

FIREBIRD INSTITUTE OF RESEARCH IN MANAGEMENT



PGDM 2020 – 2022 Syllabus

Board of Studies

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About Firebird Institute of Research in Management

Firebird Institute of Research in Management, Coimbatore was setup by the Dr SVK Education Charities. Firebird Institute of Research in Management has evolved significantly in a very short period of time to acquire a unique institutional equity with all its inimitable attributes: Excellent Curriculum & Faculty, Iconic Infrastructure, Industry Internship Programs, Purposing, Mentoring & Career Targeting, and the Social Development Program. In recent times, the Institute has taken many bold and progressive initiatives including collaboration with leading academic, research and corporate bodies for carrying out academic and corporate outreach programs.

Vision Mission Values

Vision

The vision of Firebird Institute of Research in Management is to create leaders who are innovative, righteous and insightful.

Mission

- To foster faculty and students to attain high leadership potential
- To engage in rigorous, research supported learning process leading to leadership skills
- To deliver an experience to students that is fundamentally strong in knowledge and this knowledge translated into applications
- To make students aware of societal values by providing real life engagement experiences

Values

- Intellectual engagement with academia and society
- Respecting values of others
- Respect others
- Holding a high level of integrity
- Assuming responsibility for one's own actions, thus delivering independence and autonomy

PGDM Programme

The Firebird PGDM Program is unique and makes students to think, retool, and reinvigorate their career and life. This is done in collaboration with talented peers at Firebird, the renowned think tank of academics, and the most dynamic interdisciplinary experts from corporate. The Program is a strategic integration of core courses, electives, individual and team projects, and intense interactions with corporate leaders.

The tactical components of the Firebird Program works in synergy to deliver a powerful learning experience that is not just for a career altering, but also life changing. The graduates from the program are equipped with knowledge, a global perspective, a broader understanding of interpersonal and team dynamics collaborates with a network of corporate leaders, which kindness confidence in the graduates.

Year I

The core of the Year I is a rigorous curriculum that brings all students to the same level of knowledge in key disciplines. This mandatory core curriculum moulds the students and their classmates to speak the same language on essential business topics.

Year II

The curriculum includes core courses that will help the students build a shared foundation of knowledge. The students will add to their curriculum by choosing a number of electives from among 50+ courses. These electives give the students the opportunity to create a tailored course of study that fit in with their own interests, and desires.

Orientation Week

The year kicks off with Orientation Week, which features an academic overview of the program and gives the student a chance to get acquainted with the Firebird environment. This week is also a valuable opportunity to get to know their learning community. The student will meet executives from industry and have opportunities to interact with them. The first week of the program focus on building a strong foundation for collaboration. In addition to activities that introduce the overall program, the curriculum, the faculty, and the Firebird resources, many events focus on team building and developing bonds with fellow community members.

Industry Internship Program (IIP)

IIP Level I falls in the second Trimester and IIP Level II in the third Trimester each year. The fresh graduates get, for the first time, the experiential learning through IIP and the students with work experience, can see the industry environment through the conceptual prism.

Summer Internship Project (SIP)

The students have to complete a master's thesis, individually. Developing a thesis is an opportunity to tap research centre and laboratories to analyze and solve a business challenge that they find particularly pertinent. The students will work on projects with real-world impact, have an opportunity to put leadership concepts to the test in authentic management situations, and find out how business challenge can be met.

Social Development Program (SDP)

During their second year in the program, they will meet leaders in society/ work with NGO and explore out in the nerve centre of change in the society. They will work on projects with social impact, have an opportunity to put leadership skills to the test in social entrepreneur situations, and find out how rural business is being raised up.

Programme Structure

Table III

Term	No.	Code	Course	Sessions	Credit	Marks		
						CA	ETT	Total
F	1	20PB01	Induction to Management	10	1			100
F	2	20PB02	Basics of Accounting	10	1			100
F	3	20PB03	Quantitative Foundation	10	1			100
F	4	20PB04	Language Competency	10	1			100
F	5	20PB05	Introduction to Excel	10	1			100
I	1	20PC01	Organisational Behaviour	30	3	60	40	100
I	2	20PC02	Business Economics	30	3	60	40	100
I	3	20PC03	Marketing Management	30	3	60	40	100
I	4	20PC04	Financial Reporting, Statements and Analysis	30	3	60	40	100
I	5	20PC05	Quantitative Techniques I	30	3	60	40	100
I	6	20PC06	Introduction to Business Analytics	30	3	60	40	100
I	7	20PP01	Professional Enrichment Program I	10	1	60	40	100
II	1	20PP02	Industry Immersion Program I		1	60	40	100
II	2	20PC07	Human Resources Management	30	3	60	40	100
II	3	20PC08	Computer Applications for Business	30	3	60	40	100
II	4	20PC09	Descriptive Analytics and Data Visualisation	30	3	60	40	100
II	5	20PC10	Business Communication	30	3	60	40	100
II	6	20PC11	Quantitative Techniques II	30	3	60	40	100
II	7	20PP03	Legal Aspects of Business	30	3	60	40	100
III	1	20PP04	Industry Immersion Program II		1	60	40	100
III	2	20PC12	Corporate Finance	30	3	60	40	100
III	3	20PC13	Operations Management	30	3	60	40	100
III	4	20PC14	Business Research Methods	30	3	60	40	100
III	5	*	Elective 1	30	3	60	40	100
III	6	*	Elective 2	30	3	60	40	100
III	7	20PC15	Business Plan Writing and Pitching	30	3	60	40	100
III	8	20PP05	Professional Enrichment Program II	10	1	60	40	100
IV	1	20PP06	Summer Internship Program		6	120	80	200
IV	2	20PC16	Project Management	30	3	60	40	100
IV	3	*	Elective Course 3	30	3	60	40	100
IV	4	*	Elective Course 4	30	3	60	40	100
IV	5	*	Elective Course 5	30	3	60	40	100
IV	6	*	Elective Course 6	30	3	60	40	100
V	1	20PP07	Social Development Program	30	1	60	40	100
V	2	20PC17	Creative Thinking and Innovation	30	3	60	40	100
V	3	20PC18	Corporate Strategy	30	3	60	40	100
V	4	*	Elective Course 7	30	3	60	40	100
V	5	*	Elective Course8	30	3	60	40	100
V	6	20PP08	Business Dissertation I	30	3	60	40	100
VI	1	20PC19	International Business	30	3	60	40	100
VI	2	*	Elective Course 9	30	3	60	40	100
VI	3	*	Elective Course 10	30	3	60	40	100
VI	4	20PP09	Business Dissertation II	30	3	60	40	100
VI	5	20PP10	Business Simulation	10	1	60	40	100

Elective Modules

Table V

Marketing

No.	Code	Course	Sessions	Credit	Marks		
					CA	TEE	TOT
1	20EM01	Consumer Behaviour	30	3	60	40	100
2	20EM02	Sales & Distribution Management	30	3	60	40	100
3	20EM03	Digital Marketing	30	3	60	40	100
4	20EM04	Integrated Marketing Communication	30	3	60	40	100
5	20EM05	Product & Brand Management	30	3	60	40	100
6	20EM06	Marketing Analytics	30	3	60	40	100
7	20EM07	Rural Marketing	30	3	60	40	100
8	20EM08	Business to Business Marketing	30	3	60	40	100
9	20EM09	Pricing Management	30	3	60	40	100
10	20EM10	Services marketing	30	3	60	40	100

Finance

No.	Code	Course	Sessions	Credit	Marks		
					CA	TEE	TOT
1	20EF01	Investment Analysis & Portfolio Management	30	3	60	40	100
2	20EF02	Commercial Banking	30	3	60	40	100
3	20EF03	Mergers, Acquisitions and Corporate Restructuring	30	3	60	40	100
4	20EF04	International Finance	30	3	60	40	100
5	20EF05	Financial Derivatives	30	3	60	40	100
6	20EF06	Fintech for Financial services	30	3	60	40	100
7	20EF07	Insurance and Risk Management	30	3	60	40	100
8	20EF08	Corporate Taxation	30	3	60	40	100
9	20EF09	Strategic Financial Management	30	3	60	40	100
10	20EF10	Financial Modelling	30	3	60	40	100

Human Resources Management

No.	Code	Course	Sessions	Credit	Marks		
					CA	TEE	TOT
1	20EH01	Industrial Relations and Labour Laws	30	3	60	40	100
2	20EH02	Performance Management & Competency Mapping	30	3	60	40	100
3	20EH03	Talent Acquisition & Management	30	3	60	40	100
4	20EH04	Change Management	30	3	60	40	100
5	20EH05	HR Analytics	30	3	60	40	100
6	20EH06	International HRM	30	3	60	40	100
7	20EH07	Strategic HRM	30	3	60	40	100
8	20EH08	Training & Development	30	3	60	40	100
9	20EH09	Emotional Intelligence & Leadership	30	3	60	40	100
10	20EH10	Learning and Development	30	3	60	40	100

Operations

No.	Code	Course	Sessions	Credit	Marks		
					CA	TEE	TOT
1	20EO01	Supply Chain Management	30	3	60	40	100
2	20EO02	Sales and Operation Planning	30	3	60	40	100
3	20EO03	Quality Management	30	3	60	40	100
4	20EO04	Lean Management	30	3	60	40	100
5	20EO05	Service Operations Management	30	3	60	40	100
6	20EO06	Theory of Constraints	30	3	60	40	100
7	20EO07	Supply Chain Analytics	30	3	60	40	100
8	20EO08	Integrated Materials Management	30	3	60	40	100

Business Analytics

No.	Code	Course	Sessions	Credit	Marks		
					CA	TEE	TOT
1	20EA01	Managing Digital Innovation and Transformation	30	3	60	40	100
2	20EA02	Data Mining and Business Intelligence	30	3	60	40	100
3	20EA03	Machine Learning and Artificial Intelligence	30	3	60	40	100
4	20EA04	Big Data Analytics	30	3	60	40	100
5	20EA05	Marketing Analytics	30	3	60	40	100
6	20EA06	HR Analytics	30	3	60	40	100
7	20EA07	Supply Chain Analytics	30	3	60	40	100

Information Technology

No.	Code	Course	Sessions	Credit	Marks		
					CA	TEE	TOT
1	20ET01	Enterprise Business Applications	30	3	60	40	100
2	20ET02	Database Management System	30	3	60	40	100
3	20ET03	Data Mining and Business Intelligence	30	3	60	40	100
4	20ET04	Enterprise Resource Planning	30	3	60	40	100
5	20ET05	Big Data Management	30	3	60	40	100

Credit Definition

1 Credit is equal to 10 sessions of face-to-face Teaching and 30 hours of Directed Learning.

Credit Allocation Table

Table 1: Credit Allocation Across Various Course Levels			
S. No	Particulars	Credits	Remarks
1	Foundation	5	To be delivered through regular classes, e-learning resources, tutorials and workshops.
2	Core Courses	60	These are fundamental courses in management and compulsory for students across the programs.
3	Electives	30	Students can opt for dual major.
Total Course Credits required for qualifying the program (A)		95	
Practice Credits			
1	Personality Enrichment Program (PEP)	2	Lifestyle component of PEP is considered as practice credits. 1 credit is allocated to this component of PEP across the first 2 terms of the Program
2	Industry Internship Project (IIP)	2	This is an experiential internship, spanning 15 days in term 2 & 3 and is compulsory for all students.
3	Summer Internship Project (SIP)	6	SIP is a compulsory immersion project that combines on-ground learning with project work. This project spans across two terms.
4	Social Development Program (SDP)	1	SDP is a compulsory immersion programme that introduces the students to the realities of society
5	Dissertation	6	Dissertation is a compulsory exercise that introduces the students to world of research and helps the student to be involved in the Knowledge creation process
	Business Simulation Program	1	
Total Practice Credits required for qualifying the Program (B)		18	
Total Credits (A + B)		113	

Table II
Distribution

Term	Courses	Credits	Marks
Bridge Courses	5	5	500
Trimester I	7	19	700
Trimester II	7	19	700
Trimester III	8	20	800
Trimester IV	6	21	700
Trimester V	6	16	600
Trimester VI	5	13	500
Total	44	113	4500

Academic Guidelines

Evaluation Process

- I. Firebird Institute of Research in Management follows a continuous evaluation process. Multiple evaluation components such as class- participation, surprise quizzes, individual and group assignments, term papers and project reports, case presentations, mid-term and end-term examination etc. are used by faculty throughout the term for student assessment in their respective courses. The focus is on activity-based learning that necessitates active participation of students. However, a fair balance is maintained between individual and group assignments/ evaluation depending on the nature of the course.
- II. The evaluation pattern across multiple assessment components and the weightage for individual components of evaluation is determined by course faculty.

Grading system

I. Evaluation

The Course Faculty will continuously assess the performance of students in each course for a maximum of 100 marks. The Continuous Assessment marks will be awarded by the Course Faculty based on the performance of students in case analysis, presentations, quizzes, tests, and other assignments (Any three components has a weight of 30%). Assessment on a Term End Examination has a weight of 40%. The Mark Distribution Pattern across various components of assessment is given below. The Course Faculty will decide the distribution of marks across components based on the specific nature of the course.

Table I

No.	Component		Weightage (%)
1	Continuous Assessment		60
	Mid Term Test (MTT)	20	
	Viva-voce	10	
	Case Analysis / Assignments / Role play	30	
2	End Term Exam (ETE)		40
Total			100

- MTT will be conducted for duration of 2 hours with maximum marks of 50 per course.
- ETE will be conducted for duration of 3 hours with maximum marks of 100 per course.

II. Grading System

An 'absolute' grading system on a seven-point scale is applicable, as described below.

Marks Range	Grade Points	Letter Grades	Ratings
91 – 100	10	S	Outstanding
81-90	9	A	Excellent
71-80	8	B	Good
61-70	7	C	Above Average
56-60	6	D	Average
50-55	5	E	Below Average
< 50	0	U	Fail

Students who fail a course have two chances of taking supplementary examinations. Students passing the course after the supplementary examination(s) will be awarded an E - grade; not any higher grade.

Students who fail a course after two chances are required to repeat the course when it is offered next, possibly in the following year, after paying the course fee, which is Rs. 5,000 for a 30-hour course. Since this will be considered as a fresh attempt for the full course, students may earn any grade, from S to U, from the repeated attempt

The Student shall get a minimum of 50 % in the End Term Test in order to pass a course.

Those who got less than 50% in the overall marks can take two supplementary exams. If the student fails to complete the course with two supplementary examinations, he has to redo the course. The norms for the supplementary or redo of the course is in the annexure

III. In the continuous assessment system followed by Firebird Institute of Research in Management, the student's overall performance is measured through a Cumulative Grade Point Average (CGPA). The CGPA is calculated as:

$$\text{CGPA} = \frac{\sum_{\text{All courses}} \text{Course Credit X Grade Point Earned}}{\sum_{\text{All courses}} \text{Course Credit}}$$

The student's term performance is measured by a Grade Point Average (GPA) and the GPA is computed as

$$\text{GPA} = \frac{\sum_{\text{Term Courses}} \text{Course Credit X Grade Point Earned}}{\sum_{\text{Term Courses}} \text{Course Credit}}$$

Attendance Policy

- I. Students may take permission for absence from class on account of the following:
 - i. Institutional work or attending conferences/competitions/events permitted by the business school and duly approved by the Director.
 - ii. For personal reasons including medical leave
- II. Separate permission forms are available for the two categories of leave. Students will be required to fill the form, take the permission of the Program Coordinator with a signature on the form and submit the same to the Batch Coordinator.
- III. Students may be granted leave of (for 11.I.i) only for the following reasons.
 - i. Illness of self
 - ii. Sudden demise of parents, immediate family members
 - iii. The marriage of self and sibling. (proof of the same/card need to be appended along with the application for leave)
 - iv. Sudden serious illness of parents, immediate family members
- IV. The students are allowed to participate in competitions organised by few reputed institutes/organisations only. They can participate only two times (maximum) in a year and the total period of absence should not exceed 7 days (all together) if it is national level competition subject to a minimum attendance of 60% for any given course. For international competition, a student can participate only once and period of absence should not exceed 10 days subject to a minimum attendance of 60% for any given course. The Leave of

absence for participating in such events has to be duly sanctioned by Faculty Coordinator In-charge of Events and Program Coordinator for which a separate form is available at Program Office.

Penalty for Absence

- I. Penalty for absence from the class with/ without prior authorization/ permission is a sub-letter downgrade.

S. No.	3 Credit Course (30 Sessions)	Penalty
1	Up to 5 sessions	No Penalty
2	6 Sessions	One Sub-letter downgrade
3	>7 AND ≤ 9 Sessions	Two Sub-letter downgrade
4	10 and Above Sessions	'F' Grade & Repeat Course

- II. For any medical/ emergency reason, all students have to obtain prior permission from the Batch Coordinator/Program Coordinator to be granted a leave of absence. Even sanctioned leave will imply the norms/ penalty mentioned in above table for final grading in each subject.

III. Sanction of leave does not imply entitlement to make- up test for missed evaluations.

- IV. In courses that are not time-tabled for regular sessions (Such as IIP, SIP, SDP)- In view of the varying nature of pedagogy in different courses, some courses may not have classes for a part of a Group or program, and students may be required to do project work during this period. However, in such cases, students will be required to submit interim/ final project reports, design documents, or demonstrate part of the project under development. In such cases, attendance will be taken during the sessions in which students are required to send the daily report/ present their initial/ final project designs, intermediate reports, project presentations, etc.

Qualification for the Award of Diploma

- I. In addition to the points made in Section 13, a student should fulfil the following conditions to qualify for Award of Diploma –
- i. The Academic Cumulative Grade Point Average (CGPA) of a student at the end of the second year (Foundation, Term I, Term II, Term III, Term I, Term

V and Term IV) must be at least 6.0.

- ii. He/ she should not obtain a 'E' in more than three courses. (3E)
- II. It is the student's responsibility to complete all the academic requirements satisfactorily, including the minimum number of credits for the award of a diploma.
- III. The grades given by a faculty on any segment of evaluation are final. The faculty will not be called upon to justify the grades. A student who wants clarification of his/ her grade must submit their re-evaluation request form with the batch coordinator, as per clause 10.5.
- IV. In case of IIP, SIP, SDP credits the faculty mentor or the external mentor is authorized to award a 'F' grade in case the students does not attend regularly or aborts the program in between. The external mentor may also assign the 'F' grade if the student misbehaves or uses unfair means to demonstrate better performance. The decision of the external mentor will be final and binding.

