multiple international frameworks of CSR and Sustainability.		2	2					3
CO4	Understand the issues that organizational leaders face as they develop their CSR and corporate governance programs			3	2			2	1
CO5	Analyze the impact of CSR implementation on corporate culture, in the realm of sustainable development, innovation, and solutions to business, social and environmental problems.	2				2	1	2	2

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L 1	I	Introduction	Topic	Sessional Outcome	Mapping with CO	Class Material (PPT)	ICT Tools & E-Resources	Keywords			Mode of Assessment
2	L 2	I	Values, Concepts, Types and Formation of Values	Values, Concepts	Students will be able to	CO1	PPT	<a href="https://youtu.be/Sc7yaatM">https://youtu.be/Sc7yaatM</a>	Commercial values,			observation question
3	L 3	I	Business Ethics: Ethical theories	Business Ethics	Students will be able to	CO2	PPT	<a href="https://youtu.be/_sFjCEA">https://youtu.be/_sFjCEA</a>	Honesty, fairness,			Extempore
4	L 4	I	Ethical Decision Making	Ethical theories	Students will understand the	CO2	PPT	<a href="https://youtu.be/7ZonaZod">https://youtu.be/7ZonaZod</a>	rights-based			Extempore
5	L 5	I	Corporate Social responsibility (CSR): A Historical Perspective and emerging theories of CSR	Ethical Decision	Students will understand the	CO2	PPT	<a href="https://youtu.be/c2V5Jf">https://youtu.be/c2V5Jf</a>	The Utilitarian			Assignment 1
6	L 6	I	Corporate Social responsibility (CSR): A Historical Perspective and emerging theories of CSR	Corporate Social	Student can explain the	CO2	PPT	<a href="https://youtu.be/1b0f_s1eh">https://youtu.be/1b0f_s1eh</a>	Environmental			debate
7	L 7	I	CSR and regulatory issues	A Historical Perspective	Student will understand	CO2	PPT	<a href="https://youtu.be/djg88B78b">https://youtu.be/djg88B78b</a>	The Carroll			TUTORIALS
8	L 8	I	Companies Law 2013	CSR and regulatory	Students will be able to	CO4	PPT		theory, the			Extempore
9	L 9	I	Business Responsibility Report (SEBI)	Companies	Student can explain	CO4	PPT		Environmental			Assignment 1
10	L 10	I	NVG Guidelines (Ministry of Corporate Affairs)	Law 2013	Students will be able to discuss	CO4	PPT	<a href="https://youtu.be/1zKFLXulfo">https://youtu.be/1zKFLXulfo</a>	Incorporati on of a			presentatio n
11	L 11	II	Ethical Dilemma, Implications of failed corporate responsibilities	NVG Guidelines	Students will be able to		PPT	<a href="https://youtu.be/YNGvldzEK">https://youtu.be/YNGvldzEK</a>	General disclosures			assignment s
12	L 12	II	Worker rights and health, Human rights	Revision	Students will be assessed on				Re-inforce the			Viva
13	L 13	II	Stockholders Right and Corporate Governance	Group Discussion	Student will be able to clear							Debate
14	L 14	II	Unethical Issues in Sales, Marketing, Advertising and Supply Chain	Problem Solving Session	Students will be able to							observation question
15	L 15	II	Unethical Issues in Sales, Marketing, Advertising and Supply Chain	Implications of failed	Student will be able to	CO5	PPT	<a href="https://youtu.be/12vAXnX9">https://youtu.be/12vAXnX9</a>	Potential loss of			case study
16	L 16	II	Intellectual Property Rights	Worker rights and health, Stockholders	Student will be able to	CO5	PPT		Human rights at			presentatio n
17	L 17	II	Corruption in Business and Administration	Right and	Student will be able to	CO5	PPT		Right of stakeholde			presentatio n
18	L 18	II	Technology and Privacy in the workplace	Unethical Issues in Sales, Intellectual	Student will be able to assess	CO2	PPT	<a href="https://youtu.be/6elyu5Jf">https://youtu.be/6elyu5Jf</a>	False advertising			group discussion
19	L 19	II	Technology and Privacy in the workplace	Property	Student will be able to	CO3	PPT		Copyright infringing			presentatio n
20	L 20	II	Big Data and analytics	Technology	Student will be able to	CO3	PPT		Internet-based			case study
21	L 21	II	Ethical and Regulatory Framework	Big Data and analytics,	Student will be able to	CO3	PPT		Process the			observation question
22	L 22	III	Ethical and Regulatory Framework	Revision	Students will be assessed on	CO3						Viva
23	L 23	III	International Frameworks of CSR and Sustainability	Group Discussion	Student will be able to clear	CO3						role play
24	L 24	III	Global Compact, Caux Round Table	Problem Solving Session	Discuss problems	CO3						observation question
25	L 25	III	OECD Guidelines for Multinational Enterprises	International Frameworks of Global	Student will be able to discuss	CO3	PPT	<a href="https://youtu.be/ydPNC7n1">https://youtu.be/ydPNC7n1</a>	Sustainable			Assignment group
26	L 26	III	GRI, SA8000 Standard	Compact, Caux	Student will be able to assess		PPT		Contribute to			discussion
27	L 27	III	BS/ISO Guideline on CSR Management (ISO-26000)	OECD Guidelines for	Student will be able to		PPT	<a href="https://youtu.be/O4-">https://youtu.be/O4-</a>	Employment and			Class test
28	L 28	III	Social Audit	BS/ISO Guideline on	Student will be able to analyze		PPT		Assist organizatio			PRACTICALS
29	L 29	III	ILO tri-partite declaration of principles on multinational enterprises and social policy	Social Audit	Students will be able to		PPT	<a href="https://youtu.be/WUPlMab">https://youtu.be/WUPlMab</a>	Process of reviewing			observation question
30	L 30	III	ILO tri-partite declaration of principles on multinational enterprises and social policy	ILO tri-partite declaration of	Student will be able to	CO3	PPT		Direct guidance			observation question
31	L 31	III	ILO tri-partite declaration of principles on multinational enterprises and social policy	Revision	Students will be assessed on	CO1						Assignment 2
32	L 32	III	ILO tri-partite declaration of principles on multinational enterprises and social policy	Group Discussion	Student will be able to clear	CO1						Discussion
33	L 33	IV	Sustainable Development	Problem Solving Session	Discuss problems	CO1						observation question
34	L 34	IV	Challenges of Sustainable Development	Sustainable Development	Students will be able to	CO1	PPT		Sustainable			observation question
35	L 35	IV	CSR as a Strategic Business tool for Sustainable development	Challenges of Sustainable	Students will be able to	CO1	PPT		Increasing global			observation question
36	L 36	IV	Kyoto Protocol and Clean Development Mechanism (COM)	CSR as a Strategic	Student will be able to analyze	CO1	PPT	<a href="https://youtu.be/HIO6D5eZ">https://youtu.be/HIO6D5eZ</a>	Integrate social			observation question
37	L 37	IV	Managing Environmental Quality	Kyoto Protocol and Clean	Student will be able to explain		PPT		Environmental issues,			tutorial
38	L 38	IV	Green IT Initiatives	Managing Environmental	Student will be able to		PPT		Social systems of			observation question
39	L 39	IV	Voluntarism, Judicial activism	Green IT initiatives	Students will be able to		PPT		Environment friendly			Assignment
40	L 40	IV	Voluntarism, Judicial activism	Voluntarism	Students will be able to	CO1	PPT		Voluntary action,			observation question
41	L 41	IV	Environmental, Social, and Governance (ESG) analysis	Judicial activism	Students will be able to	CO1	PPT	<a href="https://youtu.be/v8iThiPGR">https://youtu.be/v8iThiPGR</a>	Courts' authority			TUTORIALS
42	L 42	IV	Other emerging trends in Corporate Social Responsibility	Environmental, Social, and	Student will be able to analyze	CO1	PPT		Corporate performan			Assignment

				Emerging trends in Corporate Social Responsibility	Student will be able to evaluate emerging trends in Corporate Social Responsibility	CO1	PPT	<a href="https://youtu.be/DHMP8kalWPU">https://youtu.be/DHMP8kalWPU</a>	Transparency, Knowledge, Sustainability, Globalization, The Failure of the public sector.		PRACTICALS	
43	L 43	IV	Revision									
44	L 44	IV	Revision	Revision	Students will be assessed on the basis of previous lecture's knowledge	CO1					observation, question & answer	
45	L 45	IV	Previous Years Question Paper Discussion	Group Discussion	Students will be able to clear their doubts.	CO1					DEBATE	
				Problem Solving Session	Discuss problems	CO1					observation	

**Suggested Readings: (Latest Editions)**

1. Lawrence, A. T., and Weber, J., Business and society: Stakeholders, Ethics, Public Policy, McGraw-Hill Education.
2. Blowfield, M., & Murray, A., Corporate Responsibility. Oxford University Press
3. Vertigans, S., & Idowu, S. O., Global Challenges to CSR and Sustainable Development Springer International Publishing.
4. Mitra, N., & Schmidpeter, R., Corporate Social Responsibility in Rising Economies. Springer International Publishing.
5. Hartman, L. P. and DesJardins J. & MacDonald C., Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, Mc Graw Hill Education.
6. Manuel G.Velasquez, Business Ethics Concepts and Cases, Pearson Education

<b>Name of Faculty:</b>						1 Credit (Theory)= 15 hrs. in a sem					1 Credit (Practical)= 30 hrs. in a sem	
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Programme Code: 039	Programme: MASTER OF BUSINESS ADMINISTRATION (MBA)	Session: 2022-23	L	3	T/P	0	Credits	3
Course Code: MS-210	Course Name: Marketing Analytics	Type: Discipline Specific Electives						

Objective: This course will provide the students, a solid foundation in marketing analytics so that students can handle a variety of marketing data, build advanced analytical models, and deliver effective visualisation products and reports.

Course Outcome & Mapping, Course Articulation	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	2	2	3	3	2	3	3
CO2	3	3	2	2	3	3	2	3	3
CO3	3	3	3	3	3	3	2	3	3
CO4	3	3	3	3	3	3	2	3	3

S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L 1	I	Introduction	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving & E-Resources	Mapping with CO	Class Material (PPT)	Additional Material	Mode of Assessment
2	L 2	I	Marketing Analytics - meaning and scope)	Unit-1: Marketing	Attain basic knowledge of	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2	PPT		
3	L 3	I	Data for Marketing Analytics	Marketing analytics, Scope Data for	Understand	Individual Participation	Class Interaction	Lecture, Stimulate	CO1, CO2	PPT		
4	L 4	I	Exploratory analysis	Marketing Exploratory Analysis	Understand	Individual Participation	Class Interaction	Stimulate	CO1, CO2	PPT		
5	L 5	I	Descriptive analysis	Marketing Descriptive Analysis	Understand	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO1, CO2			
6	L 6	I	Predictive analysis	Marketing Predictive Analysis	Understand	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO1, CO2			
7	L 7	I	Prescriptive analysis	Marketing Prescriptive Analysis	Ability to analyze through	Live Experimental Application	Group discussion, Buzz Groups	Evaluate	CO2, CO3			
8	L 8	I	Use of Excel for summarising marketing data	Analysis Ability to use	analyze through	Application	Buzz Groups	Evaluate	CO2, CO3			
9	L 9	I	Use of Excel for summarising marketing data	Use of EXCEL in Data Analysis	Ability to use	Live Experimental Application	Live Experimental Application	Evaluate	CO2, CO3			
10	L 10	I	Use of Excel for summarising marketing data	Excel for Summarising	Demonstrating	Application	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
11	L 11	II	Segmentation, Positioning & Marketing Mix	Excel for Summarising	Demonstrating	Application	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
12	L 12	II	Customer analytics	Unit II: Segmentation	Understand	Case Studies	Program Learning	Evaluate	CO2, CO3			
13	L 13	II	Benefits from customer analytics	Segmentation Positioning	Understand	Case Studies	Program Learning	Evaluate	CO2, CO3			
14	L 14	II	Benefits from customer analytics	Analysis	Positioning	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO2, CO3			
15	L 15	II	Segmentation analytics	Marketing Mix Analysis	Ability to analyze	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO2, CO3			
16	L 16	II	Cluster analysis	Customer Analytics	Define	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO2, CO3			
17	L 17	II	Perceptual mapping	Benefits from Customer Analytics	Apply	Case Studies	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
18	L 18	II	Umbrella brands	Segmentation analytics	Segmentation	Case Studies	Class Interaction	Evaluate	CO2, CO3			
19	L 19	II	Multi dimensional scaling	Perceptual Mapping	To discuss & Apply Cluster	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO2, CO3			
20	L 20	II	Marketing Mix Modelling	Umbrella Brands	To Apply	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO1, CO2			
21	L 21	II	Variables and techniques	Multi Dimensional	To discuss & Apply	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO2, CO3			
22	L 22	II	Variables and techniques	Dimensional	Understand	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3, CO4			
23	L 23	III	Pricing & Customer Journey	Marketing Mix Analysis	Understand and	Live Experimental Application	Group discussion, Buzz Groups	Evaluate	CO1, CO2			
24	L 24	III	Goals of Pricing, Bundling	Marketing Mix Variables	Demonstrating correct usage of	Live Experimental Application	Group discussion, Buzz Groups	Evaluate	CO3, CO4			
25	L 25	III	Skimming, revenue management	Marketing Mix techniques	Understand the	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
26	L 26	III	Skimming, revenue management	UNIT 3 Pricing & Customer	To discuss Pricing & Customer	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO1, CO2			
27	L 27	III	Promotions	Goals of Pricing	To discuss Goals of Pricing	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO1, CO2			
28	L 28	III	Customer journey mapping	Bundling	To discuss Bundling	Individual Participation	Sacrosanct Focus Content	Brainstorming, Inquiry Based	CO1, CO2			
29	L 29	III	Customer loyalty	Skimming	To describe Skimming	Individual Participation	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
30	L 30	III	Customer lifetime value- meaning and calculation	Revenue Management	Understand and Apply concept of	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
31	L 31	III	Customer lifetime value- meaning and calculation	Promotions	To describe Promotions	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
32	L 32	III	Customer lifetime value- meaning and calculation	Customer Journey	Understand and	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2, CO3			
33	L 33	IV	Digital Analytics: Metrics and Measurement	Customer Lifetime Value	To Understand, Analyze and	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
34	L 34	IV	Important web metrics	Customer Lifetime Value	To Understand, Analyze and	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
35	L 35	IV	Important web metrics	Unit IV Digital Analytics	To discuss Digital Analytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO1, CO2			
36	L 36	IV	SEO and SEM	Digital Analytics	To Discuss Digital Analytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO3, CO4			
37	L 37	IV	Social Media Analytics	Digital Analytics	To Discuss Digital Analytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO3, CO4			
38	L 38	IV	Social Media Analytics	Digital Analytics Measurement	To Discuss Digital Analytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate	CO3, CO4			
39	L 39	IV	Networks	Web Metrics & Importance of	Compare, Analyze and	Case Studies	Presentation & Class Interaction	Lecture, Stimulate	CO3, CO4			
40	L 40	IV	Viral marketing	SEO & SEM	To Analyze SEO & SEM	Case Studies	Debate	Evaluate	CO1, CO2			
41	L 41	IV	Text Mining	Social Media Networks	To Analyze Social Media Networks	Case Studies	Debate	Evaluate	CO2, CO3			
42	L 42	IV	Text Mining	Networks	To Interpret Networks	Case Studies	Debate	Evaluate	CO1, CO2			
43	L 43	IV	Revision	Viral Marketing & Text Mining	To define Viral Marketing & Text Mining	Case Studies	Debate	Evaluate	CO1, CO2, CO3, CO4			
44	L 44	IV	Revision	Revision	Identify, Apply and Analyze	Case Studies	Debate	Evaluate				
45	L 45	IV	Previous Years Question Paper Discussion	Discussion of Previous Question Papers	Identify and Apply Influence on distribution	Case Studies	Debate	Evaluate				

**Suggested Readings (Latest Editions):**

1. Winston, W.L., Marketing Analytics, Wiley India Pvt Ltd.
2. Gupta, S.,Jathar, A., Marketing Analytics, Wiley India Pvt Ltd.
3. Malty, M.,Gurazaada, P., Marketing Analytics - For Strategic Decision-Making, Oxford University Press.
4. Hemann, C., Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Pearson Education.
5. Halir, J., Harrison, D.E., Aljan, H., Essentials of Marketing Analytics, McGraw Hill Higher Education
6. Mike, G., "Marketing Analytics: A Practical Guide to Real Marketing Science", Kogan Page Publishers

<b>Name of Faculty:</b>				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem			
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Revision	Students will develop more clarity of the subject		Discussion		Discussion	Case Study	CO3, CO4	video clips	<a href="https://www.youtube.com/watch?v=f6j8he4ARg">https://www.youtube.com/watch?v=f6j8he4ARg</a>

Suggested Readings: (Latest Editions)

1. Northouse, P.G. Leadership: Theory and Practice. Sage Publishers
2. Blanchard, K. Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations. Pearson Education
3. Thompson, L.L. Making the Team: A Guide for Managers. Pearson Education
4. Griffith, B.A. & Dunham, E.B. Working in Teams: Moving from High Potential to High Performance. Sage Publications.
5. AIMA. Leaders on Leadership: Insights from Corporate India. Sage Publications
6. Singh, P., Bhandarkar, A. & Rai, S. The Leadership Odyssey: from Darkness to Light. Sage Publications

Name of Faculty:			1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		
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AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI											
Programme Code:	D39	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	HR-226	Course Name:	People Analytics	Type:	Discipline Specific Electives						

**Objective:** The objective of this course is to equip students with the knowledge of people analytics to improve human capital management decisions by applying advanced analytics and Big Data technologies and processes.

**Course Outcome & Mapping, Course Articulation**

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	Secure the right piece of information through analytics and take an informed decision that will benefit organization or business.	3	3	3	3	3	3	3	3	1	1	1
CO2	Develop ability to resourcefully use analytical information to improve the organization and its people	3	3	3	3	3	3	3	3	1	1	1
CO3	Develop a culture and of analytical and critical thinking by applying analytics in the people functions of the organization	3	3	3	3	3	3	3	3	1	1	1
CO4	Effectively measure the success of people activities and processes by overall performance and efficiency generated out of successful implementation of analytics.	3	2	3	3	3	3	3	3	1	1	1

S.No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
1	L 1	I	Understanding the Fundamentals: Why People Analytics?	Topic	Sessional Outcome	Problem Solving	Participative Learning	Experiential Learning	ICT	Mapping with CO1	Mode of Assessment	Mode of Delivery
2	L 2	I	Adoption of Analytics	What is People Analytics?	Students will get the basics	Group Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
3	L 3	I	HR's Contribution to Business Value	Why People Analytics?	This topic covers the	Discussion	Group Discussion	Group Discussion	PPT	CO1	Presentation	Lecturer
4	L 4	I	HR's Contribution to Business Value	Analytics	Students will get the	Group Discussion	Group Discussion	Live Examples	PPT	CO1	Assignment	Lecturer
5	L 5	I	HR Decision Making and Analytics	HR's contribution to	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
6	L 6	I	HR Decision Making and Analytics	Theories of Business Value	Students will get aware	Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
7	L 7	I	HR Business Process and Analytics	HR Decision Making	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
8	L 8	I	HR Business Process and Analytics	Theories of Business Value	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
9	L 9	II	Establishing an Analytics Cultures	HR Business Process and	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
10	L 10	II	Revision	Revision	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO1	Assignment	Lecturer
11	L 11	II	Enable Analytical Thinking	Revision	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
12	L 12	II	Role of Leader in creating analytic culture	Establishing an Analytics Culture	Students will know how to	Discussion	Group Discussion	Case Study	PPT	CO3	Assignment	Lecturer
13	L 13	II	Role of Leader in creating analytic culture	Theories for Analytics Culture	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	class test	Lecturer
14	L 14	II	Overcoming Resistance to People Analytics	Enable Analytics Culture	Students will get the	Discussion	Group Discussion	Case Study	PPT	CO3	class test	Lecturer
15	L 15	II	Overcoming Resistance to People Analytics	Analytical	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Quiz	Lecturer
16	L 16	II	Communicate with Storytelling and Visualization	Role of Leader in creating	Students will get the	Discussion	Group Discussion	Role Play	PPT	CO3	Quiz	Lecturer
17	L 17	III	Communicate with Storytelling and Visualization	Theories of Leadership	Students will learn about	Discussion	Group Discussion	Group Discussion	PPT	CO2	Assignment	Lecturer
18	L 18	III	Understanding Data and Basic Analytic Tools: Know Your Data	Communicate with Storytelling	Students will be learn about	Discussion	Group Discussion	Case Study	PPT	CO2	Assignment	Lecturer
19	L 19	III	A Pragmatic View of Data	Solving Data Quality Challenges	Students will learn about	Discussion	Group Discussion	Group Discussion	PPT	CO2	Assignment	Lecturer
20	L 20	III	Solving Data Quality Challenges	Communicate with Storytelling	Students will learn about	Discussion	Group Discussion	Group Discussion	PPT	CO2	Presentation	Lecturer
21	L 21	III	Data Types and Sources	It's Theories	Students will learn about	Discussion	Group Discussion	Group Discussion	PPT	CO2	Presentation	Lecturer
22	L 22	III	Data Governance	It's Theories	Students will learn about	Discussion	Group Discussion	Group Discussion	PPT	CO2	Presentation	Lecturer
23	L 23	III	Creating HR Dashboards using Microsoft Excel	Revision	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
24	L 24	III	Creating HR Dashboards using Microsoft Excel	Data	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
25	L 25	III	Applying Pivot Tables to HR data	Information and	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
26	L 26	III	Applying Pivot Tables to HR data	Understanding data and basic	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
27	L 27	III	Applying Pivot Tables to HR data	Solving Data Quality	Students will know how to	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
28	L 28	III	Applying Pivot Tables to HR data	Data Types and Sources for	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
29	L 29	IV	Application of Tableau in HR Data Visualization	Applying Pivot Tables to HR	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
30	L 30	IV	Application of Tableau in HR Data Visualization	Staffing HR	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
31	L 31	IV	Analytics in Manpower Planning	Creating HR Dashboards	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
32	L 32	IV	Analytics in Manpower Planning	Application of Tableau in HR Data Visualization	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
33	L 33	IV	Training and Development Analytics	Applying Pivot Tables to HR	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO3	Assignment	Lecturer
34	L 34	IV	Training and Development Analytics	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
35	L 35	IV	Analytics in Performance Management	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
36	L 36	IV	Analytics in Performance Management	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
37	L 37	IV	Engagement Analytics	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
38	L 38	IV	Analytics in Absenteeism	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
39	L 39	IV	Turnover	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
40	L 40	IV	Case Studies on various analytics	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
41	L 41	IV	Case Studies on various analytics	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
42	L 42	IV	Case Studies on various analytics	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
43	L 43	IV	Revision	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
44	L 44	IV	Revision	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
45	L 45	IV	Previous Years Question Paper Discussion	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer
46	L 46	IV	Revision	Analytics in Manpower Planning	Students will get the	Discussion	Group Discussion	Group Discussion	PPT	CO4	Assignment	Lecturer