Award of diploma

- I. "The Post Graduate Diploma in Management" (PGDM) will be awarded to students at the end of the second year, who in the judgement of the faculty council have fulfilled all conditions and requirements for the award at the institute's Annual Graduation Ceremony held at the end of each academic year.
- II. Time Limit for Completion of the Programme: A student should fulfil the requirements for the Post Graduate Diploma in Management (PGDM) within forty-eight months (four years) of his/ her admission to the programme.

Make up policy

- I. If a student has missed the mid-trimester/end-trimester examinations, or quizzes or assignments he/she will not be awarded any marks for the missed components of the evaluation.
- II. Make-up examination shall be conducted only for students for missed evaluations and who are eligible for make-up.
- III. Students appearing for make-up examinations in a given course will not be eligible for grades S or A in the said course except for those having sanctioned leave or per clause 11.4
- IV. The Make-up exam for a term will be conducted in the make-up examination week scheduled by Exam Office. The make-up examination for all the missed components for any course will not constitute more than 40 percent of the total evaluation component/ grade for the course.
- V. If a student is missing any component of evaluation due to the absence or sanctioned leave should apply for the makeup examination at the end of Term to Exam Office and will be acted upon
- VI. In case, a student seeks permission to appear in the make-up examination for illness, other

than prolonged illness, he/ she should produce a certificate (along with prescription) from the Doctor and bills of prescribed medicines. Such documents should be submitted along with the application for leave immediately on joining the Institute. In case, a student has left the hostel after obtaining approved a prior leave of absence from Director/Program Coordinator due to illness, or sudden serious illness of immediate family, he/ she will have to produce a certificate from a Registered Medical Practitioner along with prescription and bills of prescribed medicines purchased to be eligible to appear in the make-up examination. This certificate along with prescription and bills will have to be submitted on the day the student returns to the Institute or the first working day that follows, in case the student returns to the Institute on a holiday. In case a student seeks permission on the ground of demise of parents, immediate family, he/she will have to produce the death certificate to be eligible to appear in the make-up examination.

- VII. The final discretion regarding eligibility for makeup examination will lie with the Academic Committee and the Director.
- VIII. Re – Test for improvement: First year students who have accumulated more E/F grades than permissible to be Eligible for promotion to the second year / registrations to Term IV will be allowed only one retest provided the total number of Es (or equivalent) does not exceed 5 during the entire first year all combined, and CGPA is not less than 5.5. In such cases, students will be required to pay re-test fee of Rs.5000 per course to the Institute. The retest results for successful students under these circumstances will lead to a change in the letter grade awarded to them. However, such candidates will not be eligible for any award or support based on academic merit. The Director and the Academic Committee has the sole discretion to determine the courses for which students will be allowed retests if any. The decision of the Academic Committee in such cases is final and binding.
- IX. If a student gets E/F as described elsewhere during 1st year or 2nd year should appear for a retest immediately as advised by the Institute.
- X. Students, who have accumulated during their 1st year combined more than 3 Es (or equivalent) even after the retest as per clause 13.1.2 will be considered to have failed in the first year. They will have the option of:
 - i. Repeating the entire first year curriculum upon payment of appropriate fees as decided by the Academic Committee or
 - ii. Withdrawing from the programme
- XI. Second year students who fail to qualify for the award of Diploma will be given one opportunity for retests to the extent absolutely necessary to be eligible for the award of the certificate as per these guidelines. Such students will have to pay a retest fee of Rs.5, 000/- per course to the Institute. The rules for retests for second year students remain the same as for unsuccessful first year students.

Academic probation

If GPA of a student falls below 6 in any Term, the student will be placed on academic probation. The Academic Committee will review all cases of academic probation and will allow for exceptions to the above rules in case of medical or other atypical situations.

Orientation Programme

**Firebird Institute of Research in Management
Batch 2020-2022
Orientation Programme
Introduction to Management**

Course Code: 20PB01

Credits: 1

Total No. of Sessions: 10

Course Objectives:

The objectives of the course are:

Provide an understanding of the evolution of management, the key principles of management and related theory and practice.

Develop an overall understanding of the management principles and concepts

In order to have a better understanding of the subject it is expected to invest considerable time and effort by each student in preparing for each class, presentations, reading the assigned readings, and do well in case discussions.

Course Content:

Module I:

Evolution of management- Management and environmental issues- Various schools of management- Classical-neo classical- Modern school - Functions of Management – Decision Making.

Text Book:

1. Harold Koontz, Cyril O'Donnell and Heinz weihrich- Essentials of Management, McGraw-Hill, 4th Edition, 1986

References:

1. Peter F.Drucker - Managing in times of Great Change, New Millennium Entertainment, 2001.

Suggested Readings: Business Line, Economic Times, HR Journals

Firebird Institute of Research in Management
Batch 2020-2022
Orientation Programme
Basics of Accounting

Course Code: 20PB02

Credits:1

Total No. of Sessions: 10

Course Objectives:

The course seeks to

To familiarize the students with financial statements and its principles to develop their skills in reading Annual Report, and lay foundation for developing their skills in interpreting the same.

To acquaint them in brief with accounting mechanics.

Course Content:

Understanding Financial Statements - Basics Accounting concepts and principles, Basic accounting equation, Overview of Financial statements - Balance Sheet, Statement of Profit and Loss and Cash Flow statement- Business Connect.

Textbook:

Robert N Anthony, David F Hawkins, Kenneth A Merchant, “Accounting Text and Cases”, TMH.

Reference Books:

1. S.K. Bhattacharyya, John Dearden, “Accounting for Management Texts & Cases”- Vikas.
2. Ambrish Gupta, “Financial Accounting for Management”, Pearson Education.

Firebird Institute of Research in Management
Batch 2020-2021
Orientation Programme
Quantitative Foundation

Course Code: 20PB03

Credits: 1

Total No. of Sessions: 10

Course Objectives:

The course seeks to:

Refresh the students with the ideas of Mathematics they have learnt in their undergraduate courses
Provide a platform to strengthen their problem solving skills.

Course Content:

Module I:

Basics of Statistics

Module II:

Arithmetic & Geometric Progressions

Module III:

Probability Distributions

Module IV:

Introduction to Calculus

Textbook:

V. Sundaresan, S.D. Jeyaseelan, An Introduction to Business Mathematics, S.Chand & Company LTD.

Firebird Institute of Research in Management
Batch 2020-2022
Orientation Programme
Language Competency

Course Code: 20PB04

Credits: 1

Total No. of Sessions: 10

Course Objectives:

This course seeks to:

- Introduce 'English' as a language full of fun and in the process, develop a natural interest towards the language.
- Lay a strong foundation from where they can launch themselves into enhancing their English language skills.
- Give them pointers and enablers which they can use on a daily basis in their journey of improvising their communication competencies.

Module I: Introduction

Introduction to the English Language and its Global acceptance – Fun in learning English – Methodologies to Imbibe Self Interest in English – Introduction to LSRW (Listening, Speaking, Reading and Writing). The ENGLISH SELF-SWOT Analysis tool.

Module II: Grammar Essentials & Listening skills

Fundamental Grammar Essentials – Common usage & avoiding simple grammatical errors. Listening Skill – Art of storytelling & creation – Audio-video (AV) competency enhancers

Module III: Reading Skills

Reading as a habit – The power reading technique - Group reading – imagery & visualisation – Reading comprehension (Passage reading & interpretation skills) – Book reading & Book reviews

Module IV: Speaking Skills

Overcoming fear - Shedding inhibitions of oral communication – Mother tongue as an enabler - The Vocabulary tree – Power of words – Pronunciation - Public Speaking: 'Jack to Master' orator - The techniques' to adopt – Voice modulation - Presentation delivery using MS-Power Point.

Module V: Writing Skills & Theatre

Fun with sentences – The Jumble rumble – Email & Letter writing etiquettes – Passage writing – Online tools for effective writing assessment – Audio books for sustained language competence development. Take- aways: Training Work Book PDF, Hand-outs (In person or e-copies online)

Reference Books: (Multiple reference texts applied. A few primary reference books cited below)

- Word Power by Norman Lewis
- High school English grammar & composition by Wren and Martin ✓ Quick & easy way to effective speaking by Dale Carnegie

Firebird Institute of Research in Management
Batch 2020-2022
Orientation Programme
Introduction to Excel

Course Code: 20PB05

Credits: 1

Total No. of Sessions: 10

Course Objectives:

The objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.

Course Content:

MS Excel 2010 -Building Worksheets - Processing Numerical Data - Formatting and Editing - Building Formulas - Using Functions - VLOOKUP – HLOOKUP - Data Validation-Performing What-If Analysis - Filtering - Conditional Formatting- Subtotal -IF statement -Creating Charts - Analyzing Data with Pivot Tables

Reference Books:

Wallace Wang, MS Office 2010 for Dummies, Wiley India Edition

Mark Dodge, Craig Stinson, MS Excel 2007 Inside Out, Prentice Hall of India, New Delhi,2007.

Trimester I

Firebird Institute of Research in Management
Batch IV
Trimester I
Organizational Behaviour

Course Code: 20PC01

Credits: 3.0

Total No of Sessions: 30

Course Objectives:

This course aims to provide a fundamental understanding of the concepts of Organizational Behaviour from industry perspective. The emphasis would be given on the contemporary OB issues like managing virtual organizations, culture & change, organizational mental health, employee engagement, workplace diversity, etc. Special attention would be given to discriminate the organization structure & design in the context of millennial employee behaviour. The major topics would be covered with the experiential learning tools such as Case Learning Method, Role Plays, Simulation Games, Industrial Visits, etc.

Course Outcomes:

- At the end of the course, students would be able to:
- Apply the concepts of organizational behaviour to the specific OB issues.
- Demonstrate the importance of interpersonal skills in the workplace.
- Critically evaluate the characteristics of effective teams for regulation in the workplace.
- Analyze the behavioural implications of different organizational structure & design.

Course Contents:

Module I: Introduction

Definition of OB – foundations - emergence of OB as a discipline - disciplines that contribute to the OB field - Application of OB Concepts in Organisational Management – Defining Moments

Module II: Personality, Perception & Learning

Personality - Meaning of Personality - Personality Theories - Determinants of Personality - Personality Profiling and its applications - Personality Tests

Perception - Meaning and significance of perception - Sensation Vs. Perception – Process – Selection - Social Perception - Impression Management

Learning - Significance of Learning - classical, operant and social learning approaches – Blooms Taxonomy – Kirk Patrick Model - Behavioral Management

Module III: Motivation and Job satisfaction

Motivation - Definition of Motivation - Theories of motivation – Attitudes - Concept of Attitudes - Sources and types of Attitudes - Functions of Attitudes - Cognitive Dissonance Theory - Job Satisfaction - Organizational commitment and Psychological contract

Module IV: Communication & Managing Emotions

Organizational Communications - Goals of Organizational Communication - Interpersonal Communication – Issues & Challenges in managing organizational communication

Workplace Emotions – Types of emotions - managing emotions - Emotional Intelligence.

Module V: Group Dynamics

Work teams and Group behaviour – Nature and types of groups - stages of Group development.
Definition of Work Teams – types of teams, team roles – Leadership - concepts and styles – Conflict & Intergroup Relations

Power and Politics - Definition and meaning of power, Difference between authority, power and Influence, Power in groups, Organization politics

Recommended Textbook:

Robbins, Judge & Vohra (2019), Organizational Behaviour (Eighteenth Edition), Pearson India Education Services Pvt. Ltd.

Reference Reading Material:

1. Nahavandi et al. (2015), Organizational Behaviour, Sage Publications India Ltd.
2. Seijts (2008), Cases in Organizational Behaviour, Sage Publications India Ltd.
3. Hofstede et al. (2010), Culture and Organizations: Software of the Mind, Mc Graw Hill.
4. Goleman (2009), Emotional Intelligence: Why it can matter more than IQ, Bloomsbury Publisher.
5. French et al. (2006), Organization Development: Behavioural Science Interventions for Organization Improvement (South Edition), Pearson India Education Services Pvt. Ltd.
6. Buchanan & Bryman (2009), The Sage Handbook of Organizational Research Methods, Sage Publications Ltd.

Firebird Institute of Research in Management
Batch IV
Trimester I
Business Economics

Course Code: 20PC02

Credits: 3.0

Total No of Sessions: 30

Course Objectives:

This course aims to provide a fundamental understanding on the concepts of micro economics and macroeconomics. This understanding should help students integrate economic concepts into managerial decision making. The course would develop students' capacity to analyze the economic environments in which business entities operate and understand how managerial decisions can vary under different constraints that each economic environment places on a manager's pursuit of his/her goals.

Course Outcomes:

At the end of the course, students would be able to:

- 1 Understand economic theory, terminology and principles
- 2 Apply the tools of economic analysis to real world situations
- 3 Understand, use and interpret basic economic data
- 4 Take a greater role in decision-making in everyday life

Course Materials: Selected readings and articles – distributed in class and/or posted online

Course Contents:

UNIT I: Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II: Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

UNIT III: Market structure - characteristics -. Perfect Competition-Monopoly, Monopolistic Competition-Oligopoly-Non-price competition and advertisement expenses. Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V: National Income – Components and measurement. Economic cycles-theory and brief history - inflation and deflation – causes and types of inflation, management of economic cycles.

Balance of payments, Monetary Policy – Instruments of the central bank, Fiscal Policy – Fiscal instruments-The union budget.

(Case studies, Seminars and group exercises are used to supplement the class lectures)

Text book:

N.GregoryMankiw, Principles of Micro Economics, Cengage Learning India Pvt. Ltd., 2019.

Reference Books:

1. Dominick Salvatore, Managerial Economics: Principles and Worldwide Applications, 6th Edition, Oxford Higher Education, 2009
2. Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, Microeconomics, 7th Edition, Pearson Education Inc., 2009.
3. Paul G Keat, Philip K Y Young and Sreejata Banerjee, Managerial Economics: Economic Tools for Today's Decision Makers, 6th Edition, Pearson Education Inc., 2011
4. 3. G S Gupta, Macroeconomics: Theory and Applications, 4th Edition (latest edition), McGraw-Hill Education (India) Private Ltd, 2014

Firebird Institute of Research in Management
Batch IV
Trimester I
Marketing Management

Course code: 20PC03

Credits: 3

Total No of Sessions: 30

Course Objectives:

Primary Objective- To define the nature, function, and basic principles of marketing through strategic planning process of a company in order to understand marketing as a market driven philosophy from the buyer- Seller perspective.

Secondary Objective- To apply the marketing process as a frame work to analyze broadly the marketing environment.

Course Outcome:

To have a broad understanding of strategizing, by using the marketing mix and their application and appreciate the role of marketing as a function in the running of an organization. A critical appreciation and importance of Marketing activity.

Course Contents:

Module I: Understanding Marketing Management: Understanding Marketing Management – Importance and Scope- Core Marketing Concepts -Company Orientations towards the Market place- Fundamental Marketing Concepts, Trends and tasks- Marketing Mix Elements- Marketing and Customer Value- The nature and contents of a Marketing Plan-components of a modern marketing Information system- Analysing the Macro Environment- Forecasting and demand Measurement –the Marketing Research Process.

Module II: Understanding consumer behavior: Building Customer Value, Satisfaction and Loyalty- Cultivating Customer relationships- Customer Databases and database marketing-Analysing consumer markets- - The buying decision process- Post purchase behavior- Organisational buying- The purchase procurement process.

Module III: Understanding Marketing Strategy: Identifying market segments and targets- Competitive strategies for market Leaders-Product life cycle Marketing Strategies-Developing and Establishing a Brand positioning- Brand equity- Measuring Brand Equity- Brand Revitalization-Devising a Branding strategy.

Module IV: Marketing Mix- Product Decisions: Setting Product Strategy-Product Characteristics and classifications – Product and services differentiation- Product and Brand Relationships- Product Mix Pricing- Product Bundle pricing considerations- Packaging, labeling, warranties and Guarantees

Module V: Marketing Campaign Management: Design and analysis of marketing plan- Preparation of marketing report- Presentation of marketing ideas

Text Book:

Principles of marketing 17th edition Philip Kotler, Gary Armstrong and Prafulla Y Agnihotri

Other Material:

The case Study Handbook – Ellet, William.

Case study material available in the SSD and Power Point Slides

Firebird Institute of Research in Management

Batch IV

Trimester I

Financial Reporting Statement Analysis

Course Code: 20PC04

Credits: 3

Total No of Sessions: 30

Course Objectives:

The course helps to understand the financial statements with the practical techniques of financial analysis. To gain more insights on accounting standards and issues related to financial reporting. The course will enable the participants to understand the particular industry and develop skills in analyzing the financial statements for investment, credit and other business. It helps students to learn how to apply the skills of financial analysis and forecast the financial performance of the organization.

Course Outcomes:

As a result of participating in this class, students will demonstrate, through the completion of examinations, quizzes, mini project, and homework their ability to:

To create competency of reading and understanding the financial statements

Analyze financial statements using knowledge of the underlying accounting principles and financial analysis techniques

To comprehend the accounting standards and issues in financial reporting

To interpret the performance of the company using financial analysis techniques

Provide a framework for analyzing the firms past performance for forecasting outcomes

Course Materials: Course material along with cases will be provided. Selected readings and articles – distributed in class and/or posted online

Prerequisites

Accounting

Course Content:

Module I: Financial Accounting

Accounting – Overview – Securities Exchange commission of India - Regulatory requirements for financial reporting - Preparation of Financial statements – Income Statement - Balance sheet – Cash flow statement

Module II: Financial analysis techniques

Financial analysis techniques – Ratio analysis – Activity, Liquidity, Solvency, Profitability and Valuation ratios – Equity, Credit and Segment analysis - Common size financial statements – Charts in financial analysis – Forecast earnings - Introduction to Valuation - Accounting Value - Economic Value

Module III: Issues in Financial Reporting

Issues in Financial Reporting – Earnings Management – Red flags – Fraud triangle – Financing of payables – Securitization of receivables

Module IV: Financial statement analysis

Financial statement analysis: Application – Financial performance evaluation - Company projection – Assessing Credit quality of potential debt investment – Screening – Analyst adjustment to a company’s financial statements

Module V: Developments in Accounting

Developments in Accounting: Block chain accounting, Fraud and Forensic Accounting - Accounting standards – GAAP, Important Ind AS and IFRS-

Text Book:

1. Financial Statement Analysis, Charles H.Gibson, South western, Cengage Learning India Pvt Ltd, 2013.

Reference Books:

1. Interpretation and Application of IFRS standards, PKF International Ltd, John Wiley & Sons Ltd, 2018

2. Financial Statement Analysis, K.R.Subramaniam & John J.Wild, McGraw Hill Education Pvt Ltd, Tenth edition, 2015.

3. The analysis and use of Financial statements, Gerakl.I.White, Ashwinpaul C, Sandhi, Dov Fried, Wiley & Sons, 3rd edition, 2002

Firebird Institute of Research in Management
Batch IV
Trimester I
Quantitative Techniques I

Course Code: 20PC05

Credits: 3

Total No of sessions: 30

Course Objectives:

This course introduces the idea of statistical thinking for the first trimester students of Batch I in order to expose the students to the fundamentals of understanding data, measures of central tendency and dispersion, the basic concepts of probability and probability distribution, sampling and sampling distribution, estimation and confidence intervals, hypothesis testing and statistical inferences. Also, to facilitate the students to understand how statistical thinking is used by various manufacturing and software product development industry.

Course Outcomes:

As a result of participating in this class, students will demonstrate, through the completion of examinations, quizzes, mini project, and homework their ability to:

Apply statistical thinking for business scenarios

Use the fundamentals of measures of central tendency and dispersion for business decision making

Use the probability and probability distribution for business decisions

Make inferences about the population using the sample for business decisions

Relate to how statistics is used in Manufacturing and the Software product development industry and other industries in general

Course Materials: Selected readings and articles – distributed in class and/or posted online

Software: RStudio, MS Excel, Minitab

Course Contents:

Module I: Introduction to Business Statistics

The various functional areas in which businesses use statistical concepts for decision making, Understanding, organizing and presenting data

Measures of Central tendency and Dispersion

Various measures of central tendency and dispersion with extensive references to use of these measures in manufacturing and other sectors.

Module II: Basic Concepts of Probability

Types of probability, Permutation and Combination, Probability assigning techniques, Basic Rules of Probability, Bayes Theorem

Discrete Probability Distribution

Random Variables, Binomial Distribution, Poisson Distribution. Continuous Probability Distribution - Uniform probability distribution, Normal Distribution. References to the use of normal distribution in Software quality to be emphasized. Central Limit Theorem

Module III: Sampling Distribution

Estimation and Confidence intervals

Hypothesis testing

Setting up the Null and Alternative hypothesis, References to the use of hypothesis testing as used in software product development to be emphasized

Module IV: Inferential Statistics

Statistical inference for single population using Hypothesis Testing, Statistical inference for two population using Hypothesis Testing, making inferences about population using the variances in sample

Module V: Fundamentals of correlation and Regression, An Introduction to use of statistics in In-Process Quality control techniques, an introduction to use of

Textbook:

Joseph Francis, “Business Statistics “, Second Edition, Cengage 2020.

Reference Books:

Business Statistics, Naval Bajpai, Second Edition, 2018, Pearson India and Business Statistics, Levin, Rubin, Seventh Edition, Prentice-Hall

Firebird Institute of Research in Management
Batch IV
Trimester 1
Introduction to Business Analytics

Course Code: 20PC06

Credits: 3.0

Total No of Sessions: 30

Course Objectives:

This course introduces students to the science of business analytics while casting a keen eye toward the artful use of numbers found in the digital space. The goal is to provide businesses and managers with the foundation needed to apply data analytics to real-world challenges they confront daily in their professional lives. Students will learn to identify the ideal analytic tool for their specific needs; understand valid and reliable ways to collect, analyze, and visualize data; and utilize data in decision making.

Course Outcomes:

As a result of participating in this class, students will demonstrate, through the completion of examinations, quizzes, mini project, and homework their ability to:

To Understand the basic concepts of programming

To understand the role of data analytics in business domains.

To know the importance of Data Quality in business analytics.

To learn a powerful visualization package in ggplot2 to create useful visualizations for exploratory data analysis

At the end of the course, the students would be able to apply statistical thinking for business scenarios

Course Materials: Selected readings and articles – distributed in class and/or posted online

Software: R – Studio R – Studio latest version

Prerequisites: Business Statistics, a basic understanding of any of the programming languages will help you in understanding the R programming concepts and move fast on the learning track.

Course Contents:

Module I: Introduction to Programming: Introduction to Computers & Applications - Machine Code – The Language of Computers - Translating to machine code – Compilers and Interpreters - Programming languages: What is a programming language - Why are there so many of them? - How to choose one to learn? -Tools for programmers - Instructions and statements - The flow of a program -Introduction to data and data types – Variables – operators - - Data types in other languages

Module II: Introduction to Business Analytics & R Programming: Overview of Business Analytics - FACT Framework - Introduction to R, Getting Started with R, Calculations with R - Functions and Using the Built-In Helps - Getting to Know Your Data - Introduction to Other Data Types Organization and sources of data: Assembling Data - Calculate the Results Calculations with Dates - Data Types Creating Date Types.

Module III: Packages: Packages - Loading Packages, - Libraries and Installed Packages - Installing Packages - Maintaining Packages. Data: Built-in Datasets - Reading Text Files - Reading Files - Reading Other File Types - Factors Logical Type and Relational Operators-Conditional Statements - Stacking Data – Loops

Module IV: Data Quality and Data Transformation: Data Quality and Data Transformation: Importance of data quality Dealing with missing or incomplete data - Data Structure based on the Business Problem Part -Subset Data using Filter and Select Functions Useful Operators for Data Manipulation - Creating New Variables using Mutate function - Data Aggregation using Summarize and Group by functions - Handling Missing Values6mData Join - Long Vs Wide Format for Data - Manipulating Strings

Module V: Exploratory Data Visualization using R: Exploratory Data Visualization using R: What to Explore in the Data? Univariate and Bivariate Exploration - Charts and Graphs in R - Univariate Analysis of Categorical & Numerical Variables - Bivariate Analysis – Analysis of Two Categorical Variables, Two Continuous Variables, One Categorical & Other Continuous Variable - Line Plot & Bar Plot to show visually show Time Series Data - Multidimensional Charts - R Statistics: Summary Statistics, Measures of center and spread, Normal distribution, - Bivariate Distributions - Correlation. Bivariate Distributions (Categorical Data): Contingency tables – Linear Regression.

Textbook:

Richard Cotton,“A step by step Function Guide to Data Analysis Learning R “, SPD O,Reilly, First Edition 2013.

Reference Books:

Nina Zumel & John Mount, Practical Data Science with R

Firebird Institute of Research in Management
Batch IV
Trimester 1
Professional Enrichment Program I

Course code: 20PP01

Credits: 1

Total No of sessions: 10

Course Objective

The overall objective of the entire course is to introduce & inculcate the fundamental skills essential for the student to develop his professional outlook and inner excellence intended to possess, while entering the job market as well as becoming an entrepreneur with the long-term vision of leading life holistically.

Course Outcomes

- i. At the end of the course, the students would be getting a clear idea about their required professional skill requisites. Self-Awareness is key. This they will identify using some SWOT analysis tools or other methods.
- ii. The students would be familiar with the expectations of the industry, various etiquettes and cultivate positive habits. They will also in the process learn what are the primary grooming/ interpersonal / leadership / team handling skills required to become a stand-out professional.

Course Content:

Module I: Introduction to Professionalism

Introduction to Professionalism - Need for professionalism - The importance of Attitude - Making optimism as a habit – Importance of interpersonal skills - Corporate expectations in a professional - How to meet them? The 24-hour challenge.

Module II: Self-Awareness

Significance of Self-Awareness - Analyzing self - SWOT Analysis - Tools of Self-Assessment - The Johari Window - Basic Psychometric Assessment of Self – Personality types - The Basics of DiSC ® Psychometric Tool – Power of positive HABITS - Self Awareness questionnaires.

Module III: Grooming, Social etiquette and Body language

Importance of grooming – Image Management – Self branding - Non-verbal communication: Social etiquette - Introduction to Body Language - Postures & gestures – Pro activeness & Personal Magnetism

Module IV: Art of professional Communication

Basic Communicating etiquettes - Reading as a habit – The Book review challenge - Mobile phone etiquette – Letter writing - Covering letters – Various corporate communication tools – Email Etiquette - Art of delivering presentations – AVK Methodology of audience engagement - Short films - Public speaking skills – Group discussions & Board Meeting etiquette.

Module V: Professionalism & Leadership within Teams

Group Dynamics: Importance of leadership skills within Teams – Conflict Management - Decision making in teams – The Mock Court - Art of facilitating brainstorming skills – Self Leadership.

Textbook:

No particular Text book defined as wide learning required from different texts.

Reference Books:

- 7 Habits of Effective people – Stephen R Covey
- How to Win Friends and Influence People – Dale Carnegie
- Attitude - Jeff Keller
- Laws of team work – John C Maxwell
- Business Etiquette & Professionalism – M.Kay duPont

Trimester II

**Firebird Institute of Research in Management
Batch IV
Trimester II
Industry Immersion Program I**

Course code: 20PP02

Credits: 1

Total No of sessions:

Organization Study

IIP Level 1 falls in the second Trimester of PGDM and scheduled sometime during November each year. Most students (about 90%) get, for the first time, industry exposure through IIP (Phase-I). Though the remaining 10%, who have work experience, have already got exposed to industry, IIP (Phase-I) provides them a chance to see the industry environment through the conceptual prism.

Objectives of Organization Study: The student will be able to understand the organization structure prevailing in the organization formally and informally. Further, student shall also cognize the Organization culture exists throughout the organization process.

Outcome of Organization Study: After this study, the student is expected to come out with adequate knowledge on practical structure of the organization which will make them to get acquainted with the corporate culture.

Firebird Institute of Research in Management
Batch IV
Trimester II
Human Resources Management

Course code: 20PC07

Credits: 3

Total No of Sessions: 30

Course Overview

This course aims to provide a fundamental understanding on the concepts of Human Resource Management in the context of Strategic Business Operations. The emphasize would be given on the contemporary HR practices like Managing Human Resources in Digitalization era, HR issues in Industry 4.0 etc. apart from the traditional HR practices like Strategic Human Resource Planning, Job Analysis, Recruitment & Selection, Career Development and Training & Development, Performance Management & Competency Mapping, Talent Management & Succession Planning, Compensation & Benefits, etc. At the end of this course, the Learning Objectives would be achieved with the help of different innovative pedagogies like Case Learning Method, Role Plays, Simulation Games, Management (HR) Games, HR Lead Talk, Industrial Visits, etc.

Course Outcomes:

At the end of the course, students would be able to...

Design a framework for Job Analysis and come up with Job Descriptions and Job Specifications for a selected industry/company.

Describe different ways of recruitment & selection process for the effective result of organization performance.

Design a Training & Development Programme for a specific industry, most probably where they are doing their Industry Internship Programme.

Choose the right evaluation techniques & tools for Performance Management System in an organization

Construct a Compensation model for different levels of jobs in any industry.

Course Contents:

Module 1:

Introduction to Human Resource Management -Introduction to the field of Human Resource Management, Evolution of HRM, HRM and Business Performance: Understanding the Relationship, HRM & Organization Culture

Module 2:

HRP & Job Analysis -Human resource planning, Models for HRP. Job Analysis - Definition, scope and methods, Job Description – Job Specification

Module 3:

Recruitment & Selection -Recruitment: Strategic Issues, Internal and external recruitment, Evaluation of Recruitment Process. Selection: Tools for selection, Selection of Managers, Criteria for choosing selection devices - Reliability of tests.

Module 4:

Performance Management System & HRD -Performance Management System: Functions, self-managed teams, criteria for a good appraisal system, Methods of Performance Appraisal, Performance Appraisal Interviews. Human Resource Development: Introduction, Needs assessment phase, Training Phase, Evaluation phase, Training methods.

Module 5:

Compensation & Employee Relations Compensation: Rewarding Employees, Compensation policy, Job Evaluation Methods, Linking Job Evaluation with the Compensation Policy, Payroll Process & ERP Solutions -Employee Relations: Employee Relations in the context of Neo-liberal Economy, Gig Economy and the Virtual Workplace

Textbook:

Dessler&Varkkey, Human Resource Management (Fifteenth Edition), Pearson India Education Services Pvt. Ltd., 2018

Reference Books:

1. Kenneth M. York, Applied Human Resource Management, Sage Publications India Pvt. Ltd., 2010
2. Denisi, Griffin & Sarkar, Human Resource Management – A South Asian Perspective (2nd Edition), Cengage Learning India Pvt. Ltd., Delhi, 2016
3. DeCenzo, Robbins &Verhulst, Human Resource Management (11th Edition), Wiley India Pvt. Ltd., 2013
4. Elizabeth Aylott, Employee Relations: A Practical Introduction (2nd Edition), Kohan Page (HR Fundamentals Series), 2018

Firebird Institute of Research in Management
Batch IV
Trimester II
Computer Applications for Business

Course code: 20PC08

Credits: 3

Total No of Sessions: 30

Course Objectives:

The objective of this course is to introduce the students to the Management Information Systems and its application in organizations. The course would expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in Management Information Systems and also how organizations would use it as a tool for business decision making.

Course Objectives:

Demonstrate proficiency in the technologies and processes for business.

Demonstrate proficiency in the underlying infrastructure of information systems and computer networks.

Demonstrate proficiency in structuring, collecting, and analyzing data to support business operations and strategic decision making.

Demonstrate proficiency in selecting, implementing, and operating information technology solutions to meet organizational requirements.

Course Contents:

Module I: Foundation concepts: Components of an Information System-Resources -Activity, Types of Information System-Operations Support Systems-Management Support Systems-Other Classifications-Success and Failure with IT

Module II: Strategic uses of Information Technology: Role of IT in Re-engineering - Building Knowledge Creating Company, Functional Business Systems-Marketing - Manufacturing - Human Resource - Accounting- Financial Management Systems - Cross Functional Enterprise Tools for Enterprise collaboration

Module III: Enterprise e-Business Systems: Customer Relationship Management-Enterprise Resource Planning-Electronic Payment Systems

Module IV: Decision Support Systems: What if Analysis-Sensitivity Analysis- EIS - KMS - Artificial Intelligence Technologies in Business - Expert Systems

Module V: Developing Business/IT solutions: Systems Development life cycle –Prototyping-System Analysis-Systems, Design- Implementation- Security and Ethical Challenges

Textbook:

James A O Brien, “Management Information Systems”, Tata McGraw Hill Edition, 10/e, 2014

Reference Books:

1. Haag, Cummings, Mccubbrey, “Management Information Systems for the Information Age”, Tata Mcgraw Hill.

2. Kenneth C Laudon, Jane P.Laudon, “Management Information Systems”, Prentice – Hall of India Private Limited, New Delhi.
3. Hossein Bidgoli, Nilanjan Chattopadhyay, Management Information Systems, CENGAGE Learning.

Firebird Institute of Research in Management
Batch IV
Trimester II
Data Visualization for Managers

Course code: 20PC09

Credits: 3

Total No of Sessions: 30

Course Overview:

This course will provide a hands-on introduction to visualizing a wide variety of different type's data. The course combines tutorial style introductions to different software tools and visualization packages centered around the R language, practical tips on analyzing and presenting real data, and some readings and discussion of the principles of data visualization.

Course Outcomes:

Employ best practices in data visualization to develop charts, maps, tables, and other visual representations of data.

Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole.

Provide an overview and develop an introductory level of competency on the use of several available software tools that can be used for data visualization

Allow for project-based opportunities to identify, understand, analyze, prepare, and present effective visualizations on a variety of topics

Course Contents:

Module 1: Introduction to the Art and Science of Data Visualization, Design Fundamentals, Creating a good data set for analysis, Advanced Excel Techniques.

Module 2: Principles and techniques of graphic design; form, layout, composition, typography and colors. Data visualization using MS Office, In Depth Design Fundamentals.

Module 3: Narrative visualization and digital Storytelling with Data; info graphics, Text Mining and Visualization

Module 4: Word clustering, Sentiment analysis, Dashboards, interactive and animated displays

Module 5: Visual analytics, Trends in Data Visualization and Other Tools

Textbook:

Storytelling with Data: A Data Visualization Guide for Business Professionals, Cole NussbaumerKnaflic, Wiley 2015

Reference Books:

1. Information Dashboard Design: Displaying Data for At-a-Glance Monitoring, Stephen Few, O'Reilly Media (2013)
2. Show Me the Numbers: Designing Tables and Graphs to Enlighten, Stephen Few, Analytics Press (2004)
3. Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics, Nathan Yau, Wiley (2011)

Firebird Institute of Research in Management
Batch IV
Trimester II
Business Communication

Course Code: 20PC10

Credits: 3

Total No of Sessions: 30

Course Overview

This course prepares the students to take up the Business English Certificate (BEC) of Cambridge Assessment English which is an in-depth exam that makes learning English enjoyable, effective and rewarding. It is designed to help professionals develop the English language skills to communicate confidently in an international workplace; this business qualification proves to employers that he/she has the English language skills to succeed.

Learning Objective:

To train the students to take up the Business English Certificate (Vantage) of Cambridge University.

To expose the students to authentic situations, giving the skills to communicate in real-life business scenarios.

Programme Outcomes:

1. Complete preparation for the Cambridge Business English Certificate (BEC) Vantage examination
2. Can understand the general meaning of non-routine letters.
3. Can understand the general meaning of a report even if the topic isn't predictable.
4. Can write a simple report of a factual nature and begin to evaluate, advise, etc.
5. Can write a non-routine letter where this is restricted to matters of fact.
6. Can ask for factual information and understand the answer.
7. Can take and pass on most messages during a normal working day.
8. Can express own opinion, and present arguments to a limited extent.
9. Can give a simple, prepared presentation on a familiar topic.

Course Contents:

Module I - Grammar and Vocabulary: Simple grammatical forms: words, phrases, basic tenses and simple clauses. Complex grammatical forms: longer and more complex items, e.g. noun clauses, relative and adverb clauses, subordination, passive forms, infinitives, verb patterns, modal forms and tense contrasts. Coherence and cohesion, pronunciation of individual sounds, word and sentence stress and intonation, linking words, cohesive devices, and organizational patterns.

Module II– Listening: Prediction - the ability to identify information – ability to infer, understand gist, topic, context, and function, and recognize communicative functions (complaining, greeting, apologizing, etc.) – ability to follow a longer listening task and interpret what the speakers say- Note completion, listening for and noting specific information, matching; listening to identify topic, context, function, etc.