**Suggested Readings : (Latest Editions)**

1. Bhattacharya, D.K. HR Analytics: Understanding Theories and Applications. Sage
2. Banerjee, P., Pandey, J. & Gupta, M. Practical Applications of HR Analytics: A Step-by-Step Guide. Sage
3. Gueonko, N., Ferrar, J. & Feinzig, S. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance. Pearson
4. Seel, J.C. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration (Paperback). Pearson FT Press



# TECHNOLOGY AND INNOVATION

# TECHNOLOGY AND INNOVATION

- **Managing Technology and Innovation**

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# TECHNOLOGY AND INNOVATION

- Learning ObjectivesLO 1 List the types of processes that spur development of new technologies LO 2 Describe how technologies proceed through a life cycle LO 3 Discuss ways to manage technology for competitive advantage LO 4 Summarize how to assess technology needs
- LO 5 Identify alternative methods of pursuing technological innovationLO 6 Define key roles in managing technologyLO 7 Describe the elements of an innovative organizationLO 8 List characteristics of successful development projects

# TECHNOLOGY AND INNOVATION

- The systematic application of scientific knowledge to a new product, process, or service.
- **Forces Driving Technological Development**  
Must be a need, or demand, for the technology  
Meeting the need must be theoretically possible, and the knowledge to do so must be available from basic science  
Must be able to convert the scientific knowledge into practice in both engineering and economic terms

# TECHNOLOGY AND INNOVATION

- The funding, skilled labor, time, space, and other resources needed to develop the technology must be available. Entrepreneurial initiative is needed to identify and pull all the necessary elements together.



# TECHNOLOGY AND INNOVATION

- **Technology Life Cycle** Technology life cycle

A predictable pattern followed by a technological innovation, from its inception and development to market saturation and replacement.

- **Diffusion of Technological Innovations**

Innovators Early Adopters Early Majority Late Majority Laggards

- **Diffusion of Technological Innovations**

An innovation will spread quickly if it  
Has a great advantage over its predecessor  
Is compatible with existing systems, procedures, infrastructures, and ways of thinking  
Has less rather than greater complexity  
Can be tried and tested easily without significant cost or commitment  
Can be observed and copied easily

# TECHNOLOGY AND INNOVATION

- **Technology Followership**

A manager's decision on when to adopt new technology also depends on the potential benefits of the new technology, as well as the organization's technology skills. Following the technology leader can save development expense.

# TECHNOLOGY AND INNOVATION

- **Assessing Technology Needs**

Technology audit Process of clarifying the key technologies on which an organization depends

# TECHNOLOGY AND INNOVATION

- **Measuring Current Technologies**

Emerging technologies are still under development and thus are unprovedPacing technologies have yet to prove their full value but have the potential to alter the rules of competition by providing significant advantage

# TECHNOLOGY AND INNOVATION

- **Measuring Current Technologies**

Key technologies have proved effective, but they also provide a strategic advantage because not everyone uses them. Base technologies are those that are commonplace in the industry; everyone must have them to be able to operate.

# TECHNOLOGY AND INNOVATION

- **Assessing External Technological Trends**

Benchmarking the process of comparing the organization's practices and technologies with those of other companies

# TECHNOLOGY AND INNOVATION

- **Assessing External Technological Trends**

Scanning focuses on what can be done and what is being developed places greater emphasis on identifying and monitoring the sources of new technologies for an industry

# TECHNOLOGY AND INNOVATION

- **Key Factors to Consider in Technology Decisions**

Anticipated market receptiveness  
Technology feasibility  
Economic viability  
Anticipated competency  
development  
Organizational suitability



# TECHNOLOGY AND INNOVATION

- **Sourcing and Acquiring New Technologies**

Make-or-buy decision The question an organization asks itself about whether to acquire new technology from an outside source or develop it itself.

# TECHNOLOGY AND INNOVATION

- **Sourcing and Acquiring New Technologies**

Internal development Purchase Contracted development Licensing Technology trading Research partnerships and joint ventures Acquisition of the owner of the technology

# TECHNOLOGY AND INNOVATION

- **Sourcing and Acquiring New Technologies**

Managers should ask the following basic questions: Is it important (and possible) in terms of competitive advantage that the technology remain proprietary? Are the time, skills, and resources for internal development available? Is the technology readily available outside the company?

# TECHNOLOGY AND INNOVATION

- **Technology and Managerial Roles**

Chief information officer (CIO) executive in charge of information technology strategy and development. coordinate the technological efforts of the various business units identify ways that technology can support the company's strategy supervise new-technology development

# TECHNOLOGY AND INNOVATION

- **Technology and Managerial Roles**

Technical innovator A person who develops a new technology or has the key skills to install and operate the

technology  
Product champion A person who promotes a new technology throughout the organization in an effort to obtain acceptance of and support for it.

# TECHNOLOGY AND INNOVATION

- **Technology and Managerial Roles**

Executive champion An executive who supports a new technology and protects the product champion of the innovation.

- **Organizing for Innovation**

Unleashing creativity involves encouraging creativity and celebrating failure Bureaucracy busting is necessary because bureaucracy is the enemy of innovation

# TECHNOLOGY AND INNOVATION

- **3M's Rules for an Innovative Culture**
- **Organizing for Innovation**  
Development project A focused organizational effort to create a new product or process via technological advances
- **Organizing for Innovation**  
Sociotechnical systems An approach to job design that attempts to redesign tasks to optimize operation of a new technology while preserving employees' interpersonal relationships and other human aspects of the work

Financial Management

# INTRODUCTION TO FINANCIAL MANAGEMENT



# Types of Business Firms



Sole Proprietorship Firm



Partnership firm



Corporation



# Meaning and Scope of Finance

- Finance means funds required for operation of a business.
- Three main activities of a firm are finance, production and marketing.
- Finance activity is all pervasive.
- Besides the basic functions of procurement of funds, deployment of funds and distribution of dividend, the finance activity also involves interacting with other functions.

# Accounting Vs Finance



Finance deals with money related decision making mainly with respect to procurement of funds, deployment of funds and dividend decisions.



Accounting deals with recording the transactions, report making and analysis of the financial decisions made in the past.

# Real and Financial Assets



Real assets include tangible real assets like land, buildings, plant, machinery, office, furniture, computers, etc., and intangible assets like knowledge, designs, technology collaboration agreements, patents, copyrights etc.

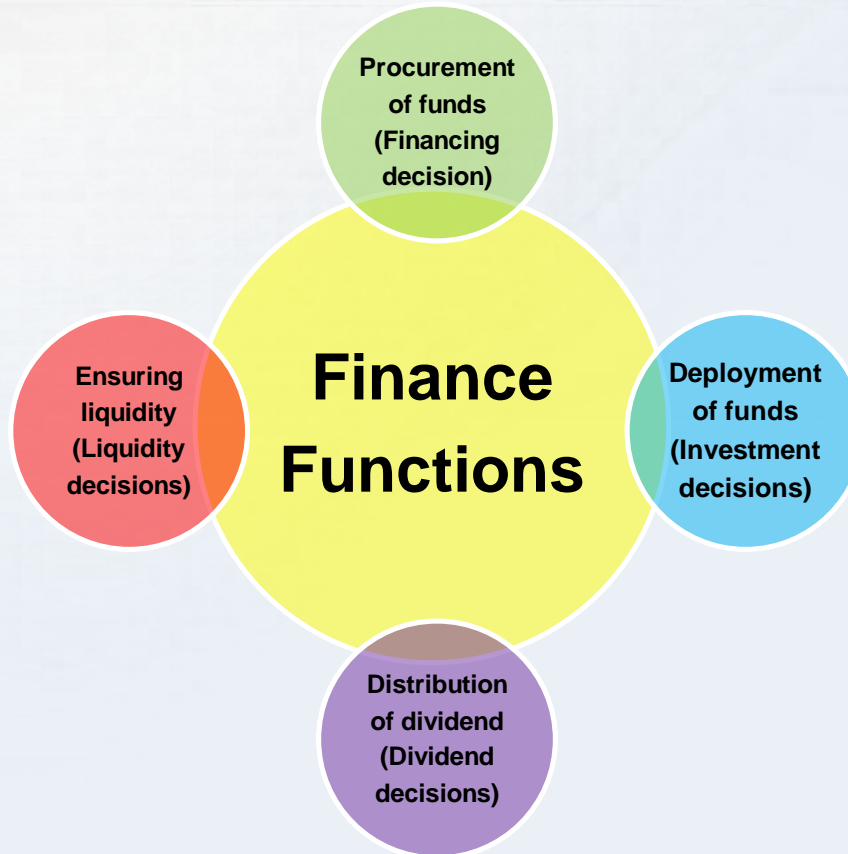


Financial assets are securities or instruments like shares, bonds, debentures, etc. These securities are issued by the firm to investors to raise funds, and the securities are traded in the capital markets, i.e., stock exchanges.

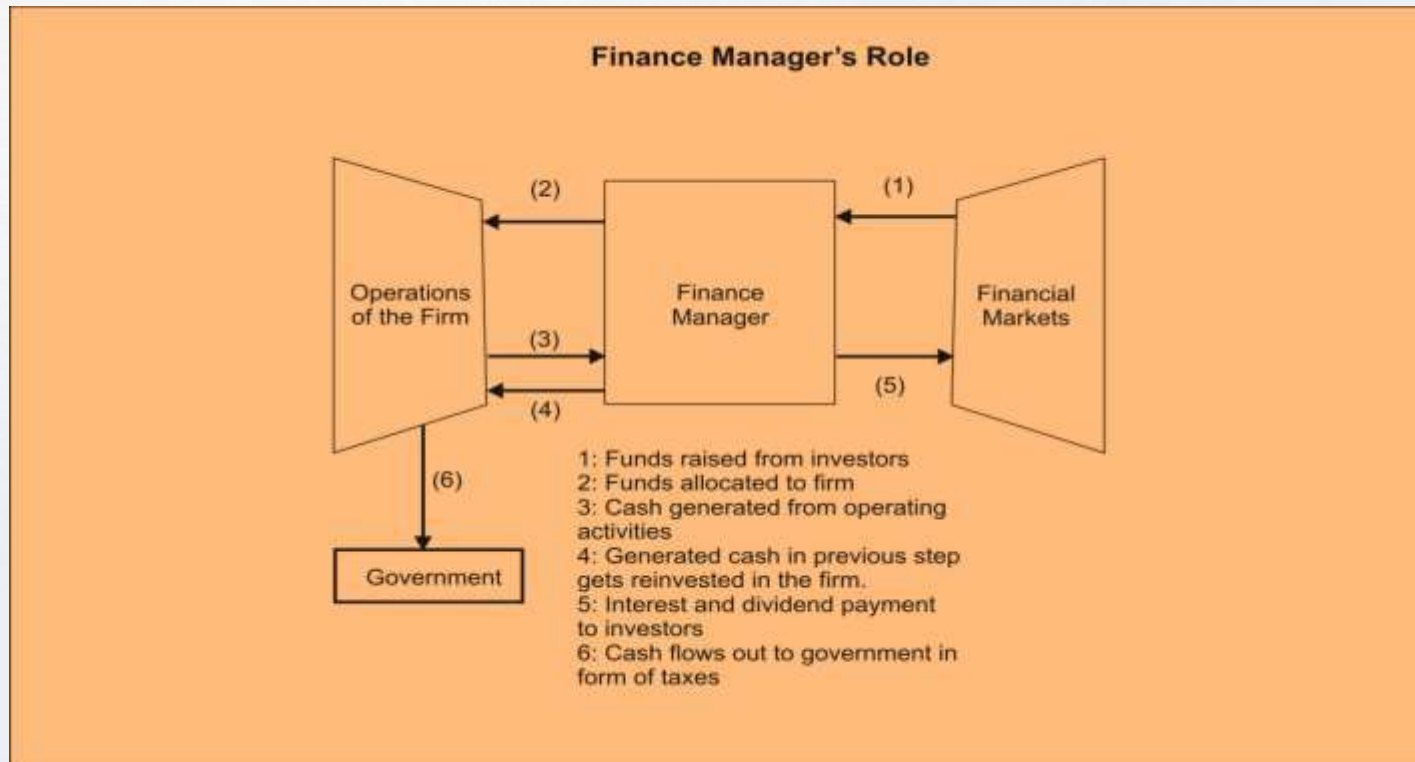
# Finance Functions

- Finance functions and all other management functions are very closely interlinked.
- Finance function has to assess the various requirements and priorities the allocation of funds depending upon the available resources
- Strategies of production, marketing, research and development, human resources etc., are to be aligned to the funds positions and financial policy of the firm.

# Role of Finance Function



# Functions of Finance Manager



# Profit Vs Shareholders' Wealth

- Two very important concepts which indicate the well being of shareholders are the profitability of the firm and the wealth of shareholders.
- Profits are determined by Profit and Loss account statement of the firm for different accounting periods and shareholders' wealth is represented by the market price of equity shares of the firm.
- It has now been well established by the experts that maximisation of shareholders' wealth is a superior aim of the organisation.



# Measuring Shareholders' Value Creation

- Two methods commonly employed for measuring the value added are:

## Economic value added (EVA)

- EVA is a concept which compares return on capital employed with opportunity cost of capital of the firm.
- $EVA = \text{Net Operating Profit after Tax} - \text{Cost of Capital Employed}$

## Market value added (MVA)

- This concept is based on comparing the market value of the securities (equity and debt together) with the funds that have been invested in the firm.
- If the figure is positive, it would mean value has been created.

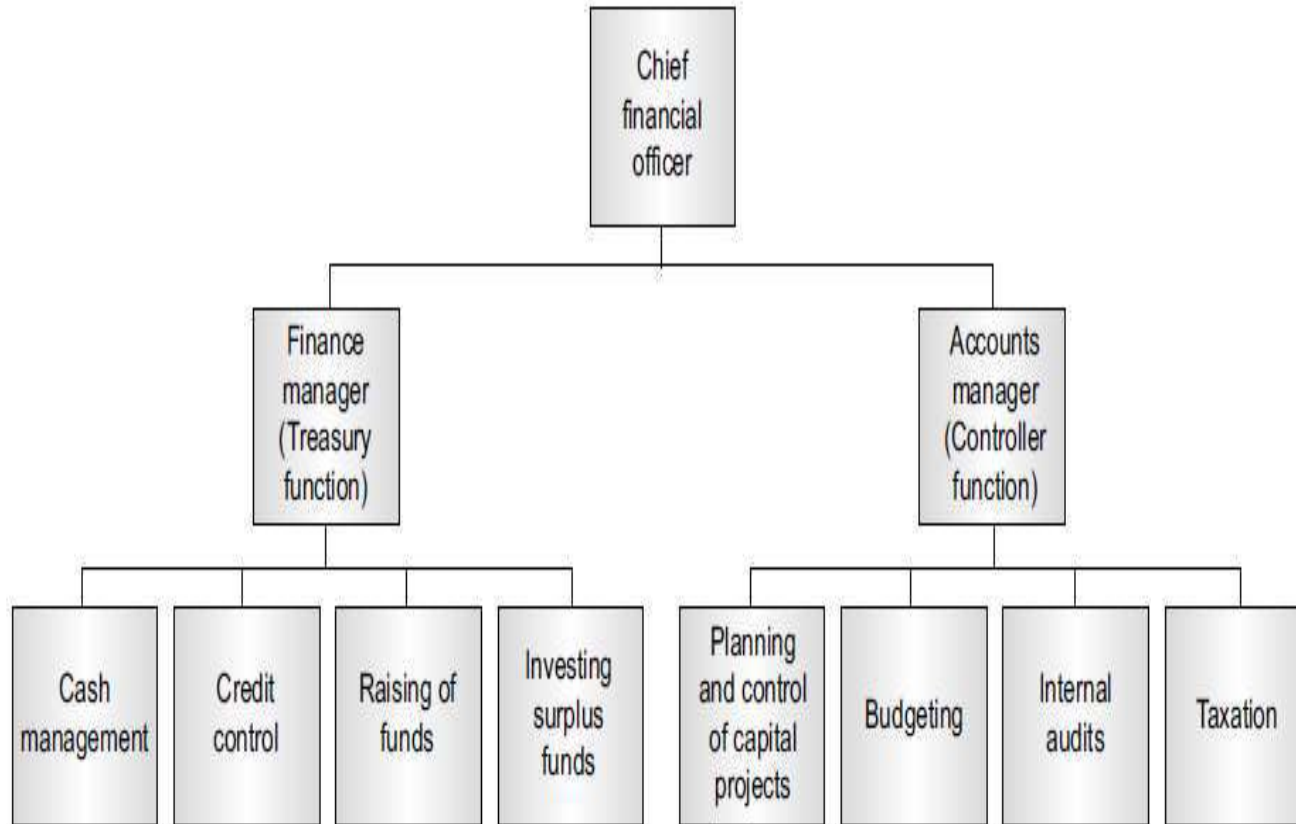
# Agency Issue

- Agency refers to a system where management of the firm is assigned by shareholders to its agents.
- When managers take all decisions for the firm, there is a possibility that their actions may not truly reflect the best interest of the shareholders.
- It is normal to believe that the managers would take undue benefit for themselves and the shareholders would need to continuously monitor and control managers' actions and decisions, this is really not required.
- The conflict of interest between managers and shareholders is generally referred as agency problem.

# Firm's Vision, Mission, Values and Financial Goal

- Vision, as the word indicates is the general business philosophy and long term guidance for the firm.
- Mission are the concrete plans in the medium term indicating areas of activity which the firm would attempt to undertake, and associated milestones.
- Values are the code of conduct which will guide all actions of the firm.

# Role of CFO as Controller





**Thank You**

# TIME VALUE OF MONEY

# Rationale (Basis of Time Value of Money)

- Value of money at different times is different.
- Theoretically, the value of money can change in both ways, i.e. increase or decrease with time
- In real life it is found that the value of money invariably diminishes with time.
- The declining value of money is commonly denoted by the term “inflation”.

# Reasons for Declining Value of Money with Time

- More the money available in the system less will be its value and vice versa.
- More money starts flowing within the system, the value of money will reduce.
- If the developmental projects funded by the additional printed currency are highly efficient and productive, then the effect on inflation will be less and the value of money may not decline much.
- If the production of goods and services is less than its requirement value of money may reduce.
- For individuals the value of money today is more than the value of money in future.



# Important Basic Concepts to Solve Time Value of Money Problems

Important concepts to solve time value of money problems are the required rate of return and time line

## Required Rate of Return:

- The required rate of return or the interest to be earned is the percentage return which the firm must get on all its investments.