Module III– Speaking: Exchanging personal and factual information, a mini-presentation, collaborative task, turn-taking (initiating and responding appropriately), negotiating, collaborating, exchanging information, expressing and justifying opinions, agreeing and/ or disagreeing, suggesting, speculating, comparing and contrasting, and decision-making.

Module IV– Reading: The ability to skim and scan business articles for specific details and information – To understand the meaning and the structure of the text at word, phrase, sentence, and paragraph level – ability to read in detail and interpret opinions and ideas – to develop one’s understanding and knowledge of collocations – ability to identify and correct errors in texts.

Module V– Writing: The ability to write concisely, communicate the correct content and write using the correct register – ability to write requests, instructions, explanations, and ask for information by using the correct format in business correspondences like charts, message, memo, note, email, letter, fax, report, proposal – understanding formal and informal styles – responding to written or graphic input.

Textbook:

Brook-Hart, Guy, Business Benchmark: Upper Intermediate – Student’s Book, Cambridge University Press, New Delhi, 2006.

Reference Books:

Whitby, Norman, Bulats Edition: Business Benchmark, Pre-Intermediate to Intermediate – Student’s Book, Cambridge University Press, New Delhi, 2006.

Cambridge Examinations Publishing, Cambridge BEC Vantage – Self-study Edition, Cambridge University Press, UK, 2009.

Firebird Institute of Research in Management
Batch IV
Trimester II
Quantitative Techniques II

Course code: 20PC11

Credits: 3

Total No of Sessions: 30

Course Overview:

This course aims to provide the students with a conceptual understanding of the role of quantitative techniques in decision-making process. The course is application oriented and uses problem scenario approach. The course uses a business problem and develops a model to apply for the problem that generates a solution. Problem solving process involves identifying a difference between the actual and the desired state of affairs and then taking action to resolve the difference. The course includes Linear programming as a tool for problem solving for various business decisions. The course also includes solving scheduling problems in projects. Simulation, a widely used quantitative technique for decision making is also included in the course. Models have been developed to help managers understand and make better decisions concerning the operations of waiting lines. Making decisions related to waiting lines are also a part of the course.

Course Outcomes

At the end of the course, students would be able to:

Develop and solve mathematical models for linear and integer programming problems associated with business

Develop and solve models related to networks and project scheduling

Use Simulation for decision making related to business problems

Make decisions related to waiting lines and decision Analysis

Course Contents:

Module 1: Project Scheduling –PERT and CPM - Crashing

Module 2: Simulation -Decision Analysis – Decision Making Environment – Decision under uncertainty – Decision Tree Analysis

Module 3: Modelling Linear Programming Problem - Graphical method and Simplex method for solving Linear Programming Problem

Module 4: Transportation Problems – Assignment Problems – Sequencing Problems

Module 5: Replacement Problems - Waiting Line Models

Textbook:

J K Sharma, (2017), Operations Research – Theory and Application, Macmillan India Ltd.

Reference Books:

1. R Panerselvam, Operations Research ,3rd Edition, PHI India Pvt. Ltd.
2. Anderson, Sweeney, Williams, Camm, Martin (2014), Quantitative Methods for Business, 12th Edition, Cengage Learning India Pvt. Ltd., Delhi

Firebird Institute of Research in Management
Batch IV
Trimester II
Legal Aspects of Business

Course code: 20PC12

Credits: 3

Total No of Sessions: 30

Course Overview:

This course emphasizes the need for students to know the basics of the environmental factors that affect business. The course is to give students an awareness of the environment in which a business operates and the legal framework within which they need to operate in India.

Course Outcomes:

Analyse the main features of the business environment and its main effects.

Understand the basic legal structure, underlying rules and regulations that govern business.

Understand the rights guaranteed under relevant provisions of various Acts.

Course Contents:

Module 1: Elements of Company Law: Meaning and Nature of Company; Promotion and Incorporation of a Company; Familiarization with the Concept of Board of Directors, Shareholders and Company Meetings; Company Secretary; E-Governance.

Module 2: Elements of Law relating to Partnership and LLP: Nature of Partnership and Similar Organizations- Co-Ownership, HUF; Partnership Deed; Rights and Liabilities of Partners- New Admitted, Retiring and Deceased Partners; Implied Authority of Partners and its Scope; Registration of Firms; Dissolution of Firms and of the Partnership; Limited Liability Partnership Act – highlights.

Module 3: Elements of Law relating to Contract: Meaning of Contract; Essentials of a Valid Contract; Nature and Performance of Contract; Termination and Discharge of Contract; Indemnity and Guarantee; Bailment and Pledge; Law of Agency.

Module 4: Elements of Law relating to Sale of Goods: Essentials of a Contract of Sale; Sale Distinguished from Agreement to Sell, Bailment, Contract for Work and Labour and Hire-Purchase; Conditions and Warranties; Transfer of Title by Non-Owners; Doctrine of Caveat Emptor; Performance of the Contract of Sale; Rights of Unpaid Seller.

Module 5: Elements of Law relating to Negotiable Instruments Definition of a Negotiable Instrument; Instruments Negotiable by Law and by Custom; Types of Negotiable Instruments; Parties to a Negotiable Instrument- Duties, Rights, Liabilities and Discharge; Material Alteration; Crossing of Cheques; Payment and Collection of Cheques and Demand Drafts; Presumption of Law as to Negotiable Instruments.

Textbook:

1.M.C. Shukla A Manual of Mercantile Laws; Sultan Chand & Company, New Delhi.

Reference Books:

1. N.D. Kapoor Mercantile Law; Sultan Chand & Co., New Delhi.
2. N.D. Kapoor & Dinkar Pagare Business Laws and Management; Sultan Chand & Sons.

Firebird Institute of Research in Management
Batch IV
Trimester II
Professional Enrichment Program II

Course code: 20PP03

Credits: 1

Total No of Sessions: 10

Course Objective

This course aims to enable & inculcate the skills essential for the student to further enhance his professional outlook and inner excellence intended to possess, in his professional journey and also leading life holistically.

Course Outcomes

1. The learning associates imbibe professional time management skills, leadership types, traits & qualities required. Emotional Intelligence. Shadowing Professional leaders. Problem solving skills, creativity and Innovation. Attributes of Social responsibility & sensitivity for a professional.
2. The students would come to know about the general knowledge required about the corporate world, corporate heads, Fortune 500 companies & various sectoral performances. Regular update on business and current affairs is key.
3. Knowledge of the holistic self. The journey from a good professional to a great professional needs' inner excellence, quality consciousness and ecological leadership. So, a holistic input and subsequent output in emerging as a well-grounded professional with sustainable professional qualities is the final outcome.

Course Content:

Module I: Time, Change Management & Leadership qualities of a professional

Art of Time Management - Types & Traits of Leadership - Making optimism as a habit – Change Management - Transforming into a charismatic and professionally great leader – Team based Case studies on the above.

Module II: Creativity, Problem Solving & Innovation

Unleashing power of creativity – Brain training – Essential Problem solving skills – How to learn & cultivate Innovation

Module III: Emotional Intelligence and Emotional Quotient

Becoming emotionally aware – Imbibing the art of emotional intelligence – The emotional quotient questionnaire – Significance of emotional intelligence for a versatile professional

Module IV: General & Corporate Awareness

Current Affairs – News reading as a habit – The week of wonders challenge – Industrial Sectors - Leading global corporate entities – Forbes & Fortune 500 leaders and organizations list – Inspiring business stories – Corporate Quiz

Module V: Social Responsibility, Inner Excellence and holistic development

Transforming into a Sensitive Professional - Art of Forgiveness - Awareness of the cosmic self - Power of subconscious mind – Positive Self-Affirmations – sustainability and ecological leadership.

Textbook:

1. No particular Text book defined as wide learning required from innumerable texts.

Reference Books: (A distinct few among many)

1. Eat that frog – Brian Tracy
2. First things first - Stephen R Covey
3. Power of your sub-conscious mind – Joseph Murphy
4. Creativity & Problem solving – Brian Tracy
5. Don't say 'Yes' when you want to say 'No' – Fensterheim Herbert

Trimester III

**Firebird Institute of Research in Management
Batch IV
Trimester III
Industry Immersion Program II**

Course code: 20PP04

Credits: 1

Total No of Sessions:

Functional Study

IIP Level 2 falls in the second Trimester of PGDM and scheduled probably in the first-half of February. After learning the casual environment of business in the first level of IIP, students are getting exposed to the specific functional area of business through the second level.

Objectives of Functional Study:

The student will primarily have a bird view on understanding the operations of a particular function or department of the organization. In addition to this functional study, student will also do an industry analysis by mapping the participating organization.

Outcomes of Functional Study: The student is expected to exhibit an in-depth knowledge on the functional area by writing the Standard Operating Procedures, to which she/he is allotted by the participating company. It is also expected to identify the gap in implementing the SOP.

Firebird Institute of Research in Management
Batch IV
Trimester III
Corporate Finance

Course Code: 20PC13

Credits: 3

Total No of Sessions: 30

Course Objectives

To help the student understand the financial decisions made in a corporation. The course seeks to provide an understanding of the concepts and techniques. It tries to illustrate how these concepts and techniques are applied in practice.

Course Outcomes:

Identify the key themes in corporate finance.

Explain the role of finance in an organisation.

Explain and analyse the interrelationship between finance and governance.

Analyse the relationship between strategic decision making and corporate financing decisions.

Course Contents:

Module I: Corporate finance introduction - Corporate Investment and Financing Decisions – Calculation of Present values – Investment criteria – Net present value – Payback – internal rate of return – capital rationing - Capital investment process – sensitivity analysis –Monte Carlo simulation – real options and decision trees

Module II: Risk and return – Arithmetic averages and compound annual returns – Measuring and calculating portfolio risk – Portfolio theory – Markowitz theory – Capital asset pricing model. Issue of securities – venture capital - IPO – Private placements - Kinds of Debt – leasing

Bond: Types of bond – Duration and volatility – The term structure of interest rates – Valuation of bond – bond ratings. Valuation of common stock – valuing the business by discounted cash flow

Module III: Cost of capital - Cost of equity – Cost of Debt - Project risk – valuation by certainty equivalents - weighted average cost of capital – adjusted present value

Capital structure: Debt Policy and long term financing - Long Term Financial Planning and Equity Corporate taxes – Costs of financial distress – pecking order of financing choices

Module IV: Pay out policy: Various methods of payout; dividend patterns; why dividends are important? - Irrelevance of dividend policy in perfect markets - Dividend Payments - Stock Repurchase

Module V: Short Term Financial Planning, Cash vs working capital; cash budgeting; sources of short term borrowing - Working Capital Management: Inventory- Receivables -Cash Management-marketable Securities

Textbook:Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & Pitabas Mohanty, Tata McGraw-Hill Education.

Reference Books: 1. Corporate Finance, Stephen Ross, Randolph Westerfield, 2. Jeffrey Jaffe. Irwin. Applied Corporate Finance, Aswath Damodaran. John Wiley & Sons.

Firebird Institute of Research in Management
Batch IV
Trimester III
Operations Management

Course code: 20PC14

Credits: 3

Total No of Sessions: 30

Course Overview:

This course aims to provide the students with a conceptual understanding of Operations Management. The course inculcates operations thinking among the students. Demand Management is a key aspect in Operations Management and the course covers the various techniques used for Forecasting of demand. The Students are taught to develop inventory control systems and Materials Requirement plan. The course covers the topics of Quality Management.

Course Outcomes:

At the end of the course, students would be able to:

- Understand the functions of Operations Management
- Perform Forecasting for Demand management
- Understand Plant location and Layout
- Develop Inventory management system
- Perform Materials Requirement Plan

Course Contents:

Module 1: Functions of Operations Management – Systems Perspective of Operations Management – Services as part of Operations Management.

Module 2: Process as a unit of measurement in Operations – Process flow charting – Planning premises – Analyzing Processes. Determinants of Process characteristics in Operations – Types of Processes and Operations Systems – Layout Design and Types of Layouts.

Module 3: Demand Forecasting – Methods of Demand Forecasting – Forecast Accuracy - Factors Affecting location decisions

Module 4: Operations Planning - Aggregate Planning – Methods of Aggregate Planning – Materials Requirement Planning.

Module 5: Inventory Planning and control – Types of Inventory – EOQ system, P system – Q system - Inventory Classification

Textbook

B Mahadevan, Operations Management – Theory and Practice, Third Edition, Pearson India

Reference Books:

1. Norman Gaither and Greg Frazier, “Operations Management”, Ninth Edition, Cengage Learning, Delhi
2. R Paneerselvam , Operations Management ,3rd Edition, PHI India Pvt. Ltd.

Firebird Institute of Research in Management
Batch IV
Trimester III
Business Research Methods

Course code: 20PC15

Credits: 3

Total No of Sessions: 30

Course Overview

This course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects in their business discipline. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results. Successful completion of this course should be sufficient for students to undertake a research project.

Course Outcomes

At the end of the course, students would be able to:

Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.

Have basic knowledge on qualitative and quantitative research techniques.

Refine research questions to meet high level research objectives/questions.

Construct and document an appropriate research design, including argumentation for data collection and analysis methods/techniques

Course Contents:

Module 1: Introduction to research – The role of research, research process overview, Management problem vs. Research problem. Research Process Introduction to Research Process, Steps in Research Process, Literature Review

Module 2: Introduction to Research Design, Types of Research Design: Exploratory, Descriptive and Causal Research, Nature of good design. Experimental research design –Secondary data, Qualitative research

Module 3: Descriptive research design -Survey and observation- Causal Research Design- Experimentation - Measurement and Scaling techniques

Module 4: Questionnaire design process - Sampling: Design and Procedure Communicating research results: Report Writing

Recommended Textbook

Malhotra, N. K., & Dash (2012). Marketing research: An applied approach. Pearson Education.6th edition.

Reference Book

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M.A. Adikari (2016). Business research methods. Cengage Learning.8th edition.
2. Daniel Muijs., Doing Quantitative Research in Education. Sage Publications

Firebird Institute of Research in Management
Batch IV
Trimester III
Business Plan Writing and Pitching

Course code: 20PP0

Credits: 1

Total No of Sessions: 10

Course Overview

This course begins with a comprehensive situation analysis of business. The key components for creating an effective business plan include: knowing your existing customers, targeting future customers, customer value formulation, income statement and balance sheet forecasting, revenue forecasting methodologies, competitor assessment and emerging company/product/service competitors, and understanding the pitfalls of small business development. In addition, you look at building and planning an efficient business infrastructure (systems, technology, third-party software); small business finance, cash flow, debt, and financing alternatives; transitioning from personal guarantees and credit lines to a self-financing business model; effectively planning, hiring, and training staff with high potential; the legal aspects of organizing and managing a small business; negotiating skills; and setting day-to-day priorities with the business plan in mind. With these skills, you can build a solid first draft of your business plan.

Course Outcomes

Students are expected to complete a business plan for their chosen enterprise (existing, proposed, or hypothetical) during the quarter. If desired, a team of two or three students may prepare the plan. Each student or team will conclude the quarter with an oral presentation of their summary plan to the instructor and the rest of the class, acting as a "Board of Directors". The plan and presentation will demonstrate the capability of the enterprise to achieve its purposes.

Course Contents:

Module 1: Introduction – Overview - Situation Analysis - Business Plan Components – Research - Market – Industry- Customers - Competition.

Module 2: Research - Market - Opportunity Company – Product - Solution Competitive Advantage - Value Proposition

Module 3: Strategy/Marketing/Finance- Management – Organisation – Operations - Legal

Module 4: Finance - Financial Statements - Funding Executive Summary

Module 5: Conclusion - Completing the plan - Oral presentation guidelines Executive Presentations- Final Plan

Textbook

Successful Business Plan; Secrets and Strategies, 7th Edition by Rhonda Abrams. ISBN: 9781933895826

Trimester IV

**Firebird Institute of Research in Management
Batch IV
Trimester IV
Summer Internship Project**

Course code: 20PP06

Credits: 6

Total No of Sessions:

Summer Internship Programme:

SIP helps the students undergo a perfect Corporate Finishing, and accelerates the process of transformation from studentship to corporate professionals. In addition, SIP enables students to demonstrate their ability to identify, define, and analyze problems & issues confronted by businesses in day-to-day functioning. SIP is an important module of the PGDM/MBA Programme of Firebird Institute of Research in Management in testing the ability of students to understand & apply theory to specific real-life managerial situations.

Objectives of Summer Internship Programme:

SIP enables every student to

1. Understand the business model of the organization.
2. Learn the practical aspects of a particular functional area of Management and getting master in it.
3. Generating solutions for any issues which is referred by the company guide for continuous improvement.
4. Outcomes of Summer Internship Programme: After the successful completion of the SIP, the student will demonstrate his internship experience by creating the process document for the participating company. Depending on the nature of managerial problem, student will prove his problem-solving skill by applying some management tools and techniques.

Firebird Institute of Research in Management
Batch IV
Trimester IV
Project Management

Course code: 20PC016

Credits: 3

Total No of Sessions: 30

Course Objective:

The purpose of project management is to foresee or predict as many dangers and problems as possible; and to plan, organise and control activities so that the project is completed as successfully as possible in spite of all the risks. This course enables the student to execute projects successfully

Course Outcomes:

At the end of the course the student will be able to

Understand project life cycle

Perform project selection and project appraisal

Use Tools and Techniques for Project planning and scheduling

Conduct Project Audit

Course Contents:

Module I: Concepts of Project Management: Project – Meaning – Nature – Types of project and project life cycle – Project management – Nature and scope of project management – Project management as a profession – Role of project manager.

Module II: Project Identification and Formulation: Project selection and prioritization: strategic planning process, Portfolio alignment, Methods for selecting projects, Securing Projects,

Module III: Project Appraisal: Objectives, essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio-economic appraisal – Managerial appraisal.

Project Planning and Scheduling: Objectives – Process or planning components or good planning – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

Module IV: Project Execution and Administration – Project contrasting – Containing prizes – Types – Project organisation – Firms or organisation – Project direction – Project communication – Project coordination – Factors influencing effective project management – Project time monitoring and cost monitoring – Project over runs.

Module V: Project Control: Control techniques – PERT, CPM – Proper review – Project audit.

Text Books: Prasanna Chandra, Projects planning, Analysis, Selection, Implementation and Review, Mc Graw Hill Education

Reference Books

1. Timothy J Kloppenborg, Contemporary Project Management, Cengage Learning, 2nd Edition
2. Mandel, Meredith, Project Management: A Managerial Approach, Wiley and Sons, Second Edition

Trimester V

Firebird Institute of Research in Management
Batch IV
Trimester V
Social Development Program

Course code: 20PP07

Credits: 1

Total No of Sessions: 30

Course Objective:

Social Immersion is an overriding agenda for a country like India which has 65 percentages of its population living in rural areas and where agriculture contributes to nearly one fifth of the Gross Domestic Product. Understanding the rural economy, role of local institutions and rural life in general is important for a management student and hence many of the management schools have incorporated Social immersion modules in their curriculum.