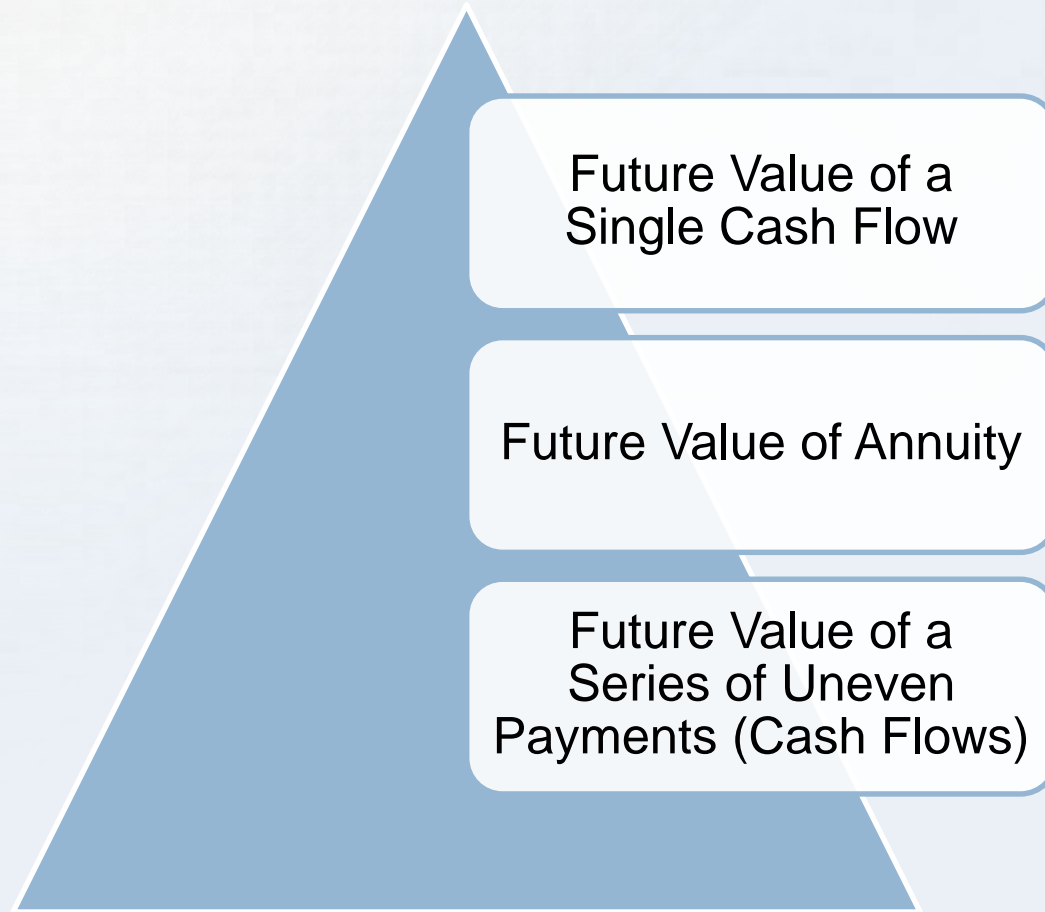
## Time Line:

- A graphical depiction of the cash flows while solving a “time value of money problem” is known as time line.

# Future Value: Compounding

- If you have ₹100 today, you will invest it, earn interest on it, and hence end up having more money than ₹100 in future.
- When the present value of money is to be converted to some future time, it is called compounding.
- The value that is obtained in future is known as Future Value.
- The increased amount depends upon the present amount, the rate of return and the compounding period.

# Methods to Work Out Future Value by Compounding



# Future Value Interest Factor (FVIF)

The FVIF are given in Table 1A at the end of the book. We can use the table and easily find the FVIF (8%, 5), by looking for period as 5 years and interest as 8 per cent we get the factor as 1.469.

If we look at the table, the two important interpretations that we can make are as follows:

- As we go across the rows in the table, the interest rate goes on increasing and for same time period, the FVIF also goes on increasing.
- As we move down the columns in the table, the time period goes on increasing and for the same interest rate, the FVIF also goes on increasing.

# Future Value Interest Factor of an Annuity and Sinking Fund

- The term  $\frac{(1+r)^n - 1}{r}$  is the Future Value (Compound Value) interest factor of an annuity, commonly referred as FVIFA or CVFA.
- The FVIFA are given in Table 1B at the end of the book.

## Sinking Fund:

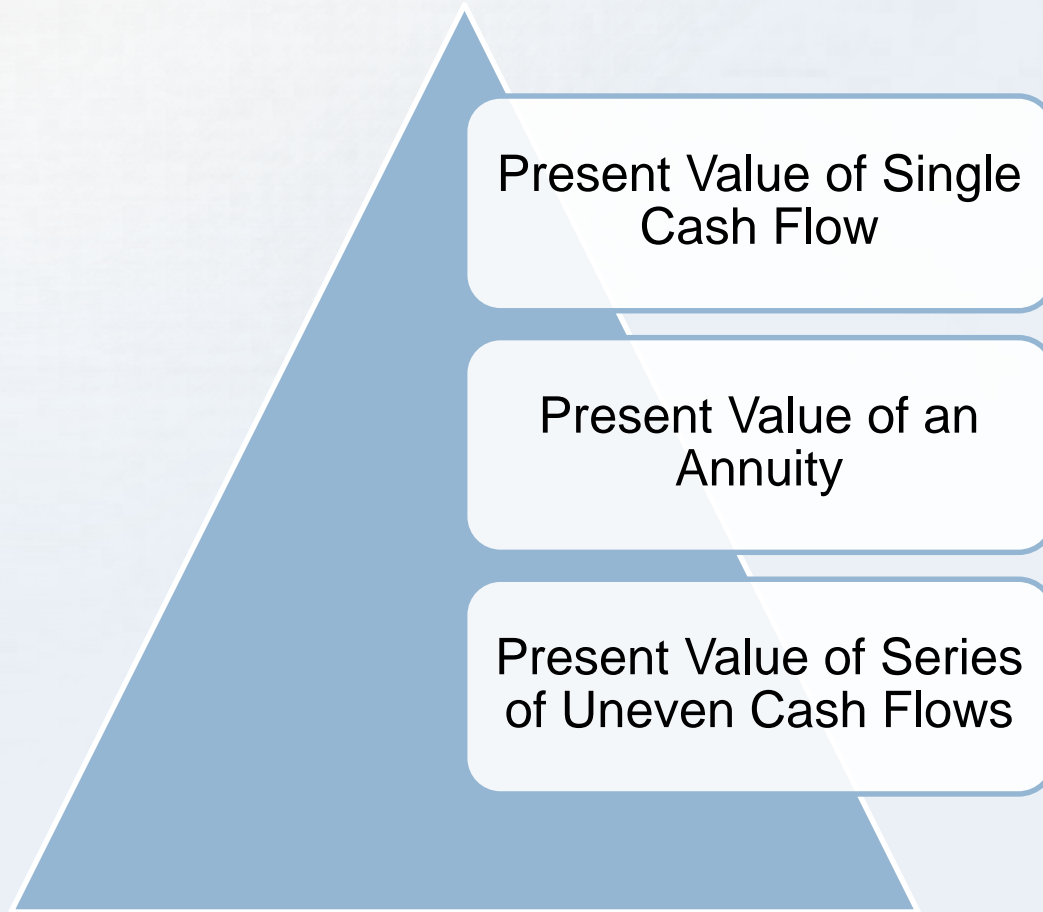
This is generally a large amount which the firm is required to pay on some specified future date.

- Sinking fund factor (SFF) is the reciprocal of future value interest factor of annuity. It ranges between 0 and 1. This factor when multiplied by future value gives the sinking fund annuity.

# Present Value: Discounting

- Present value refers to the amount of money which is equivalent of a certain amount on a future date.
- Discounting is the current equivalent of some future amount of money.
- Present value will always be less than the future value.
- The rate applicable for discounting is commonly known as 'discounting rate', 'cost of capital' or 'opportunity cost'.

# Methods to Work Out Future Value by Discounting



# Present Value Interest Factor (PVIF)

Present value interest factors are given in Table 2A.

If we look at the table, the two important interpretations that we can make are:

- As we go across the rows, the interest rate goes on increasing and for the same time period, the PVIF goes on decreasing.
- As we move down the columns, the time period goes on increasing and for the same interest rate, the PVIF goes on decreasing.



# Present Value Interest Factor of an Annuity and Capital Recovery

- The term,  $\left\{ \frac{1}{r} - \frac{1}{r * (1 + r)^n} \right\}$

is present value interest factor of annuity of 1, which we call PVIFA

- The annuity of an investment made today at a given rate of interest and for a specified period is known as capital recovery.
- A Capital Recovery Factor (CRF) basically converts a present value into a stream of equal annual payments at a specified interest over a specified period of time.

# Examples of Annuity

Few Other examples of annuity include:

- Equated Monthly Instalments (EMIs)
- Pension Annuity
- Present Value of Future Perpetuities (Perpetual Annuities)

# Present Value of Growing Annuity and Growing Perpetuity

Present Value of Growing Annuity can be calculated using the formula given below:

$$PV = \frac{A}{r - g} \left\{ 1 - \left( \frac{1 + g}{1 + r} \right)^n \right\}$$

Present Value of Growing Perpetuity can be calculated using the formula given below:

$$PV = \frac{A}{r - g}$$

Where,

PV = Present Value, A = Annuity, g = Growth rate, r = Discount rate

# Value of Annuity Due

- There are many situations in business and personal life of individuals when payments are made at the beginning of the period.
- Annuity due refers to a series of payments for a given duration, occurring at the beginning of each period.
- When the cash flows take place at the beginning of each period, we work out the future value of such annuity due.
- When payments are made on the first day of each period and each payment is converted to its equivalent present value using discount rate, the sum of all such values is called present value of annuity due.

# Continuous Compounding and Discounting

- In continuous compounding, very short periods of time are considered and compounding takes place regularly.
- **Continuous Compounding:**

$$\text{Future value (F)} = P * e^{r * n}$$

- In continuous discounting also very short periods of time are taken into consideration and discounting is happening every elemental time.
- **Continuous Discounting:**

$$\text{Present value} = P = \frac{F}{e^{r * n}}$$

# Rule of 72

- For determining the time to double your money, you can use the Rule of “72”
- According to this Rule, simply divide 72 by the interest rate (in per cent form) and you can calculate the time.
- i.e., Doubling Period =  $\frac{72}{\text{Interest rate (i)}}$



**Thank You**

# **PRODUCTION AND OPERATION MANAGEMENT**



# Introduction

Production/operations management is the process, which combines and transforms various resources used in the production/operations subsystem of the organization into value added product/services in a controlled manner as per the policies of the organization. Therefore, it is that part of an organization, which is concerned with the transformation of a range of inputs into the required (products/services) having the requisite quality level.

# Evolution

1. Manufacturing Management (1776-1930)
  - Division of Labour – Adam Smith – 1776
  - Specialization of job assignment- Charles Babbage – 1832
  - Time and Motion Study – F. W. Taylor - 1900
2. Production management (1930- 1950)
  - Inventory Control – F. W. Harris
  - Human Relation – Elton Mayo
  - SQC- Statistical Quality Control - Walter
3. Production / Operation Management (1950- 1970)
  - Operation Research
  - Application Mathematical
  - Digital Computer
4. Operation Management (1970- onwards)
  - Scheduling, Control
  - MRP- Material Requirement Planning
  - Material Management waste control
  - JIT- Just in Time

# Historical Evolution of Production and Operations Management

Date	Contribution	Contributor
1776	Specialization of labour in manufacturing	Adam Smith
1799	Interchangeable parts, cost accounting	Eli Whitney and others
1832	Division of labour by skill; assignment of jobs by skill; basics of time study	Charles Babbage
1900	Scientific management time study and work study developed; dividing planning and doing of work	Frederick W. Taylor
1900	Motion of study of jobs	Frank B. Gilbreth
1901	Scheduling techniques for employees, machines jobs in manufacturing	Henry L. Gantt
1915	Economic lot sizes for inventory control	F. W. Harris

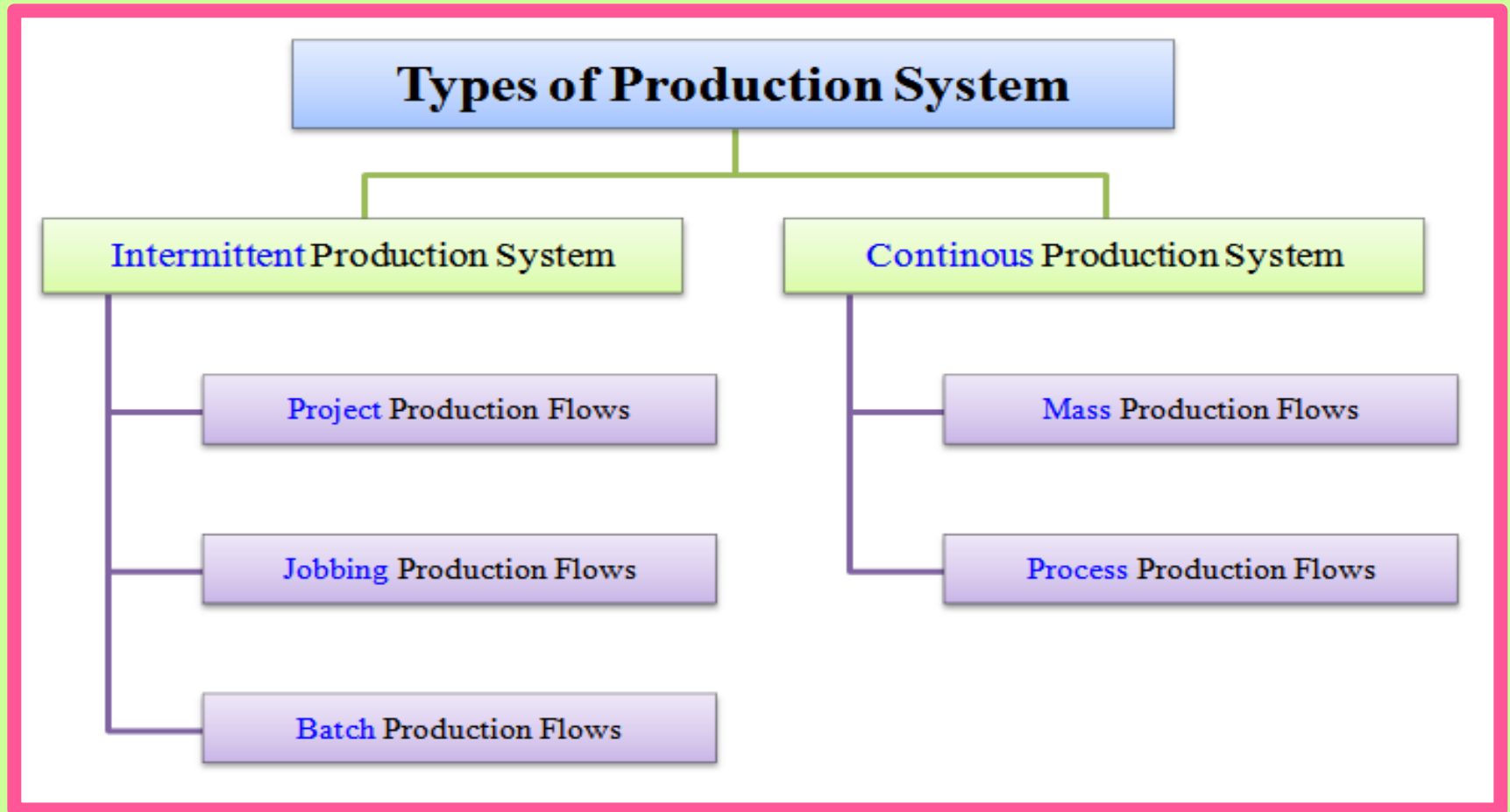
<b>Date</b>	<b>Contribution</b>	<b>Contributor</b>
1927	Human relations; the Hawthorne studies	Elton Mayo
1931	Statistical inference applied to product quality: quality control charts	W. A. Shewart
1935	Statistical sampling applied to quality control: inspection sampling plans	H. F. Dodge and H. G. Roming
1940	Operations research applications in World War II	P. M. Blacker and Others.
1946	Digital Computer	John Mauchlly and J. P. Eckert
1947	Linear Programming	G. B. Dantzig, William & others.
1950	Mathematical programming, on-linear and stochastic processes	A. Charnes, W. W. Cooper & others
1951	Commercial digital computer: large-scale computations available.	Sperry Univac

<b>Date</b>	<b>Contribution</b>	<b>Contributor</b>
1960	Organizational behaviour: continued study of people at work	L. Cummings, L. Porter
1970	Integrating operations into overall strategy and policy, Computer applications to manufacturing, Scheduling and control, Material requirement planning (MRP)	W. Skinner J. Orlicky and G. Wright
1980	Quality and productivity applications from Japan: robotics, CAD-CAM	W. E. Deming and J. Juran

# Production System

The production system is that activity whereby resources, flowing within a defined system, are combined and transformed in a controlled manner to add value in accordance with the policies communicated by management.

# Types of Production systems



# Production Management

**E.S. Buffa** defines production management as, “**Production management** deals with decision making related to production processes so that the resulting goods or services are produced according to specifications, in the amount and by the schedule demanded and out of minimum cost.” **Production and operation management**

## Objectives of Production Management

The objective of the production management is ‘to produce goods services of right quality and quantity at the right time and right manufacturing cost’.

1. **Right Quality**
2. **Right Quantity**
3. **Right Time**
4. **Right Manufacturing Cost**



# 5 P's of Production Management

*5 P's of Production Management are:*

- 1. Product*
- 2. Plant*
- 3. Programme,*
- 4. Processes*
- 5. People*

# Operations Management

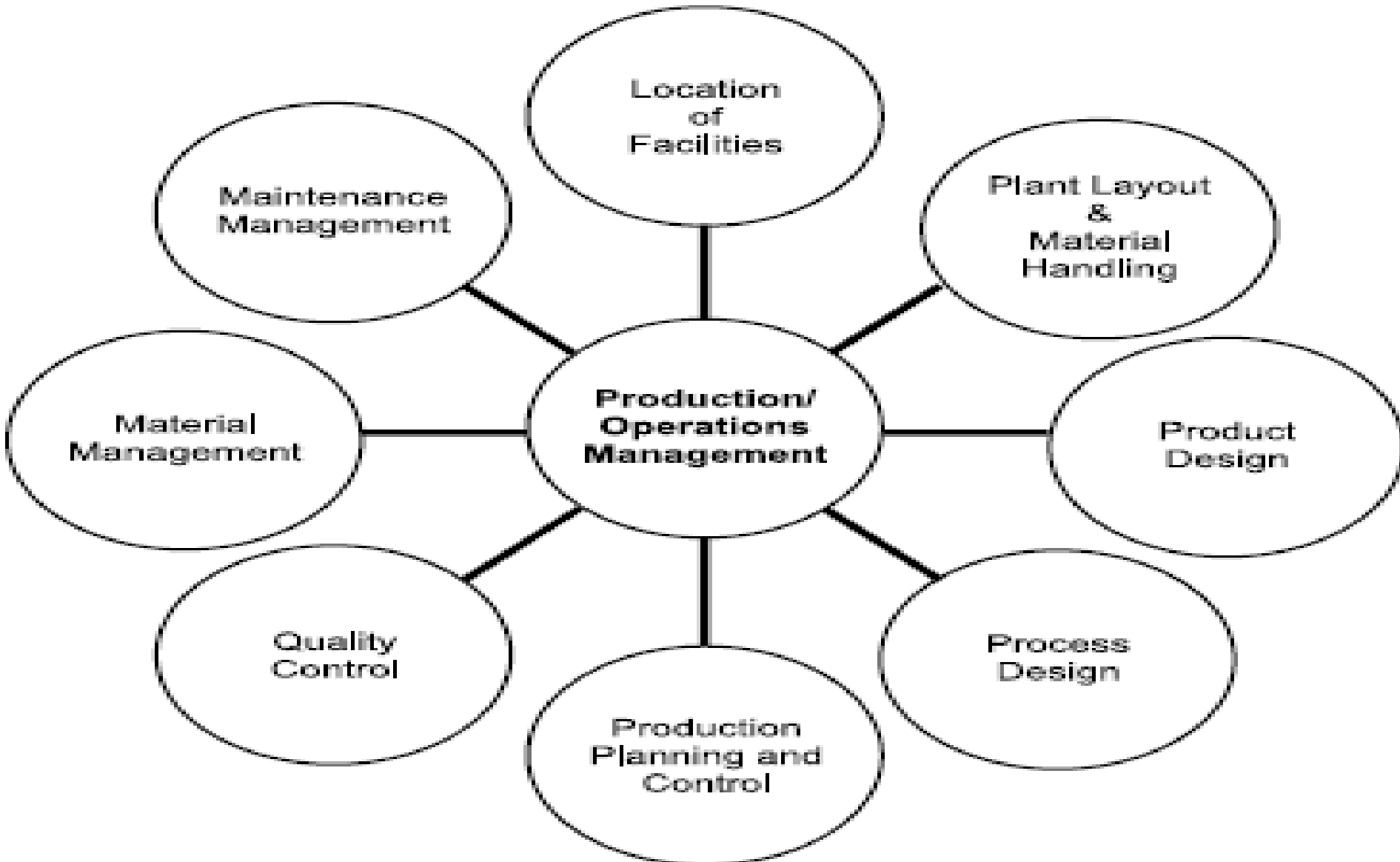
## **A Framework for Managing Operations**

1. Planning
2. Organising
3. Controlling
4. Behaviour

## **Objectives of Operation Management**

1. Customer Service
2. Resource Utilisation

# Scope of Production and Operations Management



# Objectives of Production and Operations Management

- To attain maximum output with lowest cost.
- To control pollution and wastage.
- To ensure optimum capacity and resources utilization .
- To ensure quality of products.
- To suggest changes in machinery and equipment.
- To ensure timely delivery of output.
- To maintain inventory.

### Inputs:

- Men
- Materials
- Machines
- Information
- Capital

### Transformation Process:

- Product Design
- Product Planning
- Production Control
- Maintenance

### Outputs:

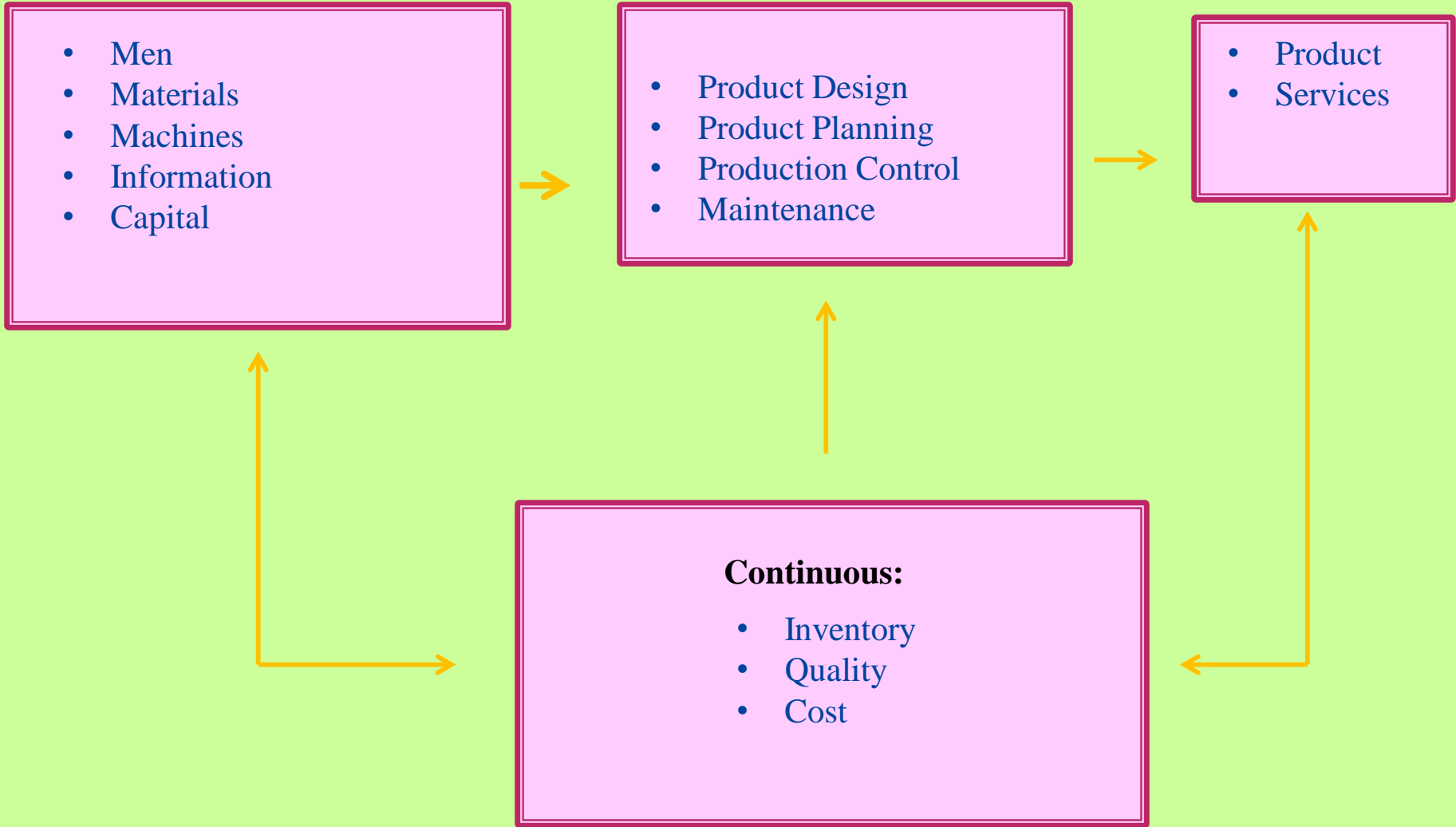
- Product
- Services

### Continuous:

- Inventory
- Quality
- Cost

Environment

Feedback Information



# Relationship with other functional areas

## **Operation Manager:**

- **Planning**
- **Direction**
- **Coordination**
- **Resources**

## **Production Manager:**

- **Accountants**
- **Financial Manager**
- **Marketing Manager**
- **Human Resource Manager**

**THANK YOU**

# Management of Information System



# Management of Information System

- MANAGEMENT INFORMATION SYSTEM  
MIS  
LEVELS OF MANAGEMENT  
Middle management level  
Operational level  
Top management  
Strategic information  
For long term planning  
For making control related decisions  
Tactical information  
For making day to day decisions & short term planning  
Operational information

# Management of Information System

- MIS Information at various level of management. To run the business organization successfully a manager has to work in different functional area of planning, organizing, staffing, directing & controlling. To perform these activities efficiently and effectively he needs information. The specific need varies from level to level. Information can be gathered from internal as well as external environment. Top Level management:- The non programmed (unstructured) decision making process are found here that are required to design and redesign the entire system. The information need of top management from external environment is more. Top management needs information from external environment like economics, political & social aspect etc and on the internal functioning of the organizational subsystem. It needs historical information along with ongoing or current information which is generated through forecast. The information used is futuristic and external in nature. The decision at this level are non-programmed & strategic

# Management of Information System

- **MIS Middle level:-** Middle level is concerned with elaboration ,classification and transformation of organizational goal into action plan and policies .It formulate the operating policies and procedures for the guidance of supervisory staff. It needs the information for short term planning. Information is internal in nature.**Operational level:-** It is concerned with the implementation of operational plan, policies and procedures for converting the inputs to output . Decision are routine in nature and taken by manager and are mostly programmed and function and process at this level are standardized and structured.**Amt of structure:-** means the amount of human judgement and evaluation required in the activity**Structured activities****Unstructured activities**Require little judgement ,evaluation & human creativity**require considerable judgement ,evaluation and human creativity**

# Management of Information System

- **NATURE AND SCOPE OF MIS MANAGEMENT INFORMATION SYSTEM MIS**  
MIS extract the management concept from various disciplines such as accounting, computing, organizations, management and operations to provide management solutions to the organization. This interdisciplinary nature of MIS allow us to consider MIS both as art and science.

# Management of Information System

- **The main task of management are:-**

**MANAGEMENT INFORMATION SYSTEM**  
**MIS**  
**MANAGEMENT:-** Management is the art of getting things done through an individual or group of individuals to achieve the goal and objective of the organization efficiently. The key person involved in the management of an organization is the manager. The main task of management are:-  
**Planning-**It involves establishing organizational goal & developing strategies to achieve goal. It bridges the gap between where we are and where we want to go. Following questions are answered at the time of planning process:-  
What to do? When to do? Who is to do? How is it to be done? Where is it to be done. Why it is to be done?

# Management of Information System

- **MIS**  
**Organizing**:- It refer to grouping of people activities in order to facilitates the achievement of organizational goal. It involves identifying the activities divide them into convenient jobs and delegating the authority to each individual so that the job is carried out as planned.  
**Staffing**:- It is the process of putting the right person at right job. This involves recruitment- defining the requirement for the people with respect to the job to be done, Selection- selecting the right person for the position, Training & development- train them so that they can accomplish their task efficiently and effectively.  
**Directing**:- It is the process of activating the plan , structure and group efforts in the desired direction. It is needed for the implementation of plans by providing the desired leadership,motivation and proper communication.  
**Controlling**:- Evaluating the resources & controlling the organizational resources.  
**INFORMATION**:- It is defined as the data which can be organized and presented so that the decision maker may take necessary action.  
**SYSTEM**:- System can be defined as set of elements joined together for a common objective.

# Management of Information System

- **Fixing the standard for measuring the work performance.**

**MANAGEMENT INFORMATION SYSTEM**  
**MIS Controlling:-** Controlling is the mode of checking the progress of plans and also correcting any deviations that may occur along the way. It involves Fixing the standard for measuring the work performance. Measurement of the actual performance .Comparing the actual with standards & find the deviations. Taking the corrective actions  
**INFORMATION:-** Data is a set of isolated raw facts , figures ,statistics unrelated and uninterpreted . Information is the result of processed data It is defined as the data which can be organized and presented so that the decision maker may take necessary action. This relationship can be explained as follow:-MIS is the acronym of two terms viz Management Information (MI) and system. MI refer to the quality of information in terms of its timeliness, accuracy, completeness ,relevance ,adequacy ,explicitness. Thus MIS provide the information which is required by mgt for decision making.  
processing Data in information

# Management of Information System

- **MISSYSTEM:-** System means an organized relationship among the functioning units or components. System can be defined as set of elements joined together for a common objective. Or System is a group of interrelated components working towards a common goal by accepting input thereby producing output in an organized transformation process. When the feedback and control are attached to any system to make it self-regulating and self monitoring it is known as Cybernetic system. process Input output Input process output feedback



# Management of Information System

- **MI:-Management Information means Information regarding management.**  
MANAGEMENT INFORMATION SYSTEM  
**MI:-Management Information means Information regarding management.**  
**MS:-**  
Management System means basic structure of management like hierarchy  
**IS:** Information system which provides information  
**SM:** System Management means how to manage a system  
**SI:** System Information. information regarding system like what are the different parts of system  
**IM :** Information Management means how to manage a particular information.

# Management of Information System

- MISINFORMATION SYSTEM AT VARIOUS LEVEL OF MANAGEMENT\*Management information system\*Decision support system\*Transaction support system\*Office automation system\*Knowledge work system\*Executive support systemTactical /Management levelTop/Strategic LevelOperational informationESS-Executive support systemMIS-Management information systemDSS-Decision support systemTSS-Transaction support systemOAS-Office automation systemKWS-Knowledge work system

# Management of Information System

- MIS\*Management information system\*Decision support system\*Transaction support system\*Office automation system\*Knowledge work system\*Executive support system  
Tactical /Management levelTop/Strategic LevelOperational information  
ESSMISDSSTSSOASKWSExecutive support System:- Used by top level management to make strategic decision by using internal & external information.  
Decision support system:-It is responsible for taking decision under uncertain conditions .It collect data from MIS ,TPS & external sources to reach at the best alternative.  
Management information system:-It basically deals with internal level information. It retrieve information from TPS & then summarize the information to generate report.  
Knowledge work system:-Used by operational level managers and require technical knowledge and expertise.  
Office Automation system:-It involves storing data, electronic transfer of data & information management of the organization.  
Transactional Processing system:-required at operational level to perform their business operation. Type of TPS areSales marketing system, Manufacturing system, finance system, Human resource system & other systems.

# Management of Information System

- MISQ. What do you understand by MIS? Ans. Management Information system is a well structured method which combine the principles ,theories and practices of management and plays an important role in business organization for planning and decision making process. MIS is an integrated system which collects, maintains, correlates and selectively displays information to meet the specific need of various level of management

# Management of Information System

- MIS According to G.B. Davis:- A management information system is an integrated user machine for providing information , to support the operation management analysis and decision making function. The system uses :- 1) Computer hardware & software 2) Manual procedure 3) Model & analysis, planning ,control and decision making 4) a database.

# Management of Information System

- MIS According to Jarome kanter:- MIS is a system that aid management in making , carrying out and controlling decisions. Here MIS is a system that aid management in performing the job. In other words we can define MIS as a system that consist of people ,equipment, procedure together , sort ,analyze ,evaluate and distribute timely & accurate information to decision maker

# Management of Information System

- **CHARACTERISITICS OF MIS**

**MANAGEMENT INFORMATION SYSTEM**  
**MIS CHARACTERISITICS OF MIS**  
Management Oriented:- MIS is to provide the information support to the management in the organization for decision making. It means that the efforts for the development of the information system should start from an appraisal of management needs and overall business objective. It may be individual or collective goals of the business organization. It serves all the level of management in an organization i.e. Top , Middle and operational level.  
Need based:- MIS design and development should be as per the information need of managers at different level viz Strategic planning level, Management control level and operational level. In other words MIS should cater to the specific needs of managers in an organization hierarchy.

# Management of Information System

- **MIS3. Exception Based:-** MIS should be developed on the exception – based reporting principle ,which means an abnormal situation i.e. the maximum , minimum or expected value vary beyond tolerance limits. In such situation , there should be exception reporting to the decision maker at the required level.**4. Future Oriented:-** Besides exception –based reporting, MIS should also look future . In other words MIS should not merely provide past or historical . Information rather it should provide information on the basis of projection based on which actions may be initiated.**5. Central Database:-** It is the mortar that hold the functional system together. Each system require access to the master file of the data covering inventory , personnel ,vendors, customers etc. If the data is stored efficiently and with the common usage in mind , one master file can provide the data needed by any of the functional system. It seems logical to gather data once, to properly validate it and to place it on a central storage medium that can be accessed by any other system.



# Management of Information System

- MIS6. Sub system concept:- The process of MIS development is quite complex and one is likely to lose insight frequently . Thus the system though viewed as a single entity, must be broken down into digestible sub system.7.Long Term Planning :- MIS is developed over relatively long period. Such system do not develop overnight . A heavy element of planning is involved. The MIS designer must have the future objectives and needs of the company in mind. The designer must avoid the possibility of the system going obsolete before its time.8. Integrated:- It is necessary characteristic of a management information system . Integration is significant because of its ability to produce more meaningful information .Ex. In order to develop an effective production scheduling system , it is necessary to balance such factors as:-a) Set up cost. b)Workforce c) Overtime rates d) Production capacity e) Inventory level f) Capital requirement g) Customer Services.

# Management of Information System

- **FUNCTIONS OF MIS MANAGEMENT INFORMATION SYSTEM MIS** Collecting data  
Processing data Storing information Retrieving information Disseminating information

# Management of Information System

- MIS It is set up by an organization with the primary objective to obtain management information to be used by its managers in decision making. Thus MIS must perform the following in order to meet its objectives.  
**Data Capturing :-** MIS capture data from the various internal and external sources of an organization data. Capturing may be manual or through computer terminals . End users typically ,records data about transactions on same physical medium , such as paper form or enter it directly into a computer system.  
**Processing of Data:-** The captured data is processed to convert it into the required management information . Processing of data is done by such activities as calculating ,comparing ,sorting , classifying and summarizing . These activities organize ,analyse and manipulate data using various statistical ,mathematical ,operations research and /or other business model.  
**Storage of information:-** MIS stores processed or unprocessed data for future use. If any information is not immediately required it is saved as an organizational record. In this activity data and information are retained in an organized manner for later use. Stored data is commonly used into fields , records ,files and databases.

# Management of Information System

- MIS4. Retrieval of information:- MIS retrieve information from its stores as and when required by various users. As per the requirement by various users the retrieval of information is either disseminated as such or it is processed again to meet the exact MI demand.5 . Dissemination of Information:- Information which is finished products of MIS is disseminated to the users in the organization . It could be periodic ,through reports or online through computer terminal.

# Management of Information System

- MISEvolution of MISEarlier one Man showNow GlobalizationIncrease need for InformationWhy MIS is required1. Dynamic and competitive nature of Market2. Globalization of resources3. Increasing complexities of business organization4. Information Revolution

# Management of Information System

- MIS Earlier all business were mostly local and small in operation. A single individual could perform all the functions of its own. MIS operated manually in which human being were major source for providing information . He know how much stock he had , how much surplus he had made etc. But over the year business grew in size and complexities from sole trading to global competition from one or two commodities to several thousand products from localized operations to global competition. Therefore business start growing and along with growth business complexities also increases. Civilized system of state government also require the business of keeping accounts and paying dues to the state. So the chief executive of the firm has to depend upon the reports for information, as it is very difficult to use all the facilities. Here arises the need for full fledged information system that keep him informed of his cooperation activities. So Why MIS is required:- Dynamic and competitive nature of market. Globalization of resources Increasing complexities of business organization The information revolution.

# Management of Information System

- MIS Benefits of management information system:-It provides timely and accurate, scientific, reliable and permanent information. It avoids duplication of efforts. Coordinate the whole organization. It provides the information in form and formats required by the information system. It helps in making the better and scientific decisions by the management. Speed of processing and fast retrieval of data is possible. The scope for the use of information system has expanded information to remote area users

# Management of Information System

- **MIS is not a substitute for effective management.**

MANAGEMENT INFORMATION SYSTEM  
MIS Limitations of MIS:-The quality of the operations of MIS depends on the quality of the input process. MIS is not a substitute for effective management. MIS may not have requisite flexibility to quickly update itself with the changing needs of time .MIS cannot provide tailor-made information packages suitable for the purpose of every type of decision made by executives. MIS takes into account only quantitative factors. It cannot consider the qualitative factors like moral and attitude of managers, which have the major impact on the decision making by the managers. MIS is less useful in non-programmed decisions which are not routine nature. MIS is not useful where secrecy is maintained in disseminating information to their workers. The effectiveness of MIS is also affected or reduced in case of a change in top management ,organizational structure and operational team.



# Management of Information System

- **Transaction Processing system:-**

MANAGEMENT INFORMATION SYSTEMMISTransaction Processing system:-Transaction is any event or activity that affect the organization. The type of transaction varies from organization to organization.But all the firms have to process some type of transaction as a major part of their business activity.The most successful firm carry out the work in an orderly and efficient manner.Transaction processing:- is a set of handling the transactions.TPS can perform the following functions:- Storing transaction data to create file of transaction record.Sorting ,sequencing or arranging records.Merging the content of two or more filesPerforming calculation on the file dataAccumulating amount of develop summary totalStoring data for future use.Retrieving stored dataDisplaying or printing out data and report from the files for use by employees and managersDataProcessing

# Management of Information System

- **MIS Transaction Processing system(TPS):-** It lies at the operational level of management. It is responsible for recording & processing of data resulting from business transaction. It provides the base for MIS,DSS& EIS. It comprises data entry, listing or recording , sorting –merging and updating. It records the transactions in both the way:- Online mode:- Each transaction is recorded at the time of its occurrence. Batch mode:- updating the files periodically. It perform the routine and repetitive type of tasks.

# Management of Information System

- **Comparison of TPS & MIS**

**TPS** Input Transaction/events Output from TPS Processing Data entry, listing, sorting, merging & updating Routine reports, simple models, low level analysis Output Detailed report list, summary transaction Summary & exception report Users Operational personnel, Lower level manager, supervisors Middle level manager Goal Records and process transaction Production of summary & exception reports Decision & support Provide decision support to lower level managers Provide decision supports to tactical level manager

# Management of Information System

- **Decision support system:-**

MANAGEMENT INFORMATION SYSTEM MIS Decision support system:- Decision means to “Cut off” or “Come to a conclusion”. More precisely decision is a course of action consciously selected from available alternatives to achieve the desired course of action. According to Scott Morton:- DSS is an interactive computer based system which help decision maker to utilize data and model to solve unstructured problems. It is an intelligent support system designed to provide information to Top and middle level managers to make decisions that require judgement and intuition. It uses the sophisticated analysis and modeling tools

# Management of Information System

- **Comparison b/w MIS & DSS**

MANAGEMENT INFORMATION SYSTEM  
MIS Comparison b/w MIS & DSS  
MIS DSS  
Input Output of TPS  
Output of TPS & MIS  
Low volume data Processing  
Extraction & manipulation of business data  
Analytical modeling of business data  
Output Periodic, exceptions, demand and past reports and responses  
Interactive queries and responses  
Users Middle level manager  
Top Level manager` Goal  
Production of summary and exception reports  
Ad-hoc query handling  
Decision & support  
Provide information about the performance of the organization  
Provide decision support technique to analyse specific problem /opportunities

# Management of Information System

- **Executive information system:-**

MANAGEMENT INFORMATION SYSTEMMISExecutive information system:-It is hybrid Information system of both MIS & DSS.Purpose of EIS is to provide the Top management with immediate and easy access to information about the firms critical success factors.EIS provide the tailor made information to end user to serve their diverse needs.EIS uses the graphical method to represent the things so it stresses the graphical user interface.It is a user friendly information system that lay emphasis on presentation summary information and integration of internal and external information.ESS also stresses trend analysis and exception reporting.

# Management of Information System

- **Expert System:- MANAGEMENT INFORMATION SYSTEM MIS**

An Expert system is computer based information system in which knowledge is presented data , in which processing of knowledge is directed primarily by computer programs. Artificial intelligence + Information system= Expert system It is the knowledge about a specific area to act as an expert system to the user. It is not the replacement of human being rather they help them in using their expertise more efficiently. It has three components- Knowledge base, the inference engine and user inference. It is used in the field of medicines, physical science and business. Expert system employs human knowledge captured in a computer to solve problem that ordinarily require human expertise. These can be used by Non-experts to improve their problem solving abilities. ES becomes a knowledgeable assistant to human expert . Such system can work better than any single human being.

# Management of Information System

- **Office Automation System (OAS)**

MANAGEMENT INFORMATION SYSTEM MIS Office Automation System (OAS) Office Automation system refers to the use of mechanical, electrical and electronic devices to enhance communication in the workplace and increase the efficiency and productivity of the knowledge workers and clerical workers . Office automation includes:- Work processing:- it is the use of an electronic device that automatically perform many of the tasks necessary to create the written documents such as letters, memos and reports that are directed to the manager. Electronic mail:- electronic mail popularly known as is the use of a networked computer that allows user to send, store and receive messages using the computer terminals and storage devices. It sends mail electronically from one computer to others. Voice mail:- voice mail is just like electronic mail and performs storing ,accessing ,retrieving and distributing messages using the telephone. Electronic calendaring:- it is the use of networked computer to store and retrieve a manager's appointment calendar. Audio conferencing:- audio conferencing is the use of voice communication equipment to establish an audio link between geographically dispersed person for conducting a conference.



# Management of Information System

- **MANAGEMENT INFORMATION SYSTEM**

MISVideo conferencing:- video conferencing is the use of television equipment to link geographically dispersed conference participants to engaged in face to face communication. The equipment provides both the audio as well as video linkage.Computer conferencing:- computer conferencing is the use of network computer to all the members of a problem-solving team to exchange the information concerning the problem being solved.Facsimiles transmission:- facsimiles transmission popularly known as fax is the transfer of written information by use of special equipment that can read a document image at one end of communication channel and make a copy at the other end.Desktop publishing:- desktop publishing is the use of computer to prepare output ,using software with sophisticated publishing capabilities.Etc.