The Rural Development Programme (RDP) was instituted as a platform to give students first-hand exposure to rural life and livelihoods. The second year PGDM/MBA students are required to attend the RDP module. The objective is to provide students an opportunity to interact with rural populace thereby exposing them to their lifestyle, values, social structure, institutions and economy. The RDP will help them identify real life problems in the rural world and come up with solutions for the same.

Rural Development Programme facilitates experiential learning. Experiential learning is the process of learning through experience, reflection and doing. Experiential learning premises itself on the immersion of the learner in actual life experience and engaging with the milieu of practice; the opportunity to reflect by herself/himself as well as receive observations and feedback from peers, mentors, supervisors and members of the milieu itself.

Course Outcomes:

The expected outcomes of the Rural Development Programme are: -

Students understand Rural communities, their lifestyle, livelihoods, economy and institutions

Students identify challenges in the local economy and identify business solutions that could help the local communities to overcome these issues

Participants understand the concepts of social entrepreneurship and are able to come up with business ideas for solving rural development issues.

The students are more socially responsible and are willing to contribute to the well-being of the larger society.

Firebird Institute of Research in Management
Batch IV
Trimester V
Creative Thinking and Innovation

Course code: 20PC17

Credits: 3

Total No of Sessions: 30

Course Objective:

This course focuses on creativity and innovation, examining the interplay between creativity, organizational processes and systems, and successful innovation. Throughout the course we explore tools and techniques for fostering individual and group creativity, management practices that foster innovation, methods for developing and evaluating ideas for new products, services, and the business models to execute these ideas, and principles and practices for leading innovation. This course explores the creative approaches of recent and historic innovations in business, industry, and education.

Course Outcomes:

Upon completion of the course, students will:

Develop effective creative projects that provide an innovative solution to real-world problems based on inquiry such as class discussion, critical analysis, integrative collaboration, observing, and using technology.

Evaluate materials relevant to innovations in educational and business settings based on case studies presented in class and explored independently.

Analyze strategies for creative innovation, including product and pedagogical design.

Apply effective strategies for designing innovative projects in collaboration with team members to develop an effective creative project, product, or practice, in conjunction with other offices on campus.

Apply the design of the creative process to educational experiences and the creative endeavor generally.

Demonstrate knowledge of the basic vocabulary and concepts of creativity study.

Course Contents:

Module I: Innovation: Types of Innovation - Incremental and radical innovation - Factors that favor incremental innovation - Innovations in processes - Service innovations – The S-curve model of innovations - Limits to the S-curve model - Generating Ideas - New knowledge - Empathic designs - Invention factories and Skunkworks -Mental preparation

Module II: Creativity: Introduction -Know Your Creative Potential – Get creative-Build the Creative Environment -The Role of Creativity and Innovation in Business

-Problem Solving Model -Defining the Problem -Problem Identification-Eight Essentials to Defining a Problem-Tie It All Together-Using the Power of Eight

Module III: Creative Techniques: The RAP Model - The Shoe Swap Technique -Walk A Mile-Using Mind Mapping-Map It Out! -Metaphors and Analogies-Make a Metaphor-Situation/Solution Reversal-Reverse It to Solve It-Bring on the Toys! -Draw It Out!

Module IV: Creativity and Creative Groups: Components of individual creativity - Characteristics of creative groups - Brainstorming -Plan It Out! -Role Storming-Act It Out! -The Stepladder Technique-Brain writing-The Slip Writing Technique- Time pressure and creativity

Module V: Managing Creativity: Organizational enrichment - Workplace culture for creativity - Leading Creativity -Developing a creative culture - Creativity and strategy - Facilitating the creative workforce

Required Texts

Wagner, Tony. *Creating Innovators: The Making of Young People Who Will Change the World*. New York: Scribner, 2012.

Kelley, Tom, JonathnLittmant, and Tom Peters. *The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm*. New York: Doubleday, 2001.

Firebird Institute of Research in Management
Batch IV
Trimester V
Corporate Strategy

Course Code: 20PC18

Credits: 3

Total No of Sessions:30

Course Overview:

This course introduces various concepts of corporate strategy - SWOT, business & functional strategies, corporate & global strategies. It also discusses strategic leadership, mergers & acquisitions among other strategic issues leading to a better understanding the critical role strategy plays in the performance of an organization.

Course Outcomes:

To explain strategy formulation and to distinguish between intended and emergent strategies.

To appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage.

To understand competitive advantage in terms of cost and differentiation and formulate strategies to create a cost and /or a differentiation advantage.

Analyse dynamics in competitive rivalry including competitive action and response and identify strategies for a business in technological environment.

Formulate growth strategies for exploiting international business opportunities.

Course Contents:

Module 1:

What is Strategy? The Strategic Management Process, Strategic Intent. The Firm and the Industry, Industry Analysis and Competitive Dynamics, Introduction to corporate strategy; Defining corporate Scope, Resources; Vertical Integration, Diversified expansion.

Module 2:

The Resources Based View Model, The Structure-Conduct-Performance Model, The Five Force Model, Strategic Group Analysis, Leadership and vision, Diversification.

Module 3:

Corporate Level Strategy – Stability, Expansion, Retrenchment and Combination, Concentration, Integration, Diversification, Internationalization. Business Level Strategy – Generic Business Strategy

Module 4:

Strategic Analysis- Tools and Techniques, Balance Score Card – Strategic Mapping, Targets and Measures.

Module 5:

Creating corporate advantage, Different types of diversification, outsourcing, Mergers and acquisition, Strategic alliances, Strategy implementation

Textbook

Strategic Management. Planning for domestic and global competition 14th Edition

John A Pearce11, Richard B Robinson, AmitaMital

Reference Books:

Bamey, J, B., &Hesterly, S, W. (2008). Strategic Management and Competitive Advantage, Concepts and Cases. New York, USA: Pearson Education Limited

Grant, R., Jordan, J. (2012). Foundations of Strategy. New York, USA: John Wiley and Sons Limited.
Power point slides and Case Studies.

Harvard Business Review - HBR's Must -Reads on Strategy.... Provided in the SSD

Firebird Institute of Research in Management
Batch IV
Trimester V
Business Dissertation I

Course Code: 20PP08

Credits: 3

Total No of Sessions: 30

Project Work:

As resulted by the outcome of the Summer Internship Programme, student would have got a scope/ an idea to study a managerial problem systematically. During the fifth & Sixth Trimesters, student will go to either the placed company or the company where he did his Summer Internship Programme and carry out a logical study for about one month.

Objectives:

Students will be able to

Approach the managerial problem in a logical manner.

Carry out the scientific study methodologically and systematically.

Gain experience to write a technical report based on the study.

Outcomes: After the successful completion of the Project work, student would exhibit his problem-solving skill and knowledge on applying the theoretical concepts with practice.

Mentoring:

Students are mentored by their respective Academic Mentors. The participating organization is requested to assign one of its executives as Industry Mentor to the students taken for IIP. Not more than 4 students are sent to a single organization. Academic Mentor interacts with the Industry Mentor on a regular basis to ensure learning outcomes.

Assessment:

The Academic and Industry Mentors evaluate the learning outcome, and jointly assign Performance Score to each student on the IIP Evaluation Format. The scores secured by students are counted for deciding Merit Scholarships and selecting best outgoing student of each Batch.

Trimester VI

Firebird Institute of Research in Management
Batch IV
Trimester VI
International Business

Course code: 20PC19

Credits: 3

Total No of Sessions: 30

Course Overview

The course introduces students to the basic concepts of international business. Topics include internationalization theories; the impact of technology on multinational corporations; understanding documentation used in the international business arena; financing multinational operations; and international governance issues. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

Course Outcomes:

Successful completion of this course, students will be able to:

Identify international business issues in advanced markets and emerging markets by using both classic and emerging international business theories and concepts;
Explain how organisations make market entry and market location decisions;
Evaluate the international operations of large and smaller firms;
Assess international market environment from multiple perspectives;
Interpret international strategies chosen by multidomestic, international, global, and transnational firms.

Course Contents:

Module I: FOUNDATIONS OF GLOBAL BUSINESS: 1. The Rise of Globalization-2. The Evolution of International Business-3. Regional Economic Integration. -4. The International Flow of Funds and Exchange Rates.

Module II: GLOBAL BUSINESS ENVIRONMENT:5. The Cultural Environment of Global Business.-6. The Legal, Economic and Political Environment of Global Business. -7. Corruption and Ethics in Global Business.

Module III: GLOBAL BUSINESS STRATEGY AND ORGANIZATION:8. Entry Strategies in Global Business.-9. Control of Global Business. -10. The Organization of Global Business.

Element IV: MANAGING GLOBAL BUSINESS.:11. Global Human Resource Management. -12. Global Marketing.

Module V: MANAGING GLOBAL BUSINESS 13. Global Operations and Supply-Chain Management. -14. Global Financial Management.

Reference Book

1. Gaspar, J. E., Arreola-Risa, A., Bierman, L., Hise, R. T., Kolari, J. W., & Smith, L. M. (2015).
2. Introduction to global business: Understanding the international environment and global business functions (2nd ed.). Cengage Learning: Melbourne, VIC. (ISBN 978-1-305-50118-8).

**Firebird Institute of Research in Management
Batch IV
Trimester VI
Business Dissertation II**

Course Code: 20PP09

Credits: 3

Total No of Sessions: 30

Project Work:

As resulted by the outcome of the Summer Internship Programme, student would have got a scope/ an idea to study a managerial problem systematically. During the fifth & Sixth Trimesters, student will go to either the placed company or the company where he did his Summer Internship Programme and carry out a logical study for about one month.

Objectives:

Students will be able to

Approach the managerial problem in a logical manner.

Carry out the scientific study methodologically and systematically.

Gain experience to write a technical report based on the study.

Outcomes: After the successful completion of the Project work, student would exhibit his problem-solving skill and knowledge on applying the theoretical concepts with practice.

Mentoring:

Students are mentored by their respective Academic Mentors. The participating organization is requested to assign one of its executives as Industry Mentor to the students taken for IIP. Not more than 4 students are sent to a single organization. Academic Mentor interacts with the Industry Mentor on a regular basis to ensure learning outcomes.

Assessment:

The Academic and Industry Mentors evaluate the learning outcome, and jointly assign Performance Score to each student on the IIP Evaluation Format. The scores secured by students are counted for deciding Merit Scholarships and selecting best outgoing student of each Batch.

Electives - Marketing

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Consumer Behaviour

Course Code: 20PM01

Credits: 3

Total No of Sessions: 45

Course Objectives:

This course aims to provide a fundamental understanding on the concepts of consumer behavior. This understanding should help students integrate behavior concepts into managerial decision making, specifically in marketing. The course would develop students' capacity to analyze various factors that influence consumer behaviour and how organizations can plan marketing activities accordingly.

Course Outcomes:

By studying this course, a student will develop valuable lifelong skills including

An understanding of consumer behaviour theory, terminology and principles.

Understand how psychology affects consumer behaviour.

Understand how external forces affect consumer behaviour.

Ability to analyse consumer decision making in everyday life.

Course Materials: Selected readings and articles – distributed in class and/or posted online

Course Contents:

UNIT – I Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour. Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage. Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour. Perception - Elements, Just noticeable difference - its application to Consumer Behaviour, Perceptual organization and defence, consumer imagery.

UNIT - II Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict. Personality and self-concept - Psycho-analytical Neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self-image.

UNIT - III Attitude formation & change – Tri component and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self-perception theories, Foot in the door phenomenon. Groups - types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

UNIT - IV Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Subcultural interaction. Cross culture: International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographics– undertaking differences.

UNIT - V Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership. Innovation, Characteristics, Types, Profile of consumer

innovator, Diffusion of innovation, Adoption process. Online Consumer behaviour- introduction, issues and challenges.

(Case studies, Seminars and group exercises are used to supplement the class lectures)

Text Book:

Leon G.Schiffman,J.Wisenblit, S.Ramesh Kumar, (2019) “Consumer Behaviour”, Pearson, India

Reference Book:

Dheeraj Sharma, JagdishSheth, Banwari Mittal (2015) “Consumer Behaviour, A managerial perspective” Cengage Learning India Pvt Ltd.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Sales & Distribution Management

Course Code: 20PM02

Credits: 3

Total No of Sessions: 45

Course Overview

Knowledge of personal selling, sales and channel management, and customer facing logistics is essential for all management students specializing in sales & marketing; with the intention of securing a job and building ones career in this domain. This course will familiarize students with the key concepts of sales management, distribution logistics, as well as personal selling techniques, and thereby prepare them for jobs in sales and channel management.

Course Outcomes:

To help students understand the Sales & Distribution functions as an integral part of marketing functions in a business firm.

To help students acquire and polish their selling skills through practical training sessions.

To enable students apply the theories of Sales, Distribution and Logistics Management and concepts to real life business situations.

Course Content:

Module I: Introduction to Sales Management - Role of Sales Management in overall marketing management process of an organization - Link between sales - channel and distribution management

Module II: Personal Selling: Preparation - Role of personal selling as a promotional mix of a company - Transactional and Relationship Selling, personal selling process and techniques - Prospecting, Approaches to Selling, Sales Presentation, Sales Demonstration, Negotiation, Objection Handling and Closing

Module III: Design of sales organization and sales territories - the sales management process – budgeting - staffing, training, compensating, motivating and controlling sales force - Evaluating performance and sales metrics

Module IV: Distribution management - Role of distribution in marketing - Need for distribution channels - Distribution channels for rural markets.

Module V: Marketing channels-types of marketing channels-Design and management of channel mix.

Textbook:

Sales and Distribution Management. Krishna K Havaldar, VM Cavale, Mc Graw Hill.

Reference Books:

1. Sales Management by Thomas Ingram, Raymond LaForge, Ramon Avila, Charles Schwepker, Michael Williams, Harcourt.
2. Sales Management, Douglas J. Dalrymple, William L. Cron, Thomas E. Decarlo, John Wiley & Sons, Inc.
3. Spin Selling by Neil Rackham, Mc Graw-Hill.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Digital Marketing

Course Code: 20PM03

Credits: 3

Total No of Sessions: 45

Course Objectives:

The competitive advantage of a firm, in the existing corporate landscape, is influenced by three competencies; first firm's ability to make provisions for easier and timely access to relevant information to the consumer, second ability to help consumers connect with other consumers and third motivating consumers for voluntary brand engagement behavior. To effectively achieve these objectives firms need to make efficient use of digital platforms. The challenge, however, lies in the efficient allocation of resources across channels. In this course, we will try to address this challenge by analyzing the impact of digital on business models and developing frameworks to design digital and social strategy.

Course Outcomes:

At the completion of the course participants would be able to;

Describe and apply the core concepts of digital marketing.

Demonstrate how to use different digital marketing tools to solve problems of business decision making to design sustainable business strategies.

Assess the impact of digital marketing on business outcomes.

Course Contents:

Module I: Introduction to Digital Marketing: What is digital technology and how is it transforming industries and affecting business strategy?, Digital Platform - Internet Evolutions - E-Definitions - Strategic Marketing Principles for E-Marketing - Cyber Policy - Social Media Diversification.

Module II: Digital User-Consumer Behavior/ Customer Behavior in Digital Space: How economic needs (food, shelter, clothing, transportation) as well as social needs of customer change in response to digital growth?, How do companies use digital technology to satisfy customer needs?, What are the digital landscapes for traditional firms, new digital companies and consumers?, Privacy and Behavioural Tracking - Tools of Extraction - Personalizing the Marketing Experience - Performance Metrics - Social Media Engagement - Social Media Marketing Research - Web 2.0 model

Module III: Understanding Digital Tools: How digital tools can be used to communicate?, How website and blogs can be used to achieve marketing objective?, What are the frameworks for selection of social media- Facebook and Twitter- YouTube and video marketing?, Online Marketing Plan - Online Campaigns - Content Marketing - Sponsored Advertisements - Search Engine Optimization - Social Media Marketing - Search Engine operation - Operational and Strategic Approach for Online Marketing Plan

E-Marketing Communication Tools and Models - Buying Digital Media Space - Website Development - Design and Content - E-CRM - E-Tools Mobile Marketing, Mobile Messaging SEO - Content, Mobile Sites, Mobile Apps, Mobile Advertising, Mobile Video Search Marketing SEO - Setup SEO - Content

PPC Advertising - Search PPC Advertising - Display Networks PPC Advertising - Video Analytics - Setup

Module IV: Understanding Digital Analytics: How digital data analytics can help in allocation of resource between offline, online and within online initiatives? Google Analytics: Campaign Performance - Social Media measurement - Cross Device Platform - Analysis and Testing - Mobile Applications - Product Integrations - E-Commerce measurement.

Module V: Digital Implementation: How to bring about a successful digital transition? - What implementation challenges to be addressed? - What capacities does a firm need to build in order to address the challenges? - Digital Product- Types of digital products, unique challenges posed by digital products - Digital Place- Challenges in digital distribution, Decision on selection of digital channel - Digital Price- Pricing policies, Challenges to pricing decisions - Digital Promotion - Online advertising options - Outbound marketing- Inbound marketing - Cost and benefit of digital advertising - Google Ad Words - Strategic decisions in the context of digital marketing.

Textbook:

Fundamentals of Digital Marketing by Bhatia Puneet, Pearson Publishers.

Reference Books:

1. Dave Chaffey, PR Smith, “eMarketingXcellence – Planning and optimizing your digital marketing”, Elsevier publications.
2. Jason Miletsky, “Principles of Internet Marketing” Cengage Learning.
3. “EMarketing – The essential guide to digital marketing”, Quirk Emarketing Pvt. Ltd.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Integrated Marketing Communication

Course Code: 20PM04

Credits: 3

Total No of Sessions: 45

Course Objectives:

This course is designed to familiarize students with a wide range of managerial decisions facing advertising strategists in planning, implementing, and controlling the advertising efforts of various enterprises. It is a foundation in management of the appraisal, development, implementation and evaluation of advertising and promotional activities in a variety of settings.

Course Outcomes:

Quickly understand a company and its marketing communications activities.

Thoroughly describe a range of media and methods available to marketers.

Develop a clearly thought out Communications Audit.