# Management of Information System

- MIS Questions:- Define:- Management information system, transaction processing system, decision support system, executive support system, expert system. Evolution of MIS. Characteristics/ objectives of MIS. Functions/role of MIS. Advantages of MIS. Disadvantages of MIS



# Meaning of Job Evaluation

- ❖ **Job evaluation** : Systematic way of determining the value or worth of a job in relation to other jobs in an organization.
- ❖ It tries to make a systematic comparison b/w jobs to assess their relative worth for the purpose of establishing a rational pay structure.

# Features of Job Evaluation

- ❑ **Tries to assess jobs, not people.**
- ❑ **Standards of J/E are relative, not absolute.**
- ❑ **Basis of Job Evaluation is job analysis.**
- ❑ **Carried on by groups not individuals.**
- ❑ **Degree of Subjectivity is always present.**

# Job Evaluation Vs Performance Appraisal

<b>Point</b>	<b>Job Evaluation</b>	<b>Job Appraisal</b>
<b>1.Meaning</b>	<b>Finding the relative worth of a job.</b>	<b>Finding the worth of a jobholder.</b>
<b>2.Aim</b>	<b>Determine wage rates of different jobs.</b>	<b>Determining incentives and rewards for superior performance.</b>
<b>3.Shows</b>	<b>How much a job is worth</b>	<b>How well an individual is doing an assigned work.</b>

## **Job Evaluation Vs Job Analysis**

- **Job Analysis : A systematic way of gathering information about a job.**
  
- **Job Evaluation begins with job analysis and ends at the point of determination of worth of a job.**

# Process of Job Evaluation

**Gaining Acceptance**

**Creating Job evaluation Committee**

**Finding the jobs to be evaluated**

**Analysing and preparing job description**

**Selecting the method of evaluation**

**Classifying jobs**

**Installing the programme**

**Reviewing periodically**





# Conducting Job Evaluation: Guidelines

- ❖ **Rate the job-not the person or employee on the job.**
- ❖ **Strive to collect all the facts accurately.**
- ❖ **Look especially for distinguishing features of jobs and relationship to other jobs.**
- ❖ **Job evaluation must be conducted systematically, based on factual and accurate information.**
- ❖ **The result must be fair, rational and unbiased to the individuals being affected.**

# Benefits of Job Evaluation

- **Link pay with the requirements of the job.**
- **Systematic procedure for determination the relative worth of jobs.**
- **Outcome is an equitable wage structure.**
- **Employees and unions are also an active part of the Job evaluation process.**
- **Helps in evaluation of new jobs.**
- **Points out possibilities of more appropriate use of the plant's labour force.**

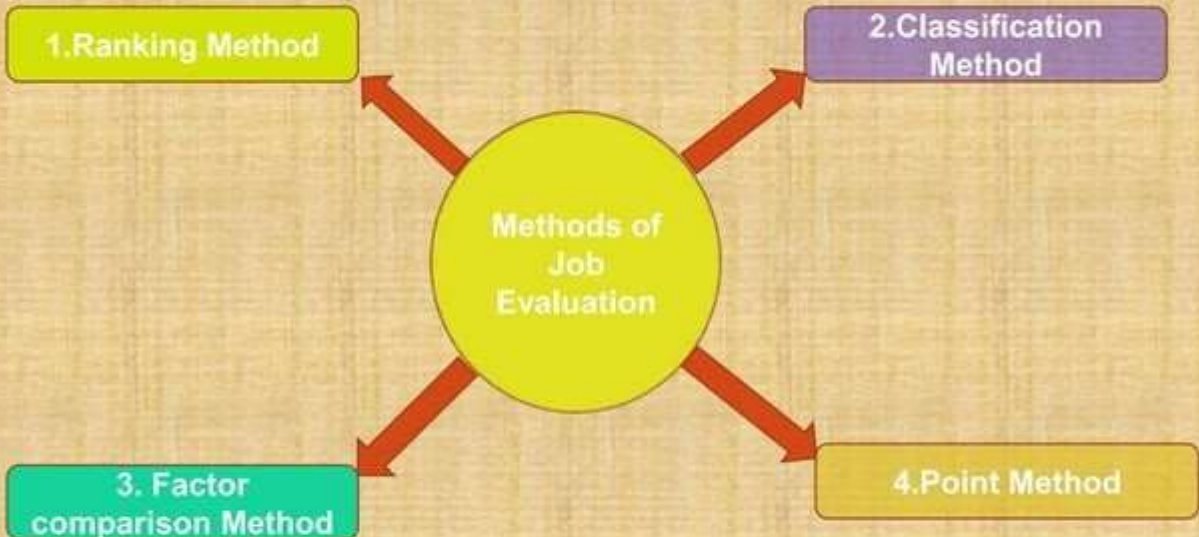
1. Ranking Method

2. Classification Method

Methods of Job Evaluation

3. Factor comparison Method

4. Point Method



# 1. Ranking Method

- As per this method, jobs are arranged from highest to lowest, in order of their values or merit to the organisation.
- Jobs can also be arranged according to the relative difficulty in performing them.
- The job at the top has the highest value and job at the lowest has the lowest value.
- Jobs are arranged in each department and then department ranking are combined to develop an organisation ranking.

Cont.....

e.g.- Ranking of jobs in any department can be done as follow

	<b>Rank</b>	<b>Monthly Salaries(in INR)</b>
1.	Accountant	3000
2.	Accounts Clerk	1800
3.	Purchase Assistant	1700
4.	Machine-operator	1400
5.	Typist	900
6.	Office boy	600

The variation in payment of salaries depends upon the nature of the job performed by the employees. Also the ranking shows the variation in type of job being performed.

Cont....

## ❑ **Merits of Ranking Method**

- ❖ Simple to understand and practice.
- ❖ Best suited for small organisation.

## ❑ **Demerits of Ranking Method-**

- ❖ Ranks are highly subjective in nature.
- ❖ Rankings are difficult to develop in large, complex organisation.
- ❖ May offend employees.

## 2. Classification Method

As per this method, a predetermined group of jobs are assigned to their classification.

Class	Rank	Employees
Class1	Executives	Office manager, Deputy office manager, Office superintendent etc.
Class2	Skilled Workers	Purchasing Assistant, Cashier, Receipts clerk etc.
Class3	Semiskilled workers	Stenotypists, Machine-operators etc.
Class4	Less skilled workers	Daftaris, File clerks, Office boys etc.

nature of the job performed by the employees. Also the class shows the variation in type of job being performed.

Cont...

### ❑ **Merits of Classification method-**

- ❖ Less subjective as compared to ranking method.
- ❖ Very easy to understand
- ❖ Acceptable to all employees without hesitation.
- ❖ Takes into account all the factors that a job comprises.

### ❑ **Demerits of Classification Method-**

- ❖ Requirement of jobs is not taken into account.
- ❖ Difficult to write all-inclusive descriptions of a grade.
- ❖ Oversimplifies sharp differences b/w different jobs and grades.
- ❖ Due to mismatch of jobs and grades, the evaluator have the tendency to classify the job using their subjective judgment.



### 3. Factor comparison method

- Under this method, instead of ranking complete jobs, each job is ranked according to a series of factors. These factors include mental effort, physical effort, skill needed, responsibility, working conditions etc.
- Pay will be assigned in this method by comparing the weights of factors required for each job
- Wages are assigned to the job in comparison to its ranking on each job factor.

Cont....

## ❑ Steps in Factor Comparison method-

- ❖ Select key jobs (say 15 to 20), representing wage/salary levels across the organisation. The selected jobs must represent as many departments as possible.
- ❖ Find the factors in terms of which the jobs are evaluated (such as skill, mental effort, responsibility, physical effort etc.)
- ❖ Rank the selected jobs under each factor (by each and every member of the job evaluation committee) independently.
- ❖ Assign money value to each level of each factor (example: consider problem solving is one of the factor, what level of problem solving is required {basic, intermediate or advance}) and determine the wage rates for each key job.
- ❖ The wage rate for a job is apportioned **along** the

## An Example of Factor comparison method

Key job	Daily Wage Rate	Physical Effort	Factors Mental Effort	Skill	Responsibility	Working conditions
Electrician	60	11(3)	14(1)	15(1)	12(1)	8(2)
Fitter	50	14(1)	10(2)	9(2)	8(2)	9(1)
Welder	40	12(2)	7(3)	8(3)	7(3)	6(3)
Cleaner	30	9(4)	6(4)	4(5)	6(4)	5(4)
Labourer	25	8(5)	4(5)	6(4)	3(5)	4(5)

Suppose the job of a painter is found to be similar to electrician in skill (15), fitter in mental effort(10), welder in physical effort (12), cleaner in responsibility (6) and labourer in working conditions(4). The wage rate for this job would be  $(15+10+12+6+4)$  is 47.

## 4. Point Method

- Jobs are expressed in terms of key factors
- Points are assigned to each factor after prioritizing each factor in order of importance.
- The points are summed up to determine the wage rate for the job
- Jobs with similar point totals are placed in similar pay grades.

## Procedure of Point method

- Select key jobs. Identify the factors common to all the identified jobs such as skill, effort, responsibility, etc
- Divide each major factor into a number of sub factors. Each sub factor is defined and expressed clearly in the order of importance, preferably along a scale.
- Find the maximum number of points assigned to each job (after adding up the point values of all sub-factors of such a job).
- **4.** Once the worth of a job in terms of total points is expressed, the points are converted into money values keeping in view the hourly/daily wage rates

## Point method of Job Evaluation

Degree	Define
1	Able to carry out simple calculations; High School educated
2	Does all the clerical operations; computer literate; graduate
3	Handles mail, develop contacts, takes initiative and does work independently; post graduate.

FACTORS	Points Values for Degrees					TOTAL
	1	2	3	4	5	
Skill	10	20	30	40	50	150
Physical effort	8	16	24	32	40	120
Mental effort	5	10	15	20	25	75
Responsibility	7	14	21	28	35	105
Working Conditions	6	12	18	24	30	90

Maximum total points of all factors depending upon their importance to job=150

Cont....

Point Range	Daily Wage Rate( Rs.)	Job Grade of Key bank officials
500-600	300-400	1 Officer
600-700	400-500	2 Accountant
700-800	500-600	3 Manager I Scale
800-900	600-700	4 Manager II Scale
900-1000	700-800	5 Manager III Scale

- **Merits of Point Method :-**

- ❖ Superior and widely used method of evaluating jobs.
- ❖ Forces raters to look into all key factors and sub-factors of a job.
- ❖ The methodology underlying the approach contributes to a minimum of rating error.

- **Demerits of Point Method:-**

- ❖ Complex method.
- ❖ Time consuming process.
- ❖ May be too taxing, especially while evaluating managerial jobs where the nature of work is such that it cannot be expressed in quantifiable numbers.



## Major Evaluation Method: Comparative

### Study

Method	What fact of job is Evaluated	How is job Evaluated	Types of Methods	Major Advantage	Major Disadvantage
Ranking	Whole job(Compensable factors are implicit)	Jobs are subjectively ordered according to relative worth.	Non-Quantitative	Relatively quick and expensive	Entirely subjective
Classification	Whole job	Compare job to descriptions	Non-Quantitative	Readily available and expensive	Cumbersome system
Factor comparison	Compensable factors of job	Compare job to key jobs on scale of compensable factors	Quantitative	Easy to use	Hard to construct; inaccurate over time
Point Method	Compensable factors of job	Compare job to Standardized description	Quantitative	Accurate and overtime	May be costly

## Job Evaluation : Demerits

- Not exactly scientific
- Factors taken by the programme are not exhaustive.
- There may be wide fluctuations in compensable factors in view of changes in technology, values and aspirations of employer, etc.
- Employees, trade union leaders, management and the programme operators may assign weight to different factors, thus creating grounds for dispute.

☺ **THANK YOU**



# Human Resource Management



## Unit- 1

# Human resources: Meaning



Human resources means the collection of people and their characteristics at work. These are distinct and unique to an organization in several ways.



# Human resources: Definition



- Human Resource are "A whole consisting of inter-related, inter-dependent & interacting psychological, sociological & ethical components".

*-Michael J. Jucius*

# What is HRM?



- Human Resource Management is “the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished.”



# Human resource management: Definition



Human resource management is concerned with policies and practices that ensure the best use of the human resources for fulfilling the organizational and individual goals.

*-Edwin B. Flippo*



# Characteristics of HRM



- People oriented
- Action- oriented
- Individual- oriented
- Development – oriented
- Pervasive Function
- Continuous Function
- Future- oriented
- Challenging function
- Science as well as art
- Staff function
- Young discipline
- Nervous system



# Scope of HRM



## 1. Personnel or Labour Aspect

Planning, recruiting, selection, placement, transfer, promotion, training and development, Lay-offs, retrenchment, remuneration, incentives and productivity

## 2. Welfare Aspect

Housing, transport, medical assistance, canteen, rest rooms, health and safety, education, etc.

## 3. Industrial Relation Aspect

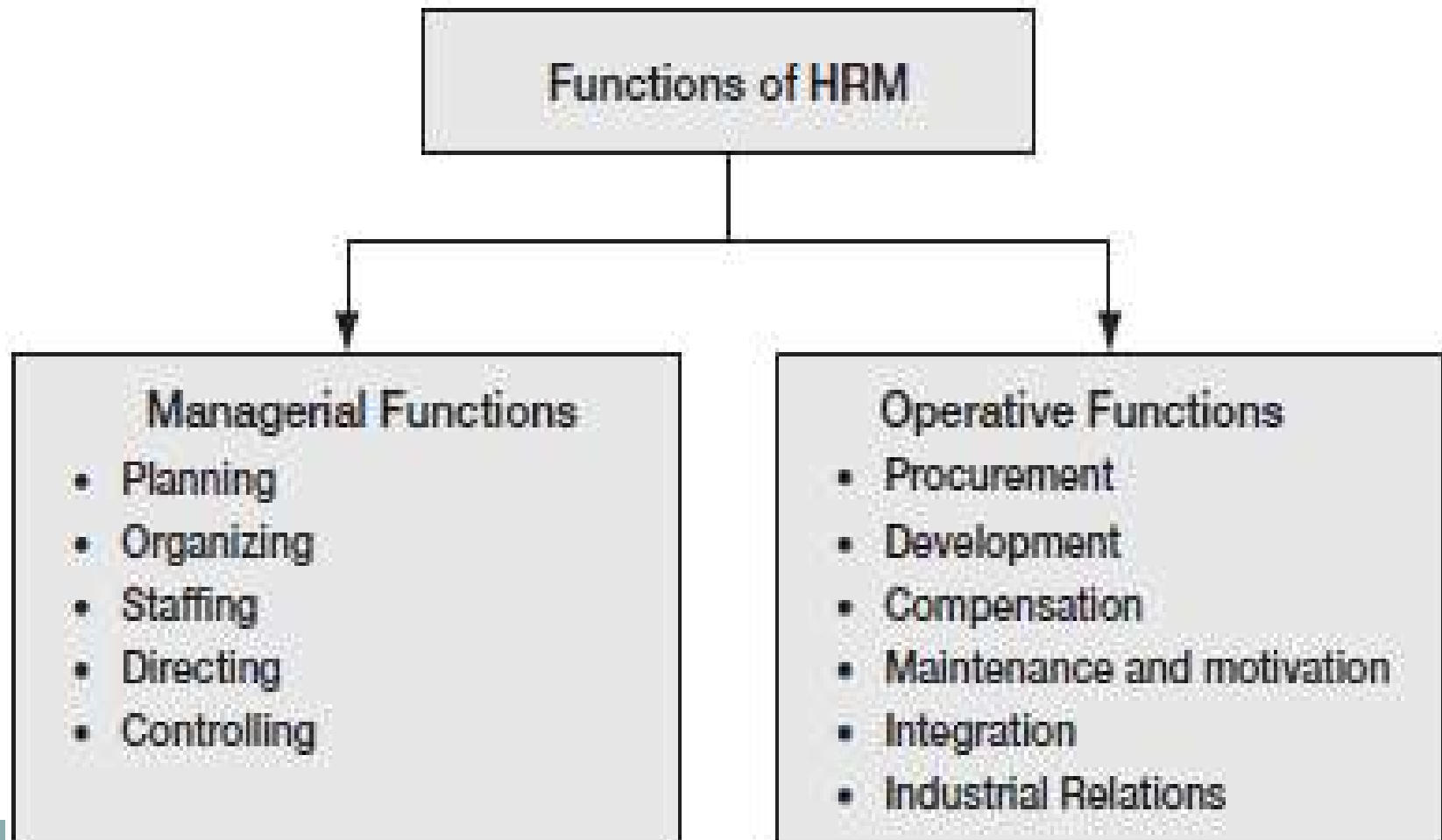
Union-management relations, collective bargaining, grievance and disciplinary actions, settlement of disputes.

# Objectives of HRM



- To act as a liaison between the top management and the employees.
- To arrange and maintain adequate manpower inventory
- To devise employee benefit schemes
- To ensure and enhance the quality of work life
- To offer training
- To help keep up ethical values and behaviour amongst employees both within and outside the organization.
- To maintain high morale and good human relations within the organization.

# Functions of human resource management



# Operative functions of HRM



# Difference between HRM and PM

11

<b>Dimension</b>	<b>Personnel Management</b>	<b>HRM</b>
<b>Philosophy</b>	Employees are made for rules & regulations	Rules & regulations are made for employees
<b>Nature</b>	Confined to procurement & training of personnel	Integrated with the corporate management
<b>Communication</b>	Slow & downward	Fast & both upward & downward
<b>Decision-making</b>	Slow	Fast
<b>Approach</b>	Work oriented	People oriented
<b>Job Design</b>	Division of labor	Team –work
<b>Management's Role</b>	Transactional	Transformational
<b>Level of Trust</b>	Low	High

# Evolution of HRM

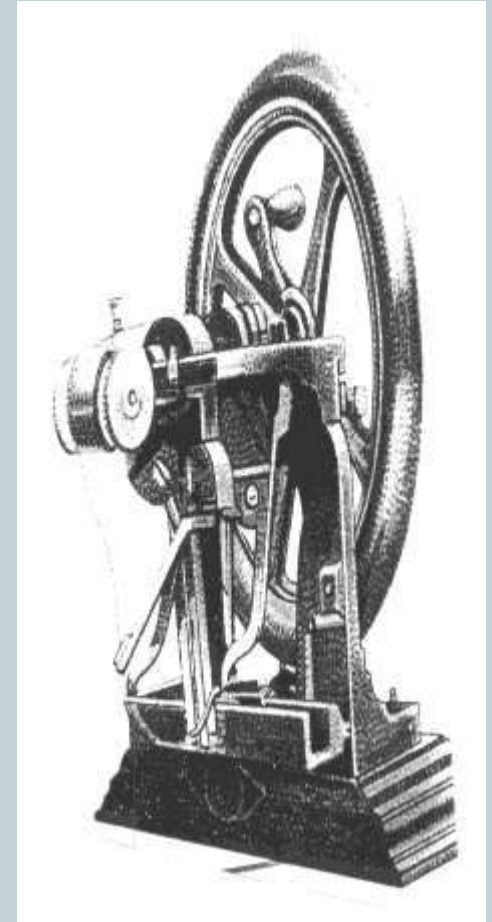


1. The Industrial Revolution(beyond 1820 to 1840)
2. Trade unionism(1841 to 1909)
3. Scientific Management (1910 evolve & 1920 implementation to 1940)
4. Industrial Psychology (1945 to 1970)
5. Human Relation Movement Era( 1971 to 1980)
6. Behavioural Science (1980 to 1990)
7. The Contemporary HRM Era (1990 onwards)

# The Industrial Revolution(beyond 1820 to 1840)



- Usages of the machinery
- Mass level of production
- To satisfied the human need
- Profit maximization form the factor of production like land , labour, capital, entrepreneur





# Trade unionism(1841 to 1909)



- World have been separated in two type of economy one is capitalization which has a motive of profit maximization other other side labour intensive economy

Labour class reflected their provouge by strike, slowdown, pen down, boycott & sabotage of the work for resolution of the problem where new redressal procedure had been developed to subside the chaos like collective bargaining, grievance handling system, arbitration, disciplinary practices



# Scientific Management (1910 evolve & 1920 implementation to 1940)



- Development of true science
- Scientific selection & training
- Friendly co-operation between management
- Development of every worker to his fullest aspects.
- Draw back
- Man become machine human factors were completely avoided.

# Industrial psychology era (1945 to 1970)



- Mainly focused on the part on IQ of the employees through MMPIT(Minnesota multiple personality test )or MBTI( Myer Brigg Jung topology) & assigned them skill & aptitude based job.

# Human relation movement ( 1971 to 1980)



- Hawthorne experiment
- Interaction with the employee increase the productivity
- Basic facilities are required for the production
- Empathized view towards workes have increased productivity of worker

# Behavioural Science era (1980 to 1990)



- Multiple branch discipline like sociology , anthropology, psychology, economics & politics
- Contributors:- Abraham Maslow, Douglas mc gregeor, Fredrik Herzberg, Rensis Likert, Robert black, Robert Owen, kurt lewin, burke letwin, fidler contingent theory, victor vroom theory, grid theory, Aldofer ERG theory, Mclland N-ach theory

# The Contemporary HRM era (1990 onwards)



- More focused on gaining competitive advantage in market through HR.
- Focuses on developing HR strategies, aligning them with corporate strategy and achieving organizational goals effectively.