Clearly argue a point of view regarding marketing communications.

Demonstrate a comprehensive understanding of Marketing Communications theories and concepts.

Prepare a Marketing Communication Strategy brief for a creative.

Course Contents:

Module I: Introduction to Marketing Communications

An Introduction of Integrated Marketing Communications - The Role of IMC in the Marketing Process - Integrated Marketing Program Situation Analysis - Organizing for Advertising and Promotion - Perspectives on Consumer Behaviour.

Module II: Structuring Marketing Communications

Analyzing the Communication Process - The Communication Process - Source, Message, and Channel Factors - Objectives and Budgeting for Integrated Marketing Communications Programs - Establishing Objectives and Budgeting for the Promotional Program.

Module III: Planning, Implementation and Evaluation

Developing the Integrated Marketing Communications Program - Creative Strategy: Planning and Development - Implementation and Evaluation - Media Planning and Strategy - Evaluation of Broadcast Media - Evaluation of Print Media - Support Media.

Module IV: Marketing Communication Vehicles

Direct Marketing and Marketing on the Internet - Internet and WWW - Sales Promotion - Public Relations, Publicity, and Corporate Advertising - Personal Selling - Monitoring, Evaluation, and Control - Measuring the Effectiveness of the Promotional Program.

Module V: Marketing Communications Practice

Consumer values and culture preference in Indian Advertising - National and International Advertising and Promotion - Regulation of Advertising and Promotion - Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion.

Textbook:

George E. Belch, Michael A. Belch and Keyoor Purani, Advertising and Promotion – An Integrated Marketing Communication perspective, Tata McGraw-Hill.

Reference Books:

S. N. Murthy and U. Bhojanna, Advertising: an IMC Perspective, Excel Books.

Sangeeta Sharma & Raghuvir Singh, Advertising, PHI.

O'Guinn, Allen, Semenik, Advertising & Integrated Brand Promotion, Thomson.

Clow, Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Product and Brand Management

Course Code: 20PM05

Credits: 3

Total No of Sessions: 45

Course Objectives:

1. To familiarize the concepts and its applications in brand management.
2. To provide knowledge on assessing brand equity using the appropriate metrics.
3. To illustrate strategies and tactics involved in building successful brand

Course Outcomes:

‘Product and Brand Management’, aims to introduce students to a range of subjects that are of immediate and practical importance to a product/brand manager. The course prepares students to perform well as junior/entry level marketing managers by identifying the tasks that such individuals perform, and by giving training in them.

Understand the dynamics of market, the value of branding and its life cycle.

Develop strategies in order to design products, brand and market them successfully.

Practically develop a brand, including positioning and communication and Prepare a professional, logical and coherent report in the form of a brand audit.

Module I: Introduction: Introduction to the product – Types of product - Role of Brands, Brand elements, Scope of Branding; Strategic Brand Management process; Role of Brand Manager: Budgeting & Planning, Co-Branding in Brand Management

Module II: Brand Building: Sources, brand positioning, role of brand elements, IMC, Primary and Secondary brand association in building brands, Role of Packaging in building brands.

Module III: Measuring Brand Equity: Brand equity concept, Role of Brand equity in Marketing Metrics system, Brand equity models – Brand asset valuator, Customer based brand equity, Brand Dynamics Pyramid, Brand resonance Pyramid, Brand Value chain. Marketing Performance Management for Brands, CD/CI – Corporate Design and Corporate Identity Guidelines, Branding Services, ROI of a brand.

Module IV: Growing & Sustaining Brands: Branding strategies - Product Brand matrix, Brand hierarchies, Brand extension, Reinforcement and Revitalization

Module V: Global Branding: Rationale for Going International, Global Branding strategy, Challenges & opportunities for globalizing the Brand, Standardization versus Customization, Emerging versus Developed Markets, Building Global Customer-Based Brand Equity, Legal Issues in Branding – trade marks

Reference Books: Kevin Lane Keller, (2008),” Strategic Brand Management, Building, Measuring and Managing Brand Equity”, Pearson Publishing

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Marketing Analytics

Course Code: 20PM06

Credits: 3

Total No of Sessions: 45

Course Objectives:

1. Develop an understanding of the importance and need for marketing analytics and data driven decision making.
2. Build exposure to the use of appropriate and popular statistical software such as MS Excel/ SPSS/ R/ SAS/ Any other for modelling analysis for marketing related applications. Make use of analytics methods - descriptive, predictive and prescriptive analytics models for solutions to marketing problems
3. Illustrate 4P's and STP of marketing through mathematical models
Master the ability to communicate to senior executives through data.

Module 1: Introduction to Marketing Analytics

Learning Outcomes:

Develop an understanding of the importance of analytics in business decision making.

Make use of prescriptive models for allocation of marketing resources.

Build exposure to the use of statistical software package in marketing analytics.

Introduction to Marketing Analytics. Evolution and Scope of Analytics. Decision Models - Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process., Models for customer value analysis.

Developing Spread Sheet Models. Art of developing Spread sheet models - Guidelines to develop an adequate spread sheet model. Application of Resource allocation models. Optimization using Excel solver. Basic statistical software skills. Using statistical software functions Introduction to MS Excel/SPSS/R/SAS/Any Other software application. Data input, coding recoding and data reshaping in the statistical software packages. Split file, Group, Subset, merge file options.

Module 2: Descriptive Analytics

Learning Outcomes:

Demonstrate characteristics of data through visualization and its interpretation. Make use of parametric and non-parametric tests for single, two and multiple group comparison Descriptive Analytics using any statistical software package. Visualization, exploration and extracting data summary statistics and their interpretation. Important parametric and non-parametric tests for single, two and multiple group comparison (chi square, t-test and one-way ANOVA)

Module 3: Predictive Analytics Methods in Marketing

Learning Outcomes:

Make use of analytical modelling approach for a group of correlated variables. (Factor Analysis)

Predicting a dependent variable using single and multiple independent variables
 Predicting a dependent variable using continuous and categorical variables. (Dummy Regression)
 Principal Component Analysis, Eigen values Communalities, Rotation of factors, Kaiser-Meyer-Olkin Index, Bartlett's test of sphericity.

Regression Modelling - fitting, model fit measures, hypothesis testing, prediction and validation model assumptions by residual analysis. Regression model building - Stepwise, forward selection, backward elimination and optimum sub set methods. Regression models with categorical predictor variables (Dummy Regression). Regression analysis any modelling with any statistical software package.

Understanding Pricing Sales Promotion and advertising, Sales forecasting through Regression analysis

Module 4: Customer Segmentation and Classification Methods

Learning Outcomes:

Identify homogeneous group of customers called clusters which are similar to members in the same cluster but different from those of other cluster.

Identify predictor variables which impact the probability of an event e.g. customer choice.
 Analytics for Segmentation - Introduction to Cluster analysis multivariate method, Estimation, Model performance and validation of cluster analysis results. Assumptions for Cluster analysis.
 Analytics methods for Classification - Introduction to Logistic regression and Discriminant analysis models. Assumptions, estimation, model performance and model building for logistic regression discriminant analysis models.

Module 5: Marketing Models for Positioning & Product Design - Perceptual Maps and Conjoint Analysis

Learning Outcomes:

Draw positioning maps using the attribute model Identify the desired features in product design (New product development or modifying existing product)

Multidimensional scaling - Objectives, decision framework for MDS. Assumptions of MDS Deriving the MDS solution and assessment of overall fit. Selecting the dimensionality of the perceptual map. Interpreting the MDS results - Identifying the dimensions. Validating the MDS results
 Conjoint Analysis - objectives of conjoint analysis. Steps in conducting conjoint analysis. Examples of evaluating product design options using results from conjoint analysis. Strengths and limitations of conjoint analysis.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts:

Rao, P. H (2013). Business Analytics an Application Focus. New Delhi Prentice Hall

Reference Books:

Lilien, G. L., Rangaswamy A., and Bruyn. A D. (2013) Principles of Marketing Engineering Pearson Education Inc.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Rural Marketing

Course Code: 20PM07

Credits: 3

Total No of Sessions: 30

Course Overview

This is intended to be an integrative course seeking to apply and synthesize concepts and techniques from marketing area in the context of rural business. The course is designed to familiarize participants with varied aspects of the rural exchange. Through this course, we will try to understand the role of rural natives both as consumers and as producers. We will explore various concepts of rural marketing as tools for wealth creation and poverty eradication.

Course Outcomes:

Upon completion of the course the participants will be able to achieve following objectives;

Participants will have a foundation from which to evaluate the complexities and peculiarities associated with rural consumption and production.

They will be able to adapt marketing principles to rural situations and challenges.

The course will also help the participants develop skills to design the appropriate field study to assess the rural market realities.

Course Contents:

Module I: Understanding Rural Consumption & Usage

Understanding the Rural Consumer- Introduction to Rural Consumer Behaviour - Segmentation, targeting & positioning in Rural Markets, Harnessing Rural Consumption - Rural Product Development & Pricing - Rural Promotion & Distribution Management, Rural Consumption & Service Provision- Emerging opportunities in rural service provisioning.

Module II: Understanding Rural Production & Inclusive Value Chains

Understanding the Rural Producer - Nature and characteristics of the rural producer - Need for inclusive rural value chains- Role of NGOs, Producer Cooperatives and Companies in Rural Marketing- Rural entrepreneurship and the role of partnership.

Module III: Rural Marketing and Rural Farm Sector

Marketing of agriculture produces - Understanding the marketing systems of agriculture commodities and processed products at the firm level, Procurement methods - Spot markets- e platform- ITC e-Choupal story- Contract farming- Vertical integration- Futures market.

Module IV: Rural Marketing and Rural Non-farm sector

Rural Tourism & Marketing - Rural tourism as an emerging opportunity - Connecting concepts of rural marketing to rural tourism, Crafts & Rural Markets - Craft Marketing- Issues & Challenges

Module V: Contemporary issues in Rural Marketing

Social marketing - Understanding how application of marketing tools can bring about changes in rural beneficiary behavior.

Digital marketing and rural business - Bridging Digital Divide - Impact of digital era on rural consumers
- Mobile marketing and rural consumer engagement - Social Media use for the Rural Business, E
commerce and rural India – challenges and solutions.

Textbook:

1. Rural Marketing, Pradeep Kashyap, Publisher: Pearson India
2. Reference Books:
3. Rural Marketing, Marketing to the Non – Urban Consumer – Sanal K Velayudhan, Edition Response

Books.

1. Rural Marketing by T P Goplalawamy Excel Books.
2. Rural Marketing, Sanal Kumar, Sage Publications
3. The Fortune at the Bottom of the Pyramid, Dr. C K Prahalad, Wharton School Publishing.
4. The Fabric of Our Lives: The Story of Fab India, Radhika Singh, Penguin Books.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Business to Business Marketing

Course Code: 20PM08

Credits: 3

Total No of Sessions: 30

Course Objectives:

To provide students with in-depth knowledge of business to business market structures and how they function, basics of business to business marketing, industrial buying behaviour, channel strategy, and marketing communication and pricing policies.

Course Outcomes:

The objective of the course is to provide students with insight into the B2B environment and theories of special interest for business marketing. The course deals with special challenges of marketing in and between companies/institutions and how to optimize the marketing mix efforts.

The student shall gain Knowledge on B2B Environments and external conditions, Business relationships, Product development and innovations, Sales and distribution models, Negotiations, Communication and branding.

The Student shall understand the basics of different business models and elements of efficient value chains and networks.

The Student has a broad understanding of corporate structures and business models, the importance and effects of efficient value chains and networking and how this can be seen in a strategic perspective.

Course Contents:

Module I: Introduction to B to B Marketing

Dimensions of Business to Business Marketing - B to B Marketing vs. Consumer Marketing, Nature of Industrial demand - The Industrial Marketing Concept, Types of B to B Markets, Classifying Industrial Products - The B to B Marketing Environment

Module II: Organisational Buying

Nature of B to B buying - Organisational buying activity, Buying models and buying centre concept, Inter personal dynamics of Industrial Buying Behavior, Roles of buying centre, Conflict resolution in decision making, Vendor analysis, Ethics in purchasing

Module III: B2B Product Planning

B to B Market Segmentation - Segmenting the Business Market - Choosing Target Segments - Industrial Market Research - Formulating Product Planning - Developing Product Strategy, Analyzing Industrial product life cycle, Developing Strategies for new and existing products - Business Services Marketing - Special challenges

Module IV: Channel and Pricing Strategies

Formulating Channel Strategy - Managing Business Marketing Channels - E-Commerce Strategies for Business Markets - Supply Chain Strategies - Pricing strategies - Price determinants, Factors that

influence the pricing strategies, concept of learning curves, pricing strategies, Competitive, bidding, Leasing.

Module V: Relationship Building

Business Marketing Communications: Advertising in Industrial Markets - Use of sales promotion in Industrial Markets, trade shows and exhibitions - B 2 B forms of E-Commerce - Managing the Personal Selling Function - Customer Relationship Management Strategies for Business Markets

Textbooks:

1. Krishna Havaldar, Business Marketing, Tata McGraw-Hill Publishing Company Ltd.
2. Michael D. Hutt, Thomas W. Speh, Business Marketing Management, Cengage Learning.

Reference Books:

1. Robert R. Reeder Edward G. Brierty & Betty H. Reeder, Industrial Marketing - Analysis Planning and Control, Prentice Hall of India.
2. Robert Dwyer, John F. Tanner Jr, Business Marketing, Tata McGraw-Hill Publishing Company Ltd.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Pricing Management

Course Code: 20PM09

Credits: 3

Total No of sessions: 30

Course Objectives:

Price is a unique category of the marketing mix as it is the only component that represents revenue for the firm. The remaining P's (product, place, and promotion) are costly activities undertaken to create value for the consumer. Price, in its ideal form, recaptures this value. Yet, most companies adopt very simple heuristics, or "rules of thumb," for setting prices, often divorced from firm strategy and economic reality.

Course Outcomes:

This course will introduce the student to frameworks relevant for making pricing decisions. While pricing strategies are taught under the rubric of many diverse disciplines, we will take an integrative approach, combining strategic, economic, marketing, and psychological considerations.

Pricing decisions require a synthesis of economic and marketing principles, an appreciation of legal and ethical constraints, and the ability to use accounting, financial, and market research data. Our approach for each topic will generally be:

Review existing pricing practices of firms and appreciate their limitations

Develop an understanding of profitable pricing decisions

Create a framework for introducing these concepts to firms

With respect to the last item, it is unlikely that we will be able to revolutionize corporate thinking on our first day at a new company. Instead, we will learn to introduce effective pricing frameworks gradually, working within current marketing practices and moving them in the direction of better decision-making.

Pricing is a discipline not a subject. As such, no single course can prepare the student for all of the factors that come into play.

Module I: An Introduction to Pricing

Module II: Basic Frameworks - Overview of common pricing methods

Module III: Psychology & Measurement - The role of consumer psychology in pricing

Module IV: Price Discrimination - Effective market segmentation, PLC pricing, Product-line pricing

Module V: Pricing a Portfolio of Products - Channel management, new product pricing, and bundling

Module VI: Managerial Concerns and Live projects - Managing competitors, law & ethics of pricing, formalizing pricing. Contemporary Issues and Case Analysis

Textbooks:

1. Nagle, T. T. and Holden, R. K. (2006), *The Strategy and Tactics of Pricing*, New Delhi: Pearson.
2. Dolan, R.J. and Simon, H. (2010), *Power Pricing*, NY: The Free Press

Reference Books:

1. Pricing: The Third Business Skill: Principles of Price Management by Ernst-Jan Bouter.
2. The Psychology of Price: How to use price to increase demand, profit and customer satisfaction by Leigh Caldwell.

Firebird Institute of Research in Management
Batch IV
Elective – Marketing
Services Marketing

Course Code: 20PM010

Credits: 3

Total No of Sessions: 30

Course Objectives:

- To understand the unique challenges involved in marketing and managing services.
- To identify, analyse and apply the various components of the service marketing mix to create customer value.
- To understand and discuss key issues required in managing customer retention, customer satisfaction, creating a service culture and service quality.
- To appreciate the role of employees and often customers in service delivery, customer satisfaction, retention, complaints and service recovery.

Course Outcomes:

- Understand the theory and concepts pertaining to Services marketing and develop a familiarity.
- Understand the importance of Services marketing and discuss its core concepts and explain the relationship among customer value, satisfaction, productivity and quality.
- Understand how to develop effective service marketing strategies that emphasizes the value exchange between suppliers and their customers.
- Discuss how marketing managers go about developing profitable customer relationships in the Services marketing area.
- Enhance their abilities to apply target marketing strategies in various and specific marketing situations.
- Develop an awareness and appreciation of research applicable to Services Marketing.

Module I: Introduction to Services Economy, Nature and Importance, Characteristics of Services, Service Marketing Triangle, Goods - Services Continuum, Service Classifications

Module II: Customer expectations - Perceptions, Managing Service Quality, Gap Analysis, Quality Tools, Role of Information in Services

Module III: New Service Development - Design Elements, Service Blueprinting, Approaches to Service System Design, Employees role in services, Customers role, Service Encounter Triad

Module IV: Service recovery, Building Service relationship, managing capacity and Demand-Strategies, Managing Waiting Lines- Features of Queuing Systems

Module V: STP in Services, Physical Evidence- the Supporting Facility, Services capes, Pricing, Technology in Services, Globalization of Services

Textbook:

1. Christopher H. Lovelock, Services Marketing, Prentice hall International Editions, 1996

Reference Books:

1. Valarie A. Zenithal, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit, Services Marketing: Integrating Customer focus across the firm, Tata McGraw Hill.
2. James A. Fitzsimmons Mona J. Fitzsimmons, Service Management - Operations, Strategy, Information Technology, Tata Mc Graw Hill.
3. Essentials of Services Marketing, Adrian Payne, Prentice Hall.

Electives - Finance

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Investment Analysis & Portfolio Management

Course Code: 20PF01

Credits: 3

Total No of Sessions: 30

Course Objectives:

- To acquaint the students with the working of security market and principles of security analysis.
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Outcomes:

- Understand the various alternatives available for investment.
- Learn to measure risk and return.
- Find the relationship between risk and return.
- Value the equities and bonds.
- Gain knowledge of the various strategies followed by investment practitioner.

Course Contents:

Module I: Investment Introduction

The Investment Environment - Asset Classes and Financial Instruments: Financial Assets - Money market - Equity market and securities - Derivative markets - Market Indexes - Market Players - Investment Process.