# Qualities of an HR manager

- Knowledge
- Intelligence
- Communication skills
- Objectivity and fairness
- Leadership and motivational qualities
- Emotional maturity and
- Empathy



# CHALLENGES OF HRM



Advancement in  
technology

Changes in Legal  
environment

Globalization

Conflict Managing

Retaining Employee

Work Life Balance

Need for quality  
human resources

Managing workforce  
Diversity



# Flexi Time



- Flexitime, sometimes also called flextime, is a working schedule which **allows employees to choose when to start and end their workday**, and/or how long to take their break for, within agreed limits set by management.
- It's one of the key ways to increase work flexibility and attractiveness of a workplace.

# Example of Flexi Time



An example of a flexitime working policy would be:

- Flexitime arrival: 7am – 10 am
- Flexible lunch hours: 12am – 2pm
- Flexible leave: 4pm – 6pm
- Core hours (must be in the office): 10am – 12am, 2pm – 4pm

# Advantages of Flexi Time



- A better work environment with greater satisfaction and motivation
- Reduced stress and fatigue
- Easier and faster commuting, rush hours can be avoided
- Easier planning of quiet time in the office
- Full pay and benefits are kept
- Extended office hours
- Better fit of working hours with school hours, college hours, or care arrangements

# Strategic HRM



- Strategic human resource management is the process of linking the human resource function with the organization's strategic objectives to improve performance.
- Strategic Human Resource Management is an approach relates to decisions about the nature of employment relationship, recruitment, training, development, performance management, reward,& employee relationship.

# Objectives of Strategic HRM



- To focus the HR policies, programmes and practices as the means through which the people can be deployed to gain better and competitive advantages;
- To manage and maintain human capital resources, skill, knowledge, efficiency and intelligence of the employees;
- To find out the ways and means for effective and efficient utilisation of human resources;
- To emphasise that human resources treated as the primary source of competitive advantages of the organisation;
- To integrate the HR strategies with the Business strategies for the betterment of organisation;

# Objectives of Strategic HRM



- To make an appropriate direction for people, practices and performance towards the achievements of the goals of the organisation;
- To develop stable employee relations by way of effective resource utilisation, optimizing remuneration, better productivity and better work culture; etc.
- To recognise the needs and customised services of different market segments and try to fulfil them properly;
- To make an appropriate 'cost optimisation' with increase the efficiency of resources; and
- To make an appropriate and feasible plan for change environment.

# Traditional HRM vs. Strategic HRM



	<b>Traditional HRM</b>	<b>Strategic HRM</b>
Responsibility for HRM	Staff specialists	Line managers
Focus	Employee relations	Partnership with internal and external customers
Role of HR	Transactional, change follower and respondent	Transformational, change leader and initiator
Initiatives	Slow, reactive, fragmented	Fast, proactive, integrated
Time horizon	Short term	Short, medium, long
Control	Bureaucratic roles, policies, procedures	Organic-flexible, whatever is necessary to succeed
Job design	Tight division of labour, independence, specialisation	Broad, flexible, cross-training teams
Key investments	Capital, products	People, knowledge
Accountability	Cost centre	Investment centre



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# *Brand Management*



NEXT



# Course Objectives



In this module, you will learn to:

- 
- A vertical stack of overlapping diamond shapes in shades of blue, grey, and black, with lines connecting them to the list items.
- Explain what is a Brand
  - Explain the importance of Brands
  - Describe the attributes of a strong brand
  - Explain what is Brand Management
  - Describe the Purpose of Brand Management
  - Explain the Brand Equity Concept
  - Describe the Strategic Brand Management Process
  - List the Strategic Brand Management Guidelines

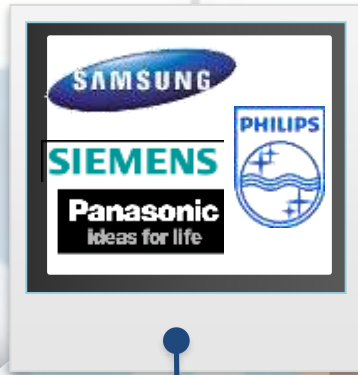
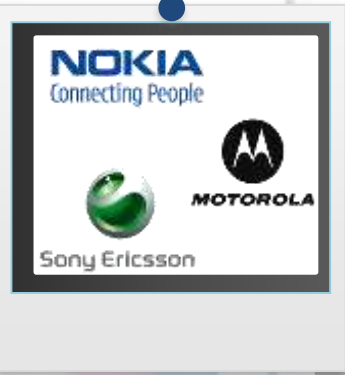


# Introduction



The market is crowded with Nokia, Motorola, and Ericsson fighting it out at the top.

However, Nokia replaced all its competitors and it is now the number one brand in many markets around the world, effectively dislodging Motorola from that position.



The world of the mobile phone market is crowded. The diverse products available range from the simple to the complex and every manufacturer offers the latest features.

Also, several less successful brands like Samsung, Philips, Siemens and Panasonic are trying hard to make it into the top competitors' market share.

So what made Nokia special from others? Why did customers choose Nokia? The answer lies in what the 'brand Nokia' means to customers.

# Introduction

DEMO

It has made a conscious effort to manage consumer perceptions of its brand.

It escalated its position to become the number one brand in several markets around the world.

Nokia has succeeded by putting across the human face technology-taking and dominating the emotional high ground.



Nokia Group, a Finland-based manufacturer of mobile phones, has been steadily and consistently working on its corporate brand name over the years.

These efforts of creating a 'brand' image in the customer's minds paid off for Nokia.

Nokia has successfully built a corporate brand that associates 'trust' and 'strong technology' with the word 'Nokia'.

Thus, you can see that a strong brand leaves an imprint on the customer's minds. Let us understand more about brands and brand management.

BACK

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# What is a Brand?

DEMO

Nokia brand promises **'trust'** and **'strong technology'**

The popular Starbucks has earned its brand image from the **opinions of its customers.**

The brand Starbucks stands for **bolder, more flavorful** coffee.

Thus, you can see that Brands are **"what the consumers buy"**, while products are "what concern/companies make".

Brand is a promise that the product will perform as per customer's expectations.

It is a **name, term, sign, symbol or a combination of all these** which differentiate the goods/services of one seller or group of sellers from those of competitors.

Some examples of well known brands are Wrangler, Audi, Samsung, Coca Cola, etc.



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# Gillette as a Strong Brand

DEMO

● Gillette's tagline, 'The Best A Man Can Get', showcased in its ads through the years has created a consistent, intangible sense of product superiority.

● Gillette has created a strong brand image in totality - that is, all the different perceptions, beliefs, attitudes and behaviors customers associate with their brand.

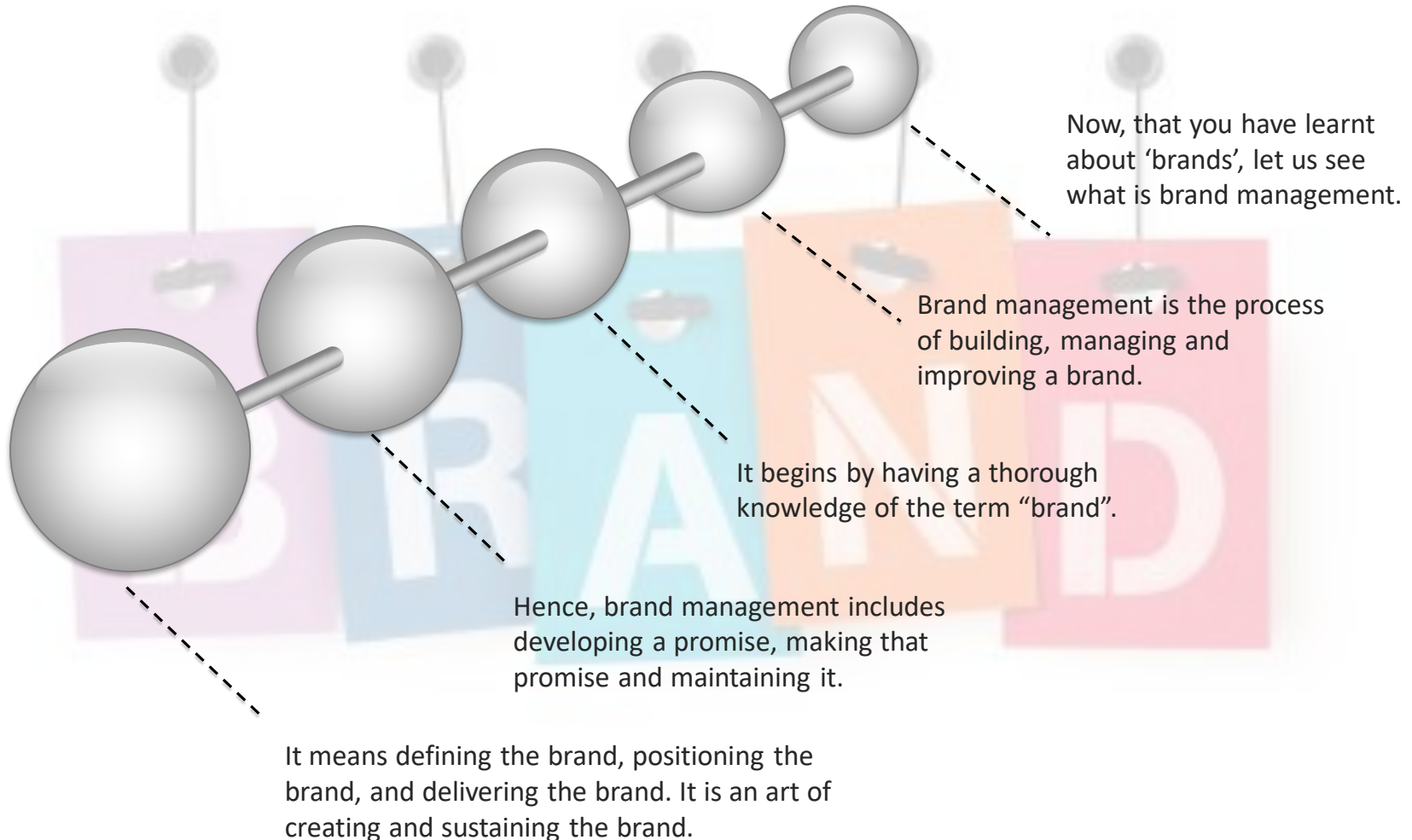
● To keep this strong brand presence, Gillette is very protective of the name carried by its razors, blades and associated toiletries. Hence, Braun is used for the company's electric razors and its oral care products are marketed under the name, Oral B.



← BACK

NEXT →

# What is Brand Management?





# Brand Equity Concept

DEMO

Brand Equity is the value, both tangible and intangible, that a brand adds to a product/service; the added value a brand name identity brings to a product or service beyond the functional benefits provided.

The concept of brand equity is measured in two terms:

Brand Equity

Customer-based

Market-based

The customer – based brand equity focuses exclusively on the relationship customers have with the brand

The market – based brand equity aims at producing measures in dollars, euros or yen.

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# Strategic Brand Management Process

DEMO

The Strategic Brand Management Process consists of the following four steps:



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# Step 1: Identifying & Establishing Brand

DEMO

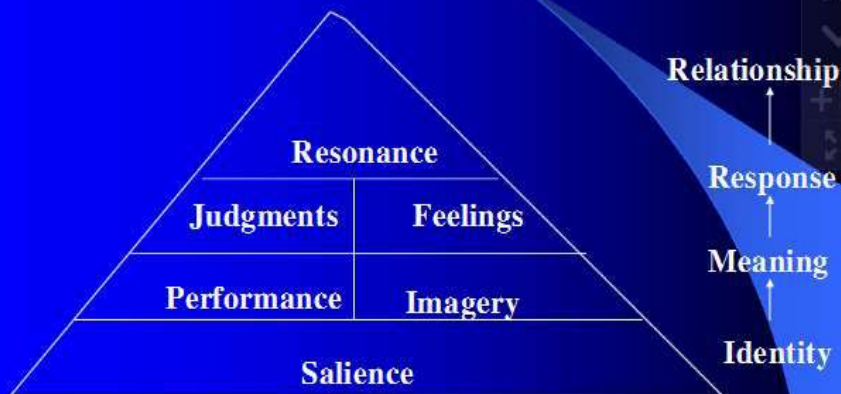
Customer Based  
Brand Equity

Ident  
an  
Estab  
Brand P

## Customer Based Brand Equity

The Brand position can be identified and established by determining the customer-based brand equity using the pyramid.

- **Brand Salience:** This relates to aspects of awareness of the brand.
- **Brand Performance:** This relates to ways in which product/ service meets customers' needs.
- **Brand Imagery:** It's how customers visualize a brand abstractly, with no relevance to what the brand actually does.
- **Brand Judgments:** The customers' personal opinions and evaluations with regard to the brand.
- **Brand Feelings:** The customers' emotional responses and reactions with respect to the brand.
- **Brand Resonance:** The ultimate relationship & level of identification that the customer has with the brand.



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NEXT

# Choosing Brand Elements to Build Brand Equity - Options and Tactics for Brand Elements



## Brand Elements

### Options and Tactics for Brand Elements:

The following are few options and tactics for Brand Elements:

#### Brand Names:

Descriptive brand names in which the function is described literally in brand name.



Suggestive brand names in which the name is suggestive of a benefit provided by the brand to the customer.



#### URLs:

- Keep the URLs as simple as possible,
- Avoid clichés,
- Use a new term for the real word
- Use catchy phrases



#### Logos and Symbols:

Various kinds that can be used are:

- Family Shields



- Fonts



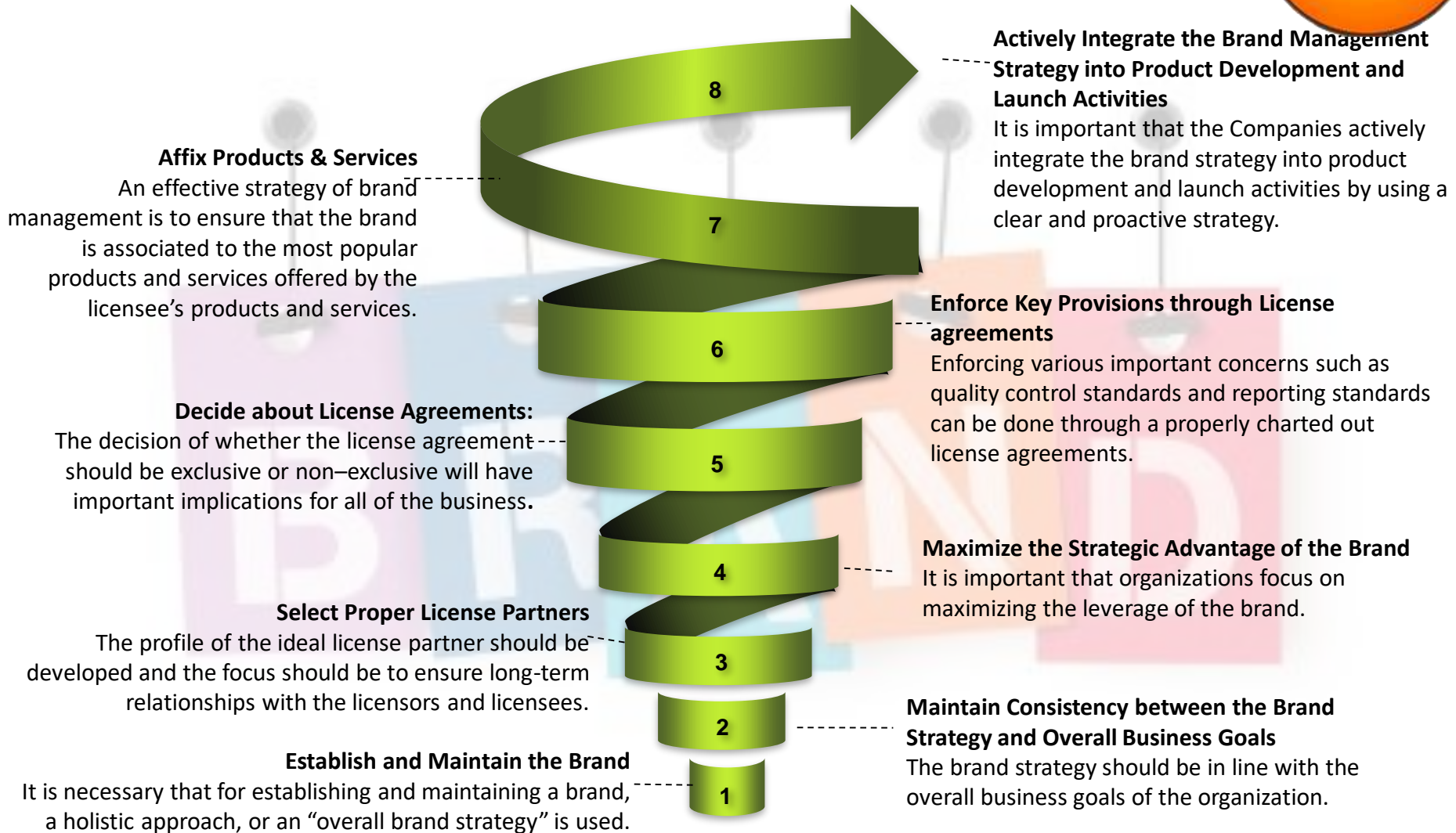
- Symbols



- Abstract – shapes and image



# Brand Management Guidelines



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# What is Sales Management?

Introduction to Personal Selling

# [ Objectives ]

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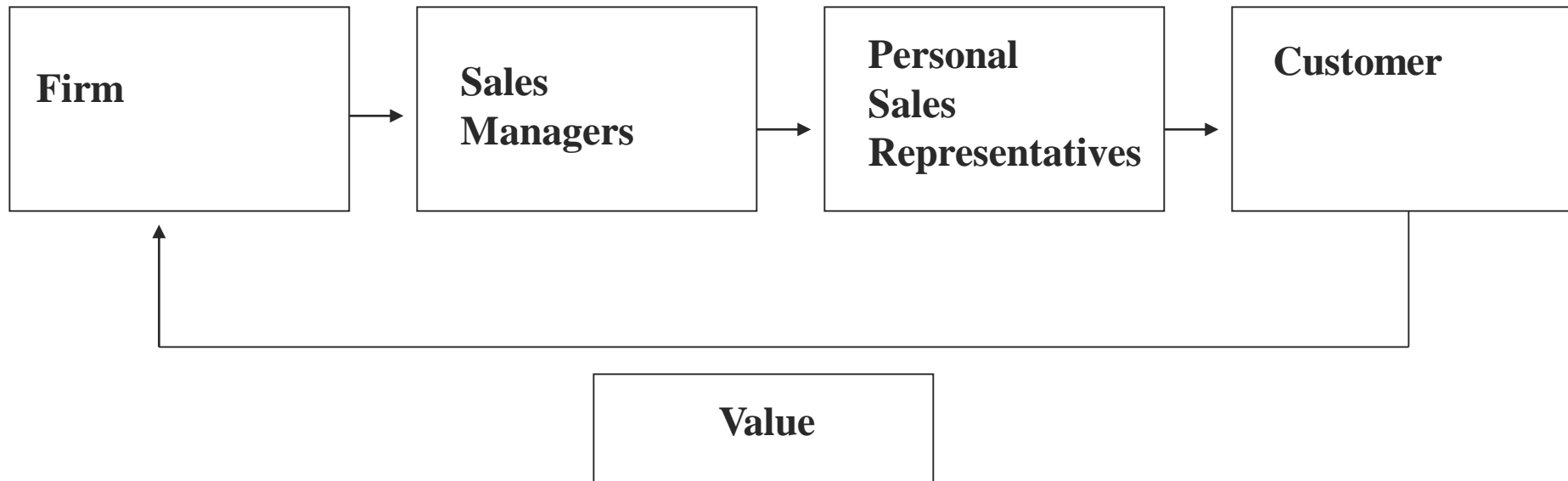
- Provide an introduction to sales management
- Who does a sales manager manage?
- Where does sales management fit into the integrated marketing communication process



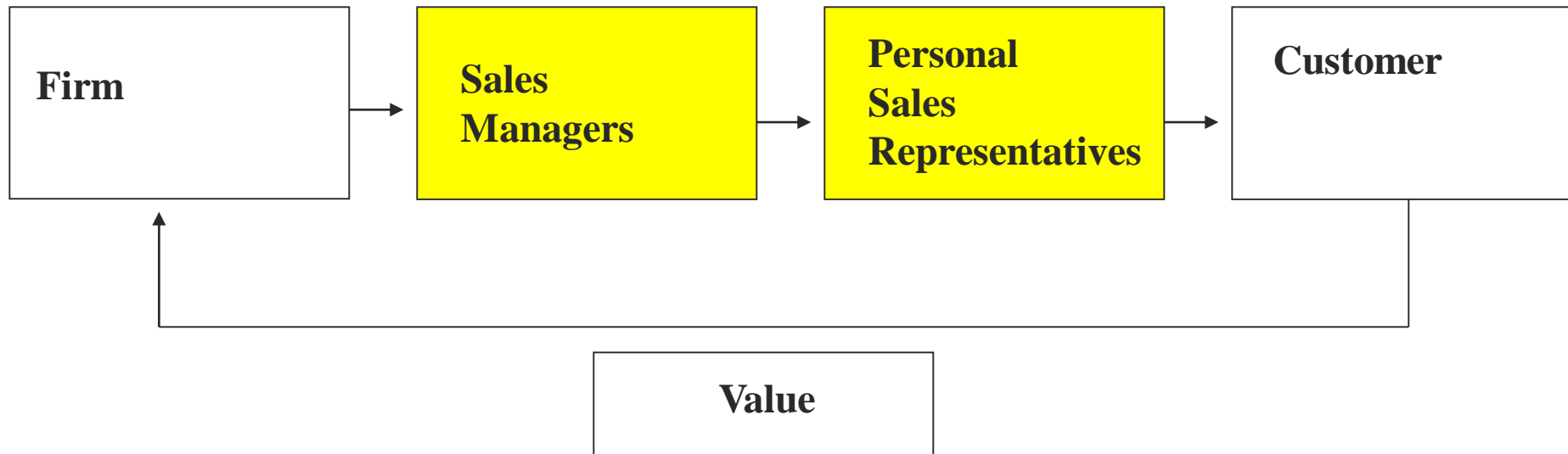
# [ The Sales Force ]