Issue of securities - Trading of securities - Global securities market - market structure - regulations
Mutual Funds and Other Investment Companies: Mutual fund - ETF.

Module II: Portfolio Theory and Practice

Introduction to Risk, Return and the Historical Record: Asset Allocation - Capital market line - Diversification - Risk Aversion and Capital Allocation to Risky Assets - Optimal Risky Portfolios: Markowitz model - Index Models: Sharpe Single Index Model.

Module III: Equilibrium in Capital Markets

The Capital Asset Pricing Model - Arbitrage Pricing Theory and Multifactor Models of Risk and Return - Random Walks and Efficient Market Hypothesis - Technical Analysis: Workshop.

Module IV: Securities Analysis

Bond Pricing - Yield curve - Risk - Term Structure of Interest Rates - forward contracts - Managing Bond Portfolios

Equity Analysis: Macroeconomic and Industry Analysis - Equity Valuation Models: Dividend Discount Model - P/E ratio - Free Cashflow approach - Financial Statement Analysis: Profitability - Ratio Analysis – EVA.

Derivatives: Introduction - Option Valuation – Option and Futures Markets - Risk Management

Module V: Portfolio Management

Portfolio Performance Evaluation: Average Rates of Return - Time Weighted Returns - M2 measure - Sharpe measure - Jenson measure - Treynor measure. Market Timing - International Diversification - Hedge Funds - Active Portfolio Management

Textbook:

Investments and Portfolio Management, Bodie Z, Kane A, Marcus A.J., McGraw Hill.

Reference Books:

Investment Analysis and Portfolio Management, Reilly F.K., and Brown K.C., Cengage Learning.

Investment Management, Bernstein P.L. and Damodaran A., Wiley.

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Commercial Banking

Course Code: 20PF02

Credits: 3

Total No of Sessions: 30

Course Overview

- Provide an overall background on Financial Sector in India and its various constituents, with particular emphasis on Commercial Banks and their role in the overall economic environment.
- Highlighting issues in managing banks with reference to marketing banks' products through customer segmentation, positioning of the products, relationship management, investments, International operations, risk management, the regulatory landscape etc.
- Developing an understanding of Balance sheet management of a bank.

Course Objectives:

- Compare and contrast all types of regulation of the Commercial Banking Industry.
- Distinguish and classify all aspects of Commercial Bank Loans.
- Analyze Asset-Liability Management Techniques and related Hedging techniques.
- Compare Sources of Funds.
- Compare and Contrast economic policy and its effects on the business community.
- Synthesize and integrate Commercial Bank Investment and Liquidity Issues.
- Explain the changes in the Commercial Bank Industry and their effects on industry.
- Identify the components of the Federal Reserve System and define and discuss their roles in the operation of the Commercial Banking Industry.

Module I: Introduction to Financial Sector: Indian Financial System-Financial markets and its Components-Money market instruments as applicable to Banks-Call Money, Commercial paper, Certificate of Deposits, Repo, Reverse Repo, Marginal Standing facility- Commercial banks' role in the economic growth of the nation. -A short review of All India Development Financial Institution, NBFCs, Mutual Fund, Capital and Security Market.

Financial Sector Reform measures--CRR and SLR Implications-Profile of Commercial Banks-Emerging trends in the Banking Industry.

Various Laws as applicable to Banking Sector-a few provisions of BR Act and NI Act-Regulators-RBI, SEBI, IRDA-their functions

Module II: Customer Segmentation: KYC and AML norms, as applicable to opening of accounts for customers Brief outline of Products (both liability and assets based products) positioning relating to Rural / agricultural sector, Retail Banking, Corporate Banking etc. Analysis of Financial Statements and Credit assessment relating to corporate lending. Short review of Non-fund based business in Banks in India- Operational guidelines for opening of accounts in the name of Nonresident Indians - Concept of Universal Banking.

Module III: Investment Function and International Banking: Role of treasury management, various products, regulations, Asset Liability Management etc. Exchange rates, Forex Management, Import Export trade regulations, FEDAI, FEMA, Letters of credit, Guarantees etc. A brief overview of international operations and issues faced by Indian banks operating abroad.

Module IV: Risk Management and Balance Sheet Management: Overview of a) Credit risk management including systems, tools etc; a brief outline on credit monitoring function. b) Market risk including Interest Rate risk, liquidity risk, Forex risk, concept of duration, Value at risk, derivatives, etc. c) Operational Risk including IT Risk.

Basic accounting norms, Components of banks assets and liabilities, Capital, Basel II and overview of Basel III, Income Recognition Asset Classification and provisioning norms, Profit Planning, return on capital including risk adjusted capital. Regulatory oversight. Market discipline and Corporate Governance.

Module V: Insurance Sector: Development of insurance sector, Regulatory landscape. Components of the sector. Penetration levels and Foreign participation, Expected growth trajectory of the sector. Challenges faced by the players.

Textbook

D. Srinivasan &ors,, Principles and Practices of Banking, IIBF, Macmillan.

Reference Books:

1. Tannan's Banking Law and Practice in India: Author (s):: ML .Tannan
2. G Vasavada, D P Chaterjee&ors, Bank Financial Management, IIBF, Macmillan.
3. K C Shekhar&LekshmyShekhar, Banking Theory and Practice, Vikas Publishing House Ltd

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Merger’s Acquisitions and Corporate Restructuring

Course Code: 20PF03

Credits: 3

Total No of Sessions: 30

Course Objectives:

- The course focuses on the design, analysis, and implementation of financial strategies aimed at repositioning and revitalizing companies faced with major competitive or environmental challenges, problems, and opportunities.
- The course helps students to understand how to create corporate value by restructuring a company or by combining businesses.

Course Outcomes:

- Be able to understand the process and economic rationale for M&As.
- Be able to understand typical valuation techniques in M&As.
- Be able to apply the valuation techniques to M&A assessment and decision-making.
- Have acquired analytical skills in analyzing real-world cases in M&As.
- Have developed skills in group work, including communication, collaboration, and presentation.

Course Content:

Module I: Mergers and Acquisitions-Historical Developments in Mergers and Acquisitions – Understanding corporate restructuring activities – alternative takeover strategies-the role of Holding companies in mergers and acquisitions –the role of holding companies in mergers and acquisitions-the role of employee stock ownership plans in mergers and acquisitions-business alliances as alternatives to mergers and acquisitions-participants in the mergers and acquisitions process-the implications of mergers and acquisitions for shareholders, bondholders, and society

Corporate governance – understanding alternative takeover tactics - developing a bidding strategy-understanding alternative takeover defenses – impact of takeover defenses on shareholder value

Module II: Planning, Implementation and Integration: Role of planning mergers and acquisitions-merger and acquisition process – building the business plan as communication document-building the merger-acquisition implementation plan. The search process – the screening process – first contact-negotiation-developing the integration plan-closing-implementing post-closing integration-conducting a post-closing evaluation - integrating business alliances

Module III: Mergers and acquisitions valuation and modeling: Estimating required financial returns-risk assessment-calculating free cash flows-applying discounted cash flow methods-enterprise method to estimate equity value-valuing non-operating assets-pulling it all together

Relative-valuation methods-asset-oriented methods-the weighted average valuation method-adjusting valuating estimates for purchase price premiums-real options analysis-determining when to use the

different approaches to valuation Applying financial models: limitations of financial data-the model building process-assessing impact of M&A's on post-acquisition earnings per share

Module IV: Analysis and valuation of privately held firms:Privately held companies-governance issues-challenges of valuing privately held companies-Process for valuing privately held business – reverse mergers – Using leveraged ESOPs to buy private companiesDeal-Structuring process – Form of acquisition vehicle and post closing organization – legal form of the selling entity – form of payment – managing risk and reaching consensus on purchase price

Alternative tax structures –taxable transactions-Financial reporting of business combinations - M&A finance transactions-role of private equity, hedge and venture capital funds in deal financing-

Module V: Highly leveraged transactions:LBOs valuation and structuring model basics. Business Alliances – Legal forms of business alliance – strategic and operational plans-Deal-structuring issues. Alternative exit and restructuring strategies – Divestitures – Spin-offs – Equity carve-outs-Split-offs and Split-Ups – Comparing alternative exit and restructuring. Business failure – Outside settlement – Reorganization and liquidation – Predicting corporate default and bankruptcy – Valuing distressed business

Textbook:

Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Donald M. De Pamphilis, Academic Press.

Reference Books:

1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & Pitabas Mohanty: SIE.
2. Mergers, Acquisitions and Corporate Restructuring, Gaughan, Patrick A, John Wiley & Sons.

Firebird Institute of Research in Management
Batch IV
Elective – Finance
International Finance

Course Code: 20PF04

Credits: 3

Total No of Sessions: 30

Course Objectives:

- To understand the international trade related financial concepts and thereby making investment decisions.
- The course is an introduction to an evolving and growing literature on international finance.
- Topics covered in the course include the international monetary system, the concept of balance of payments, theories of balance of payments, parity conditions, models of exchange rate determination, forward looking market instruments (forward, futures, and options markets) and financial crises.

Course Outcomes:

- This course deals with the analysis of selected macroeconomic issues in open economies.
- On successful completion of this course, students will be able to:
- Explain the organisation and institutional details of foreign exchange and international money markets.
- Explain and apply orthodox theories of exchange rates and open economy macroeconomics, up to and including the Dornbusch overshooting model.
- Explain and to give examples of modern central bank practice of monetary and exchange rate policy implementation
- Explain and apply insights provided by behavioural economics into expectations formation and decision making on the foreign exchange market.
- Analyse the causes of historical exchange rate movements, and some of the contributory factors to a variety of financial crises, with reference to the models covered.
- Apply the theories and models covered to the issue of optimal currency areas, with specific reference to the design and operation of the euro, and BREXIT.

Course Contents:

Module I: Introduction: Globalization and Multinational Firm - An overview, Importance, Nature and scope, Recent changes and challenges in IFM and Multinational Corporations. Balance of Payments (BoP) - Fundamentals of BoP, Accounting Components of BoP and BoP Identity – BoPs trends in Major countries.

Module II: International Monetary System: International Monetary System - Evolution, Gold Standard, Bretton Woods system, The Flexible Exchange Rate Regime, The Current Exchange Rate Arrangements, The Economic and Monetary Union and Currency Crisis

Module III: Foreign Exchange Market: The Market of Foreign Exchange – Functions and Structure of the FX market, The Spot Market and The Forward Market. International Parity Relationships and

Forecasting Foreign Exchange Rates – Interest Rate Parity, Purchasing Power Parity, Fischer Effects and Forecasting Exchange Rates.

Futures and Options on Foreign Exchange – Futures Contract Preliminaries, Currency Futures Markets, Eurodollar Interest Rate Futures Contract, Option Contract Preliminaries, Currency Option Markets, American and European Option Pricing Models.

Module IV: Foreign Exchange Exposure and World Financial Markets: Foreign Exchange Exposure and Management – Transition Exposure, Translation Exposure, Economic Exposure and the management of these Exposures

International Banking, International Bond Markets, International Equity Markets, Interest Rate and Currency Swap

Module V: Financial Management of the Multinational Firm: Introduction- Foreign Direct Investment - Cost of Capital and Capital Structure of a Multinational Firm - ADRs, GDRs, ECBs - Country Risk Analysis - International Taxation - Double Taxation Avoidance Agreements. Contemporary Issues and Case Analysis.

Textbook:

Eun and Resnik, International Financial Management, Tata Mcgraw Hill Publishers.

Reference Books:

1. Alan C.Shapiro, Multinational Financial Management, John Wiley & Sons.
2. Jeff Madura, International Financial Management, Thomson Publications.
3. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi.

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Financial Derivatives

Course Code: 20PF05

Credits: 3

Total No of Sessions: 30

Course Overview

In the course of running a business, decision-making is done in the presence of risk. The decision-maker can confront one of two types of risk. Some risks are related to the underlying nature of the business. These risks are called “business risks”. Another class of risk deals with the uncertainty of such factors as exchange rates, interest rates, stock prices and commodity prices. These risks are called “financial risks”. This course will give an introduction to the financial risk management using derivative securities.

Few years ago, courses on derivative securities were relatively uncommon in business schools. Today, however, the understanding of derivative securities is essential to all finance students, regardless of whether they look forward to career in banking, financial services or corporate finance. This course has been structured in such a way as to provide conceptual foundation in the derivatives area without much of mathematical derivations.

Course Outcomes:

At the end of this course, students will be able to

- understand how derivatives market works
- price or value sundry derivative instruments
- analyze and develop solutions for a variety of financial risk management situations
- engineer new financial products using derivative instruments

Course Contents:

Module 1: Introduction to Derivatives – Working Mechanism of Derivatives Market – Derivatives Trading Strategies – Pricing of Forwards, Futures, Swaps – Black-Scholes Option Pricing Model – Option Greeks

Module 2: Interest Rate Forwards – Interest Rate Futures – Interest Rate Options – Interest Rate Swaps – Bond Futures – Hedging using Interest Rate Derivatives – Currency Forwards – Currency Futures – Currency Options – Currency Swaps – Hedging using Currency Derivatives

Module 3: Stock Futures – Stock Options – Hedging using Equity Derivatives – Index Futures – Index Options – Index Swaps – Hedging using Index Derivatives

Module 4: Commodity Futures – Commodity Options – Commodity Swaps – Hedging using Commodity Derivatives – Credit Derivatives (Credit Default Swaps, Total Return Swaps and Credit Spread Options)

Module 5: Exotic Derivatives (Asian Option, As-You-Like-It Option, Look-Back Option) – Pricing of Exotic Derivatives – Value-at-Risk – Designing of Financially-Engineered Securities

Textbook

John C Hull, Fundamentals of Futures and Options Markets 9e, Pearson Education, 2018.

Reference Books

Howard Corb, Interest Rate Swaps and Other Derivatives, Columbia University Press, 2012.

Robert L. McDonald, Derivatives Markets 3e, Pearson Education, 2012.

Lars Tyge Nielsen, Pricing and Hedging of Derivative Securities 1e, Oxford University Press, 1999.

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Fintech for Financial Services

Course Code: 20PF06

Credits: 3

Total No of sessions: 30

Course Objective:

To introduce the students to the fundamentals of the emerging field of financial technology that is disrupting the traditional financial services industry and help them prepare for the new future of financial services industry.

Performance Objectives:

At the end of the course students

- Will have the skills to evaluate a FinTech company in terms of its business model, business strategy and performance
- Will have acquired the fundamental skills to function effectively in a modern FinTech company
- Will have acquired the skills to start a FinTech enterprise and prepare it for funding

Course Contents:

Fundamentals of FinTech

Introduction to Fintech

Digital payments

payment gateways

bill payment services

money transfer services

The impact technology on lending

Use of p2p lending platforms

Crowdsourcing fundamentals

P2P lending regulatory framework in India

Big data and analytics in lending

Disruption of the banking and the financial services industry

Big data in financial services and analytics.

Data driven banking

Internet-based financial services

Asset products

Liability products

Individual credit scoring technologies

Automated investment services

Introduction to Robo-advisor

Passive investment management with ETFs

Algorithms of automated portfolio rebalancing
Goal based investing
Gamification
Introduction to Block-chain technology
Structure of blockchains
Blockchain life cycle
Blockchain applications
Impact of Blockchain technology on banking industry
Blockchain platforms
Bitcoin blockchain
Fundamentals of digital currencies
How does bitcoin work?
Buying and storing bitcoins
Bitcoin wallet
Bitcoin transactions
Bitcoin mining
Bitcoin security and regulation
Other cryptocurrencies
Security issues in Fintech
Regulatory issues in FinTech

References:

1. Fintech Innovation by Paolo Sironi, Wiley Publications
2. FinTech: The impact and influence of Financial Technology and Banking and the Finance Industry. By Richard Hayen
3. FinTech and Blockchain by Jacob William
4. The FinTech Book: The financial technology handbook for investors, entrepreneurs and visionaries. B Susanne Chishti and JanosBarberis
5. Blockchain: The ultimate guide to understanding Blockchain, Fintech, Bitcoin and other cryptocurrencies by Anthony Tu. Published by Createspace Independent publishing platform.

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Insurance and Risk Management

Course Code: 20PF07

Credits: 3

Total No of sessions: 30

Course Objectives

The main objective of this course is to acquaint the students with the tools and techniques needed for Insurance and Risk Management. And, further to introduce the students to the practice of Enterprise Risk Management in the Industry

Course Outcomes

- By the end of the course, students would have acquainted themselves with all aspects of Insurance applications at personal, group and firm level risk management
- By the end of the course, students would have acquainted themselves with all aspects of Alternative Mechanisms/Non-Insurance applications at firm level risk management
- By the end of the course, students would have learned about the practice of Enterprise Risk Management (ERM) in the Industry

Course contents:

Module I: Introduction to Risk Management: Insurance and Risk - Introduction to Risk Management - Advanced Topics in Risk Management

Module II: The Private Insurance Industry: Types of Insurers & Marketing Systems - Insurance Company Operations - Financial Operations of Insurers - Government Regulation of Insurance

Module III: Legal Principles in Risk & Insurance: Fundamental Legal Principles - Analysis of Insurance Contracts

Module IV: Life and Health Risks: Life Insurance and Contractual Provisions, Annuities and IRA, Individual and Group Health Insurance, Employee Benefits: Retirement Plans, Social Insurance

Module V: Personal Property and Liability Risks: The Liability Risk - Homeowners Insurance - Automobile Insurance - Other Property and Liability Insurance Coverages

Module VI: Commercial Property and Liability Risks: Commercial Property Insurance - Commercial Liability Insurance - Social Insurance & Workers' Compensation

Textbook:

Principles of Risk Management and Insurance, Rejda, George E., Addison. Wesley Publishers.

Reference Texts from Library:

Introduction to Risk Mgt and Insurance, 10e. Dorfman and Cather, 2015, P H I, New Delhi

Fundamentals of Risk and Insurance, 11e, EJ Vaughan and TM Vaughan, 2014, Wiley Pub.

Risk Mgt and Insurance, 2e. Harrington and Niehaus, 2004 (Reprint 2017), McGraw Hill Edu

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Corporate Taxation

Course Code:20PF08

Credits: 3

Total No of sessions: 30

Course Objectives:

To provide a foundational understanding of scope and implication of changes in taxation
To acquaint the participants with business parlance tax practices and to update the students on current topics/debatable issues involving direct and indirect taxation.

Course Outcomes:

Identify, define, and resolve tax issues through their understanding, knowledge, and application of research methods and databases.

Exhibit sophisticated knowledge related to tax accounting rules and regulations and analyze and resolve tax problems.