- **Sales Management-** is the attainment of sales force goals in an effective and efficient manner through planning, staffing, training, leading, and controlling organizational resources (Futrell1998)
- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

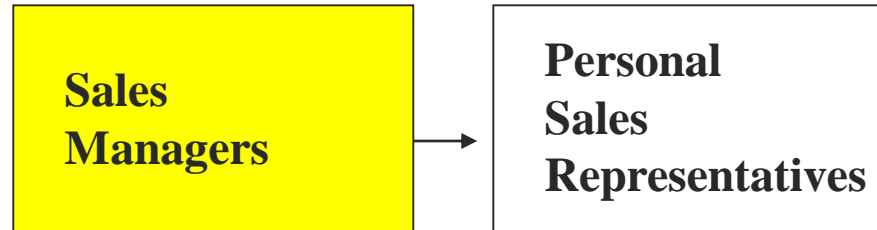
# [ Sales Management ]



# [ Sales Management ]

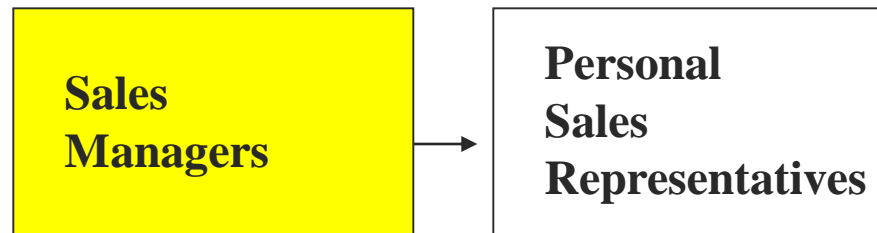


# Sales Management



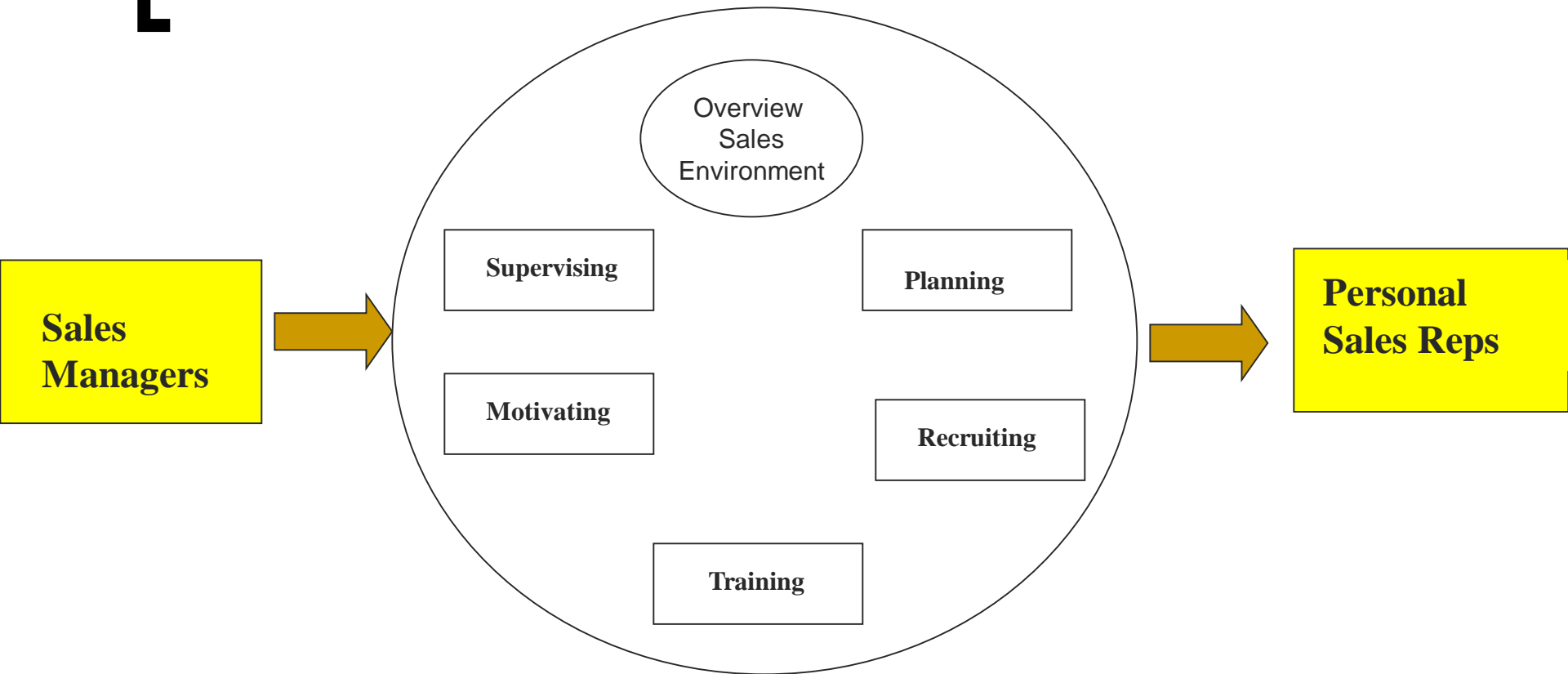
- What are the sales managers goals?
  - Sales
  - Revenues
  - Profits
  - Market Share
  - Controlling internal costs

# [ Sales Management ]



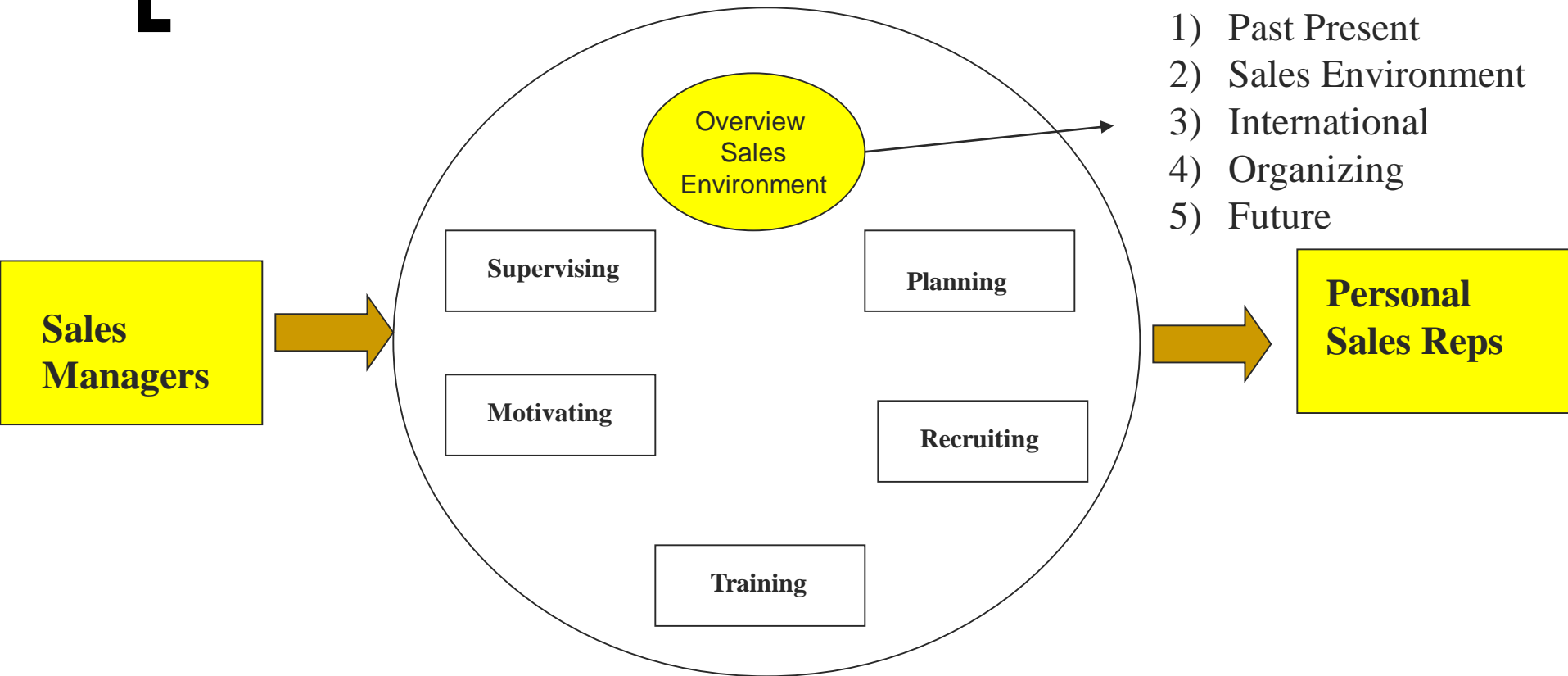
- How do they obtain their goals?
  - Knowledge of the sales environment
  - Planning for sales
  - Recruiting the sales force
  - Training the sales force
  - Motivating the sales force
  - Supervising the sales force

# Sales Management



- Managing a sales force involves **recruiting**, hiring, **training**, **supervising**, compensating salespeople, **motivating** them to become problem solvers, and providing the proper **planning** and backup support so they can perform their jobs properly.

# Sales Management



- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

# [ Sales Environment ]

- **Past (L9)**

- Industrial Revolution
- After WWI the need for mass distribution became evident
- 1950s and the marketing concept



# [ Sales Environment ]

---

- **Present (L9)**

- Relational Approach
- Current Jobs in Sales
- Opportunities in Sales Management

# [ Sales Environment ]

## ■ Organizing the Sales Force (L10)

- **Organizing-** the assignment of tasks, the grouping of task into departments, and the allocation of resources to departments

(Source: Futrell)

- Structure of the sales managers job
- Chain of command

(Source: Hite and Johnston)

# Sales Environment

- **The Sales Environment (L11)**

- **Legal Issues**

- Consumer protection laws
- Antitrust laws
- Unfair trade practices
- Fraud and misrepresentation
- Uniform Commercial Code
- Direct-to-consumer sales
- Antidiscrimination laws

- **Ethical Issues**

- Creating ethical corporate structures
- Relationships with customers
- Relationships with competitors
- Relationships with the firm
- Relationships with society

(Source: Hite and Johnston)

# [ Sales Environment ]

## ■ International (L12)

- Ethnic composition
- Religious orientation
- Social class environment
- Education
- Gender bias
- Differences in negotiating styles
- Differences in decision making
- Job status and company protocol
- Social aspects
- Perceptions of time
- Personal relationships

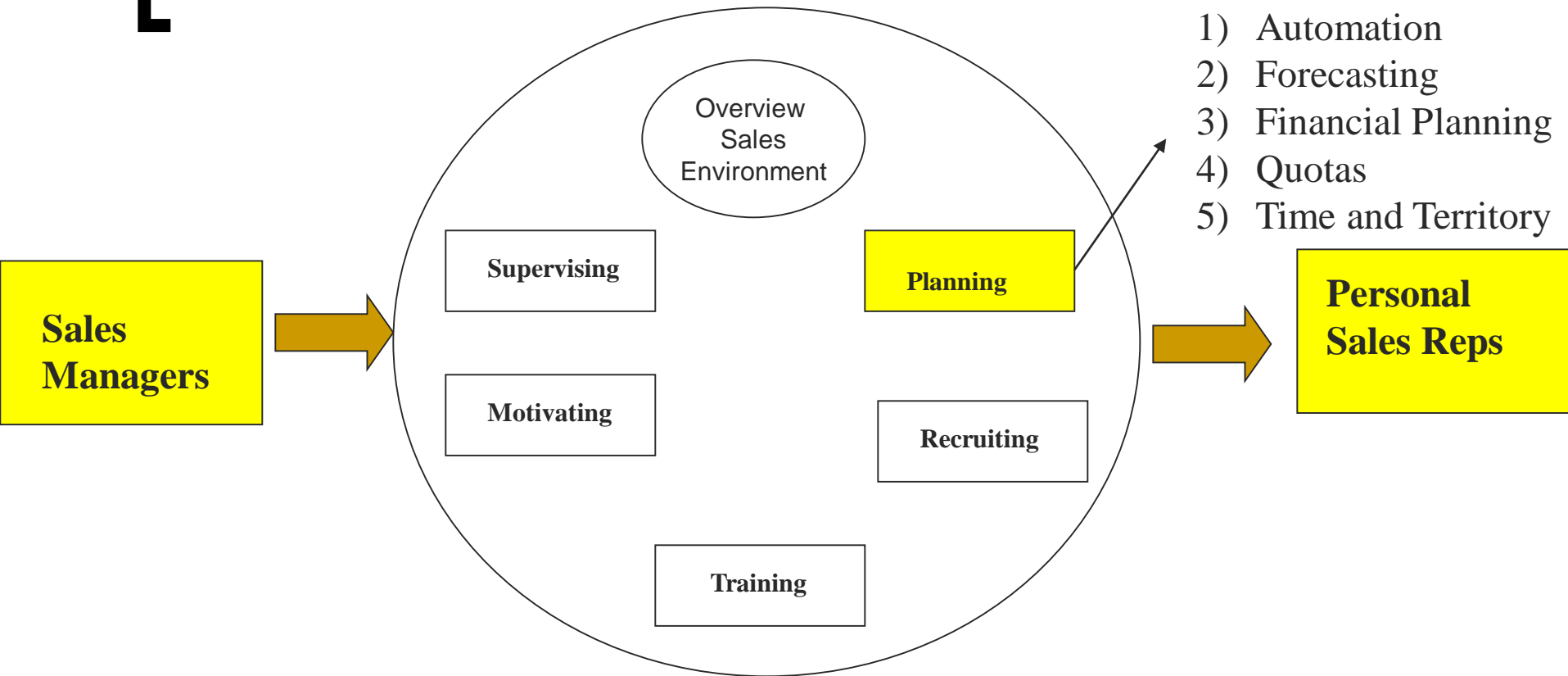
(Source: Hite and Johnston)

# [ Sales Environment ]

---

- **Future (L27)**
- **What does the sales organization of the future look like?**

# Sales Management



- **Managing a sales force involves** recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and **providing the proper planning and backup support** so they can perform their jobs properly.

# [ Planning ]

- Planning-is the conscious, systemic process of making decisions about goals and activities that an individual, group, work unit, or organization will pursue in the future and the use of resources needed to attain them

(Source: Futrell)

# [ Planning ]

- **Automating the Sales Force (L13)**
- Hardware
  - Type of computers, printers, copiers, phones, etc.
- Software
  - What type software does the sales force need?



# [ Planning ]

- **Sales Forecasting (L14)**
- How do we forecast sales?
  - Sales force composite
  - Jury of executive opinion
  - Survey of buyer intentions
  - Trend projections
  - Moving averages
  - Exponential smoothing
  - Regression
  - Econometric models

# [ Planning ]

- **Financial Planning for Sales (15)**

- **Budgeting**

- Salespeople expenses
- Administrative expenses
- Other selling payroll
- Other selling expenses
- Communication expenses

- **Profit objectives**

- Break-even analysis
- Controlling the budget
- Selling the budget to top management

(Source: Hite and Johnston)

# [ Planning ]

## ■ Quotas (L16)

- **Sales quota-** the specific sales or profit objective a salesperson is expected to achieve

(Source: Perreault and McCarthy)

- Dollar sales
- Unit volume
- Margin
- Selling effort
- Product type

(Source: Kotler)

- **Other types of quotas**
  - Expense quotas
  - Profit quotas
  - Activity quotas

(Source: Hite and Johnston)

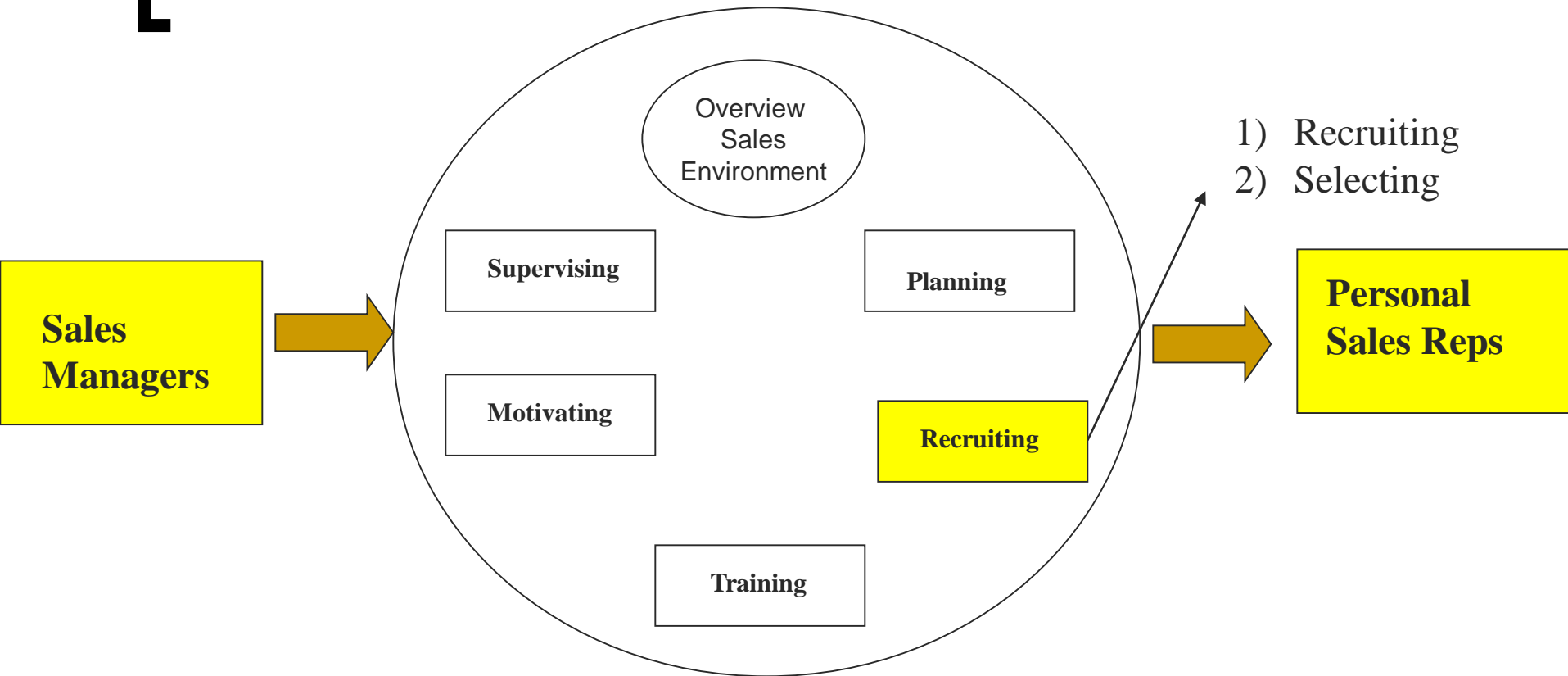
# [ Planning ]

## ■ Time and Territory Management (L17)

- **Optimum time must be spent with those prospects with the greatest potential**
- Territory management involves:
  - Identification and classification of prospects
  - Analysis and development of the salespeople's work loads
  - How many salespeople will the territory support
  - Territory's boundaries
  - Optimum way to travel from one prospect to the next

(Source: Hite and Johnston)

# Sales Management



- **Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.**

# [ Recruiting ]

- Recruitment- set of activities and processes used to legally obtain a sufficient number of individuals that takes the people's and the sales force's best interests into consideration

(Source: Futrell)

# [ Recruiting ]

## ■ Recruiting (L18)

- **The sales manager should recruit individuals whose values and goals match those of the firm**

(Source: Hoffman et al)

- **Where do you find sales recruits**

- Other departments                      Recommendations                      Institutions
- Professional associations              Armed Forces                              Classifieds
- Employment agencies                      Unsolicited applicants

(Source: Hite and Johnston)

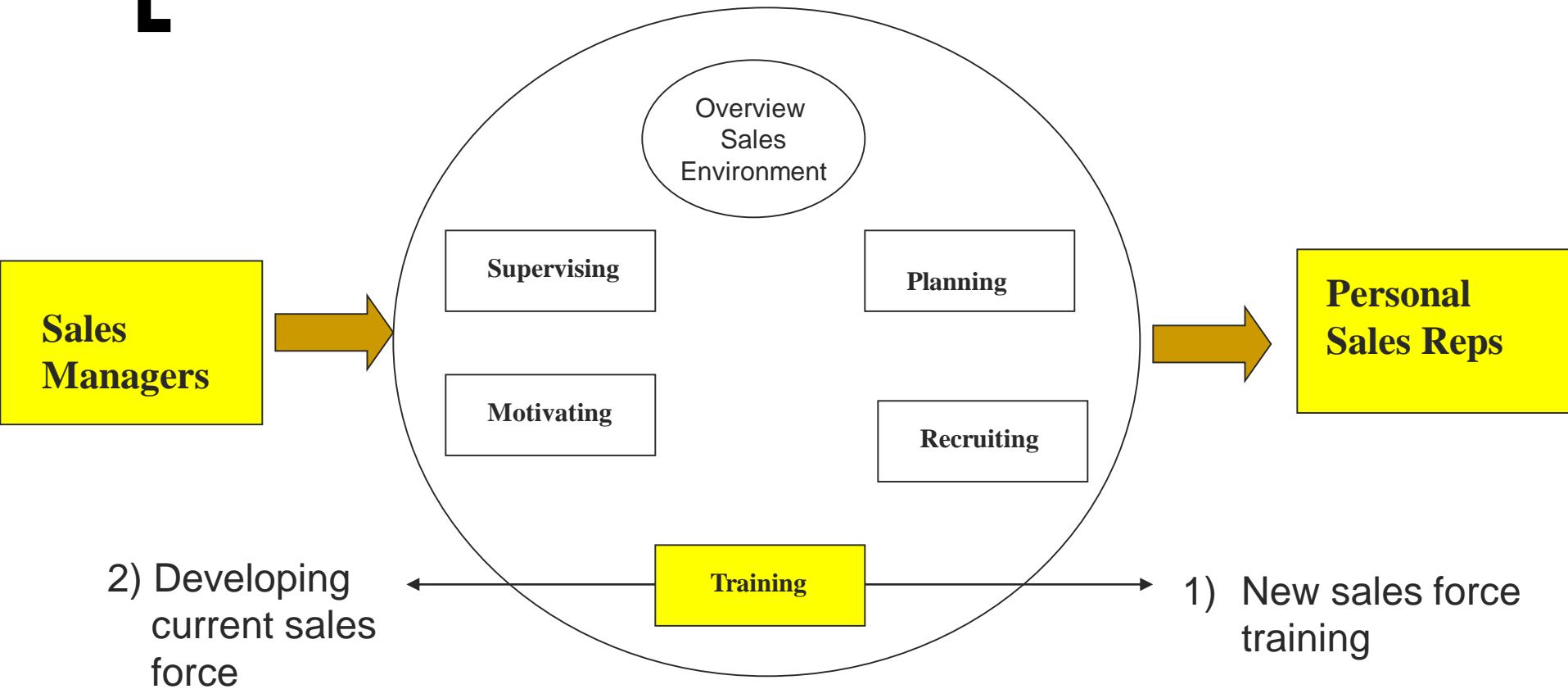
# [ Recruiting ]

- **Selecting (L19)**
- What is the firm looking for?
  - People that can sell successfully
  - Remain with the company over a long period of time
- Problems
  - Legal and ethical restrictions
  - Firm must maintain a good image
  - Must have a valid job description

(Source: Hite and Johnston)



# Sales Management



- **Managing a sales force involves** recruiting, hiring, **training**, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

# [ Training ]

---

- **Sales Training-** effort put forth by an employer to provide the salesperson job related culture, skill, knowledge, and attitudes that result in improved performance in the selling environment

(Source: Futrell)

# [ Training ]

## ■ Training (L20)

- **What is needed for a training program to work?**
  - Provide a job description
  - Provide product knowledge
  - Provide company knowledge
  - Provide market knowledge
  - Selling techniques
  
- **Why train**
  - Decreased turnover
  - Increased sales
  - Enhanced customer relationships
  - Decreased costs

(Source: Hite and Johnston)

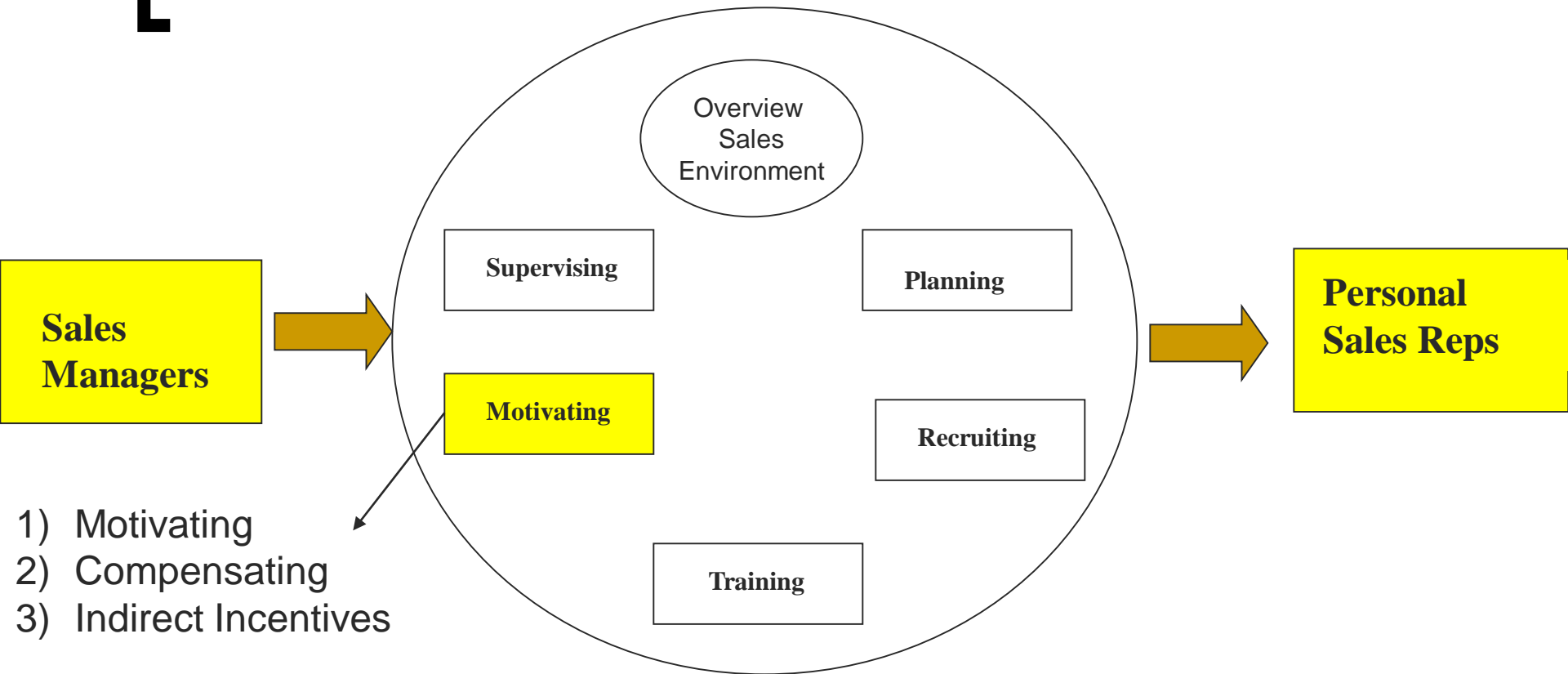
# [ Training ]

---

- **Developing (L21)**

- Everything changes over time so constant training is needed
- When can advanced training techniques be used?

# Sales Management



■ **Managing a sales force involves** recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

# [ Motivating ]

The most commonly used definitions of salesperson motivation include three dimensions: (1) **intensity**, referring to the amount of mental and physical effort put forth by salespeople, (2) **persistence**, describing the salesperson's choice to expend effort over a period of time, and (3) **direction**, implying that salespeople choose where their efforts will be spent among various activities.

(Source: Ford, Walker, and Churchill)

# [ Motivating ]

- **Motivating (L22)**

- Recognition
- Awards
- Special communications

(Source: Hite and Johnston)

# [ Motivating ]

- **Compensating (L23)**

- Salary
- Commission
- Bonus
- Combinations

(Source: Hite and Johnston)



# [ Motivating ]

- **Indirect Incentives (L24)**

- **Expenses allowances**

- **Sales contests**

- Themes

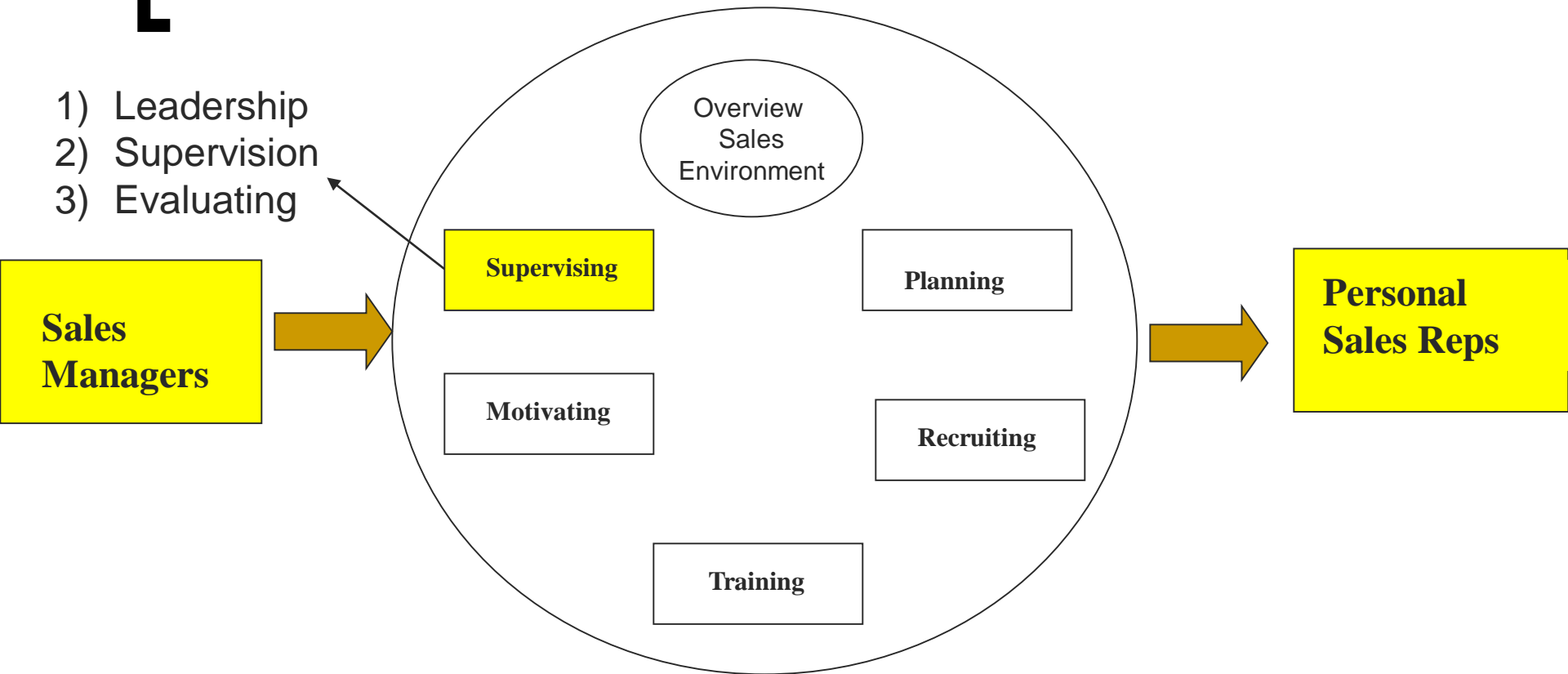
- Prizes

- Advantages

- Disadvantages

(Source: Hite and Johnston)

# Sales Management



- **Managing a sales force involves** recruiting, hiring, training, **supervising**, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

# [ Supervising ]

## ■ Leadership (L25)

- Leadership- the process of getting things done through others
- Leadership Styles
- Types of leadership

(Source: Hite and Johnston)

## ■ Supervision (L25)

- Supervision- the actual oversee and directing of the day-to-day activities of salespeople

(Source: Futrell)

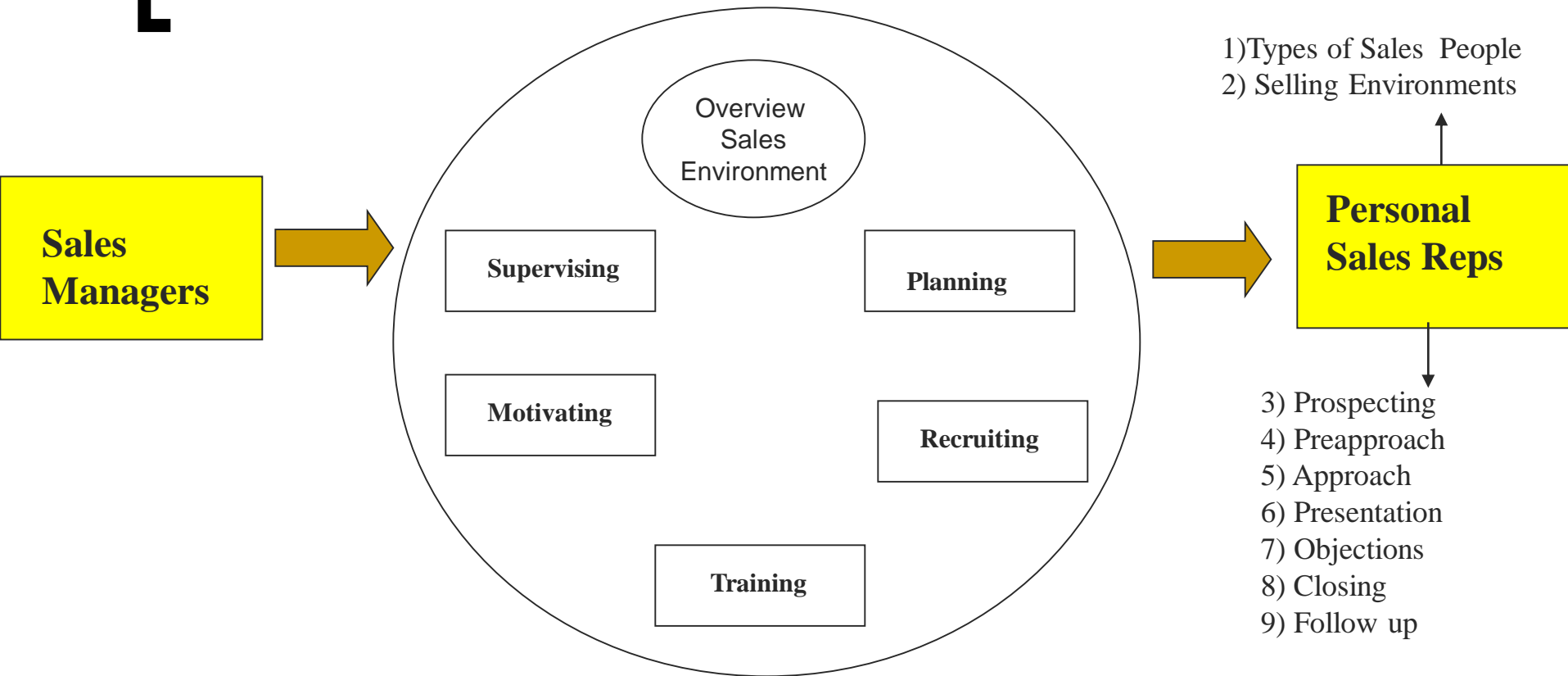
# [ Supervising ]

---

- **Evaluating (L26)**

- Analysis of sales volume
- Marketing cost analysis

# Sales Management



- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so **they can perform their jobs properly.**

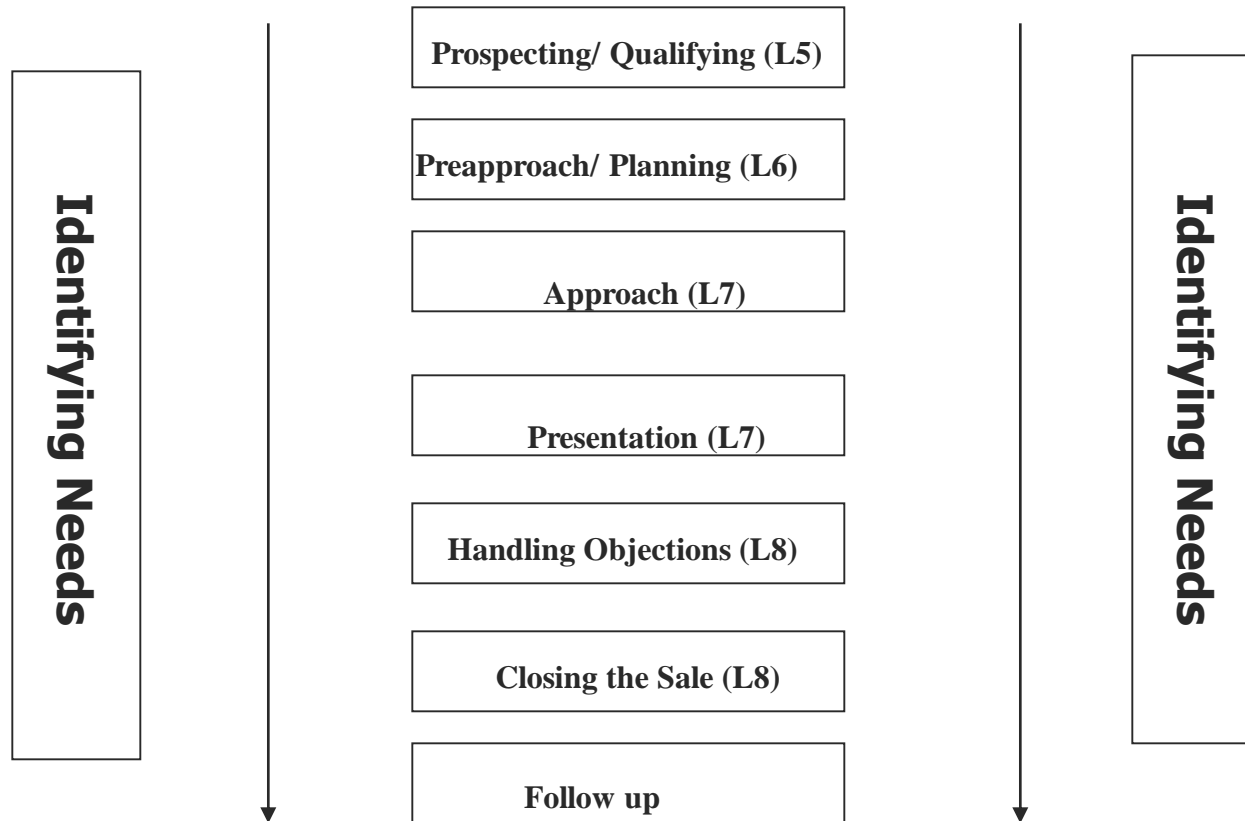
# [ Definition ]

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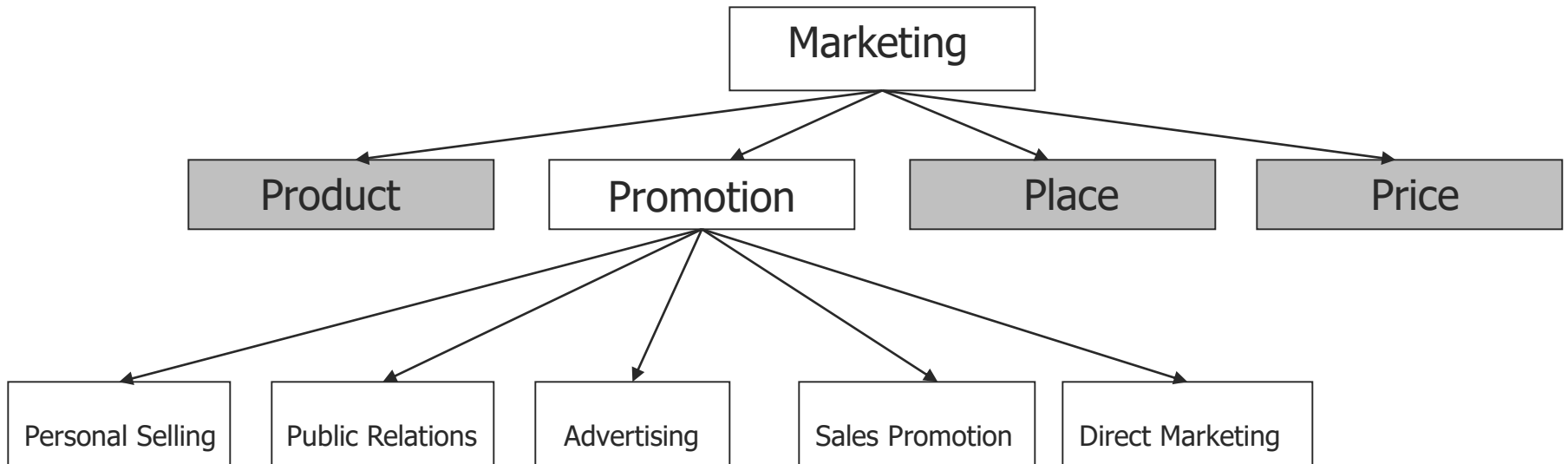
- **Personal Selling (L4)**
- Personal Selling- is direct oral communication designed to explain how an individual's or firm's goods, services, or ideas fit the needs of one or more prospective customers

(Source: Hoffman et al)

# [ The Sales Process ]



# [Types of Communication]





## Managing the Marketing Communication Process

### Integrated marketing communications (L3)

- **Integrated marketing communications-** the intentional coordination of every communication from a firm to a target customer to convey a consistent and complete message

(Source: Hoffman et al)