Recognize and apply relevant ethical standards as required in tax practice.

Write and deliver skilful tax communications.

Demonstrate an understanding of tax issues from an international perspective.

Course Contents:

Module I: Overview of Direct Tax - Person, Residential Status, Previous year, Assessment Year, Head of Income, Exemptions. Income from House Property - Annual Value, Deductions from Annual Value

Module II: Income from Business and Profession- System of Accounting, Revenue Vs. Capital, Depreciation, Deductions

Module III: Capital Gains, Aggregation and Carry forward of Losses- Capital Asset, Special Transactions, Aggregation, Carry forward and set off Losses. Other Themes in Income Tax- TDS, Advance Tax, MAT, DTAA, Transfer Pricing

Module IV: Central Excise Duty- Manufactured or produced goods, Exclusion of Taxes, Time and place of removal, MRP based valuation. Customs Duty- Charge, Valuation, Import

Module V: Overview of GST - GST for manufactured goods- GST for services

Textbook:

Akhileshwar Pathak, Savan Godiwala, “Business Taxation”, McGraw Hill Publications.

Dr. Vinod K. Singhania, Dr. Kapil Singhania, “Direct Taxes, Law and Practice with special reference to tax planning”, Taxmann.

VS Datey, “Indirect Taxes Law and Practice”, Taxmann.

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Strategic Financial Management

Course Code: 20PF09

Credits: 3

Total No of sessions: 30

Course Overview:

Today's rapidly changing business environment demands business managers to make spot decisions based on financial knowledge and strategic capabilities. Business managers also need to understand the company's financial health to develop a sound corporate strategy.

Strategic Financial Management course broadens business manager's perspectives of financial matters within the corporate environment and strengthens their use of finance tools for making sounder strategic decisions and running a company successfully.

Course Outcomes

At the end of this course, students will be able to

- Evaluate the financial objectives of an organisation, explain how they are determined and interrelate with the non-financial objectives and stakeholder interests. (PO1)
- Value businesses in the context of merger, acquisition or management buyout. (PO1)
- Analyze reasons for and advise on actions to prevent corporate failure. (PO2)
- Evaluate and advise as to the optimum capital structure and dividend policy for an organisation. (PO2)
- Advise as to appropriate financial strategy, working capital policy and risk management policy. (PO1)
- Prepare a business plan for an organisation given prescribed information. (PO1)
- Evaluate the financial management of an organisation over a period of time relative to competitors. (PO5)
- Value lease and hire-purchase. (PO1)

Course contents:

Module I: Capital Assets Pricing Model: Application and Limitations – Weighted Average Cost of Capital: Calculation, Application and Limitations – Capital Budgeting – Capital Structure Policy – Dividend Policy

Module II: Advanced Corporate Valuation Methods – Valuation of Mergers, Acquisitions, LBO, Defense Tactics in Hostile Takeovers – Structuring M & A, LBO Deals

Module III: Financing Strategy – International Financing – Devising Financial Risk Management Policy – Devising Working Capital Policy

Module IV: Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Hire-Purchase – Importance, Tax Considerations, and Accounting Considerations – Evaluation of Hire-Purchase from the point of view of Hire-Purchaser and Hire-Vendor

Module V: Financial Analysis and Business Planning: Preparation of long-term business plans – Appraise capital investment options – Assessment of an organisation’s current financial position – Comparison of the financial health of an organisation with that of competitors

Textbook

Financial Management and Policy 12e, James C. Van Horne and Sanjay Dhamija, Pearson (2017).

Reference Books

1. Damodaran on Valuation 2e, Aswath Damodaran, Wiley (2006).
2. Corporate Financial Strategy 4e, Ruth Bender, Routledge (2013).

Firebird Institute of Research in Management
Batch IV
Elective – Finance
Financial Modeling

Course Code: 20PF010

Credits: 3

Total No of sessions: 30

To build common to complex financial models on Excel with information provided both on financial statements and from external sources.

MODULE 1: ADVANCED EXCEL FOR FINANCIAL MODELING

Introduction / Tips & tricks that will help you speed up your spread sheeting-Multiple sheet models-Multiple file models-Drilling down: allows one to double-click a formula, and move back to its source. This can be particularly useful in the creation of menus-Logical tests-Protecting your data-Database activities-Pivot tables-Grouping downloaded data by account headings-Vertical and horizontal lookup tables-The Choose function-Interactive formulas to extract data-String functions-Data tables-Outlining-Graphs-Indirect addressing

MODULE 2: FINANCIAL MODELING

Introduction and Overview -Projection-Valuation Modeling Best Practices-Pro-Forma Modeling-Exercises

MODULE 3: BASIC VALUATION TECHNIQUES

Case Study: Analyze historic information and develop a projection basis-Mergers and Acquisitions-Projecting financial statements for a complex M&A -Debt capacity and credit analysis for the acquisition-Alternative financing methods-Sensitivity analysis on cash flows-Case Study Exercises-Cost of Capital and CAPM-Return on equity-Seven steps using CAPM to determine the cost of capital-Implied risk premium in the current P/E multiple

MODULE 4: VALUATION

Four Steps using the Gordon Model to determine the cost of capital-Four steps using the P/E multiple to determine the cost of capital-Financial Valuation Case Study Exercises Review and Discussion-Accrual Accounting Valuation-Accrual accounting valuation exercises-Valuation Using Multiples-Multiples valuation exercises-Transaction Multiples

MODULE 5: SPECIAL VALUATION ISSUES

Implied profit margin-Three-stage valuation model-Develop an accrual accounting valuation model Review and Discussion-Warrants and Executive Stock Options-Warrant valuation-Value outstanding warrants-Share Repurchases-Using share repurchases to calculate growth in distributions-sustainable growth rate-Share repurchases for comparable companies-Presentation of Valuation and conclusion

Reference Books:

Corporate Financial Analysis with MS Excel – Francis J Clauss – Mc Graw Hill

Financial Modeling Using Excel and VBA – ChandanSengupta – John Wiley & Sons

Electives – Human Resources Management

Firebird Institute of Research in Management
Batch IV
Elective – HR
Industrial Relations & Labour laws

Course Code: 20PH01

Credits: 3

Total No of Sessions: 30

Course Objectives:

The objective of this course is to enhance the students understanding of Indian Legal environment relevant to labour legislation, Industrial relation and emphasis on application of various provisions of the relevant laws to various simulated cases.

Course Contents:

Module I: Introduction to Labour legislations, classification, sources and development of labour legislations, Factories Act, Contract Labour Act

Module II: Industrial disputes Act: Problems of Industrial peace, grievance and disciplinary procedures, Trade Unions Act, Standing Order Act

Module III: The Minimum Wagers Act, Payment of Wages Act, Payment of Bonus Act

Module IV: The Employee Provident Fund Act, The Payment of Gratuity Act, The Workmen Compensation Act, The Employees State Insurance Act

Module V: The Maternity Benefit Act, National Commission on Industrial Relations – Recommendations

Textbooks:

1. B.S.Moshal - Business and Industrial law, Ane's Publisher.
2. Akkileshwar Pathak - Legal aspects of Business, Tata McGraw Hill.

Reference Books:

1. Pyle P.V. and A. Simon George, Industrial Relations and Personnel Management, Vikas Publishing House Pvt. Ltd., New Delhi.
2. Subramanian V, The Industrial Disputes Act 1947, Madras Book Agency.
3. Bulchandani K.R., The Industrial Relations & Personnel Management, Himalaya Publishing House.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Performance Management & Competency Management

Course Code: 20PH02

Credits: 3

Total No of sessions: 30

Course Objectives:

- Understanding the importance of performance management and engagement for both the employee and organization.
- Learn models and tools to enhance engagement.
- Learn how to design and implement a performance management system.
- Learn how to align performance management with organization objectives and strategy.

Course Contents:

Module I: Performance management and strategic considerations.

Defining Performance Management (PM). Contributions of Performance management to people and organizations. Linking performance management to rewards. Integrating PM with HR activities.

Module II: PM process and Measurement system

Performance planning. PM and measurement approach. Performance dimensions. Measuring behaviours and results.

Module III: Collecting information and sense making

From appraising to managing performance. Who should provide information and why?. Linking the rater and the rate.

Module IV: Implementing a PM System

Preparing the PM system. Communication plan. Training program for rater and ratees.

Module V: From managing performance to developing people.

Understanding the new tools and approaches. Designing and implementing the new approaches (360* and balanced Scorecard). From individual performance management to team performance. Building and engaged workforce: the role of PM.

Textbook:

Performance Management System, R.K.Sahu. Excel Books India.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Talent Acquisition & Management

Course Code: 20PH03

Credits: 3

Total No of Sessions: 30

Course Objectives:

On completion of the course, students will be able to: Determine talent management strategies to support an organization's objectives. Conduct a workforce analysis. Develop a talent acquisition strategy to meet an organization's human capital needs. Define critical elements of a successful performance management program. Create a succession planning process and implementation plan

Design a leadership development program aligned with an organization's strategic priorities and values. Outline an approach to engage and retain employees and conduct hurconomics for talent management.

Course Content:

Module I: Talent management: An overview - Talent management and competitive advantages - Workforce Analysis, Talent management strategy aligned with business strategy.

Module II: Building blocks of Talent Management - Competencies, Competency Assessment - Performance Appraisals - Succession and Career Planning - Compensation.

Module III: Formulating Coaching, training and development approaches that drive talent management processes - Using Talent Management Processes to Drive Cultures of Excellence - Innovative thinking that can shape an organization's approach to talent management.

Module IV: Simply the Best? - who to keep and why the most capable aren't always the best to retain - how to create loyalty and productivity without 'handcuffs' and burnout - Engagement Definitions and Research, Global Engagement Drivers, Monetizing the Value of Engagement, The HCI ECR Model - Employer Branding & Employee Branding.

Module V: Hurconomics for talent management evaluation and action – Social Media in Talent Management – Future directions in talent management practice

Textbook:

1. Lance A. B. & Berger, D. R. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, McGraw-Hill.
2. T.V.Rao, Hurconomics for Talent Management, Pearson.

Reference Books:

1. Allan Schweyer, Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley.
2. Marshall Goldsmith & Louis Carter, Best Practices in Talent Management, BPI.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Change Management

Course Code: 20PH04

Credits: 3

Total No of Sessions: 30

Course Objectives:

- To teach relevant, practical and applicable change management skills to equip students to proactively engage with change processes in the workplace.
- To improve the student's self-confidence to use change management tools and models to design appropriate change plans for their workplace.
- To introduce contemporary theory and practice in modern change management processes and the range of tools and methods available to address change challenges and problems.

Course Outcomes:

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

- Describe in general terms a number of change management theories and how they might apply in practice.
- Articulate what change management is and why it is important in the contemporary business environment.
- Discriminate between different types of change process for different purposes and outcomes.
- Explain how to effectively manage the human aspects of change such as employee engagement in the change process and how to reduce employee resistance to change.
- Highlight particular external issues impacting on a businesses' need to change.
- Identify the steps in putting together an effective change management plan.
- Apply critical thinking and problem solving skills to the analysis and resolution of change problems as presented in case studies.

Course Content:

Module I: Introduction to change concepts - Understanding behavior change challenges - Ego defences and creating change - Deutchman's 3R Change Model - Strategic renewal: incremental and transformational- Effecting change at Grand Union - Employee behavior - Triggers for change - Kurt Lewin and organizational change

Module II: Organizational development and effectiveness - Resistance to change -Organizational diagnosis - Organizational dialogue and organizational silence - Communicating change to stakeholders- Communications strategy and measures of justice - Communicating bad news to stakeholders - Managing personal transitions - The Social Readjustment Ratings Scale - Change Transition Model - Stages of psychological reaction to change - Facilitating employee change transitions - 5 change intervention styles - Effective helping behaviors

Module III: Economic and OD transformation strategies - Change at the BBC - Beer's combined OD/Economic strategy - Overcoming executive resistance to OD change strategies - Planning for

change implementation - Appointing a transition manager - Identifying what must be done - Develop an implementation plan

Module IV: Using multiple leverage points to effect change – Scheduling change activities – Rewarding transition behaviors - Developing feedback mechanisms – Chronological theory of change intervention approaches – Issue-focused approach to change intervention

Module V: Human Resource and Human Process interventions- Technostructural and Economic interventions – Selecting appropriate interventions – Identifying diagnosed issue, level and depth of change Applied models for intervening –Time and efficacy constraints on change intervention ns Collective learning – Knowledge transfer – Intra and Inter organizational learning barriers – Action Research at Google and Xerox

Textbook:

Spector, B. (2007), Implementing Organizational Change, Pearson Prentice Hall, Upper Saddle River, New Jersey.

Reference Books:

1. Herold, D.M. and Fedor, D.B., Leading Change Management, Kogan Page, London.
2. Deutschman, A., Change or Die, Harper, New York.
3. Hayes, J., The Theory and Practice of Change Management, Palgrave Macmillan, London.

Firebird Institute of Research in Management
Batch IV
Elective – HR
HR Analytics

Course Code: 20PH05

Credits: 3

Total No of sessions: 30

Course Objectives:

After studying this course, students will be able to...

- Understand the concept, importance and uses of HR Analytics in the organization context.
- Describe the research tools and techniques available for HR decision-making.
- Interpret the HR value propositions through HR Analytics.
- Distinguish the data used in HR Analytics framework.
- Integrate the Predictive Modelling with HR Analytics.

Course Outcomes:

After this course, students would be able to...

- Define and demonstrate the application of HR Analytics in the organization context.
- Sketch the application of different statistical techniques in HR decision-making.
- Design a HR Analytics framework embraced with HR Value Propositions.
- Construct a Data Collection Plan and evaluate the scope of Analysis.
- Formulate Predictive Modelling for HR decision-making.

Course Contents:

Module – 1: Introduction to HR Analytics: Concept of HR Analytics – Process of aligning business to human resources – History of HR Analytics – Importance and benefits of HR Analytics – HR Analytics framework and models – Ethical issues in HR Analytics

Module – 2: HR Business Process and HR Analytics: Concepts of HR Business Process – Statistics and Statistical modelling for HR Research and HR decision-making – HR Research Tools and Techniques – HRIS – HR Metrics – HR Scorecard – HR Dashboards – Reasons for HR Analytics

Module – 3: Forecasting and Measuring HR Value Propositions: Value Proposition and HR Decisions – Sustainability in HR Decisions – HR Analytics and HR Value Propositions – Talent Analytics – Workforce Analytics – HR Optimization through HR Analytics – HR Forecasting, HR Plan and HR Analytics – Predictive Analytics

Module – 4: Data in HR Analytics: Concepts of HR Data – Steps for HR Data Collection – Big Data for HR – Transforming HR Data into HR Information – Process of Data Collection for HR Analytics – Data Collection for effective HR Measurement – HR Reporting – Root Cause Analysis – Datafication of Human Resources

Module – 5: HR Analytics and Predictive Modelling: Basics of HR Analytics and Predictive Modelling – Different Phases of HR Analytics and Predictive Modelling – Examples of Predictive Analytics – Data and Information for HR Predictive Analysis – Software Solutions – Predictive Analytics Tools and Techniques

Text Books:

1. Deepak Kumar Bhattacharya (2017), HR Analytics: Understanding Theories and Applications, Sage Publications India Pvt. Ltd., New Delhi
2. Pease, Byerly & Fitz-enz (2013), Human Capital Analytics, John Wiley & Sons Inc., Hoboken, New Jersey
3. Soundararajan, Singh (2017), Winning on HR Analytics, Sage Publications India Pvt. Ltd., New Delhi

Reference Books:

1. Martin Edwards (2016), Predictive HR Analytics: Mastering the HR Metric, Kogan Page, London, United Kingdom
2. Fitz-enz & Mattox (2014), Predictive Analytics for Human Resources, John Wiley & Sons, New Jersey.
3. Vulpen & Green (2016), The Basic Principles of People Analytics, Createspace Independent Publishing Platform, Web World
4. Lyndon, Soundmark (2017), Doing HR Analytics: A Practitioner's Handbook with R Examples, Createspace Independent Publishing Platform, Web World

Firebird Institute of Research in Management
Batch IV
Elective – HR
International HRM

Course Code: 20PH06

Credits: 3

Total No of sessions: 30

Course Objectives:

- Identify and discuss the main tasks associated with HRM
- Understand issues, opportunities and challenges pertaining to international HRM.
- Develop competency in dealing with cross cultural situations.
- Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation.

Course Contents:

Module I: Introduction: Growth of International Business and Globalization; Operational Objectives and Means of Globalization - effects of globalization - Different Dimensions-Concept of Multiculturalism - Cultural predispositions- Communication, Work values, Multicultural team, Role of HR Department, HR Preparedness, - Difference between Domestic and International HRM - Detailed study of Hofstede's framework, Trompenaars' Framework

Module II: International HRM: Functions-Recruitment and Selection-Issues In Staff Selection-Myth Of Global Manager- Skills needed by International Managers, -Expatriate Failure-Selection Criteria-Dual Career Couples-Managing Expatriate Failure- Obstacles And Benefits Of Global Staffing

Module III: International Training: Training- Vocabulary-objectives-predeparture training-culture awareness-cross cultural training (CCT)-Methods and Types of Cross Cultural Training –HCN Training-Emerging Trends- repatriation process-individual reactions to re-entry

Module IV: International Compensation System: Objectives, Common Terms-Factors Influencing Compensation - Compensation Package-Components of Compensation - Taxation - Retirement Benefits - Outsourcing Compensation

Module V: International Performance Management: Developing International Staff and Multinational Team- Organizational Strategy and Performance Management -Goal Setting - Variable Affecting Performance- Appraisal-Feedback Improvement and Reward - Difficulties In Assessment

Textbook:

International Human Resource management – By K.Aswathappa and Sadhana Dash. Mc Graw Hill.

References Books:

Peter J. Dowling and Denise E. Welch, International Human Resource Management, Thompson Indian Edition.

Punnett- International Perspectives on Organizational Behaviour and Human Resource Management (PHI) S.C.Gupta Textbook of IHRM. McMillan.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Strategic HRM

Course Code: 20PH07

Credits: 3

Total No of Sessions: 30

Course Objectives:

- The course is aimed at creating a practical understanding about the interaction of an organizations strategy with human resource management function to create sustained competitive advantage. This course will focus on issues on how HR function can create an alignment with business strategy and contributes to business performance. It will help to appreciate how HRM is critical to the firm's survival and its relative success.
- To make students conversant with the concepts and practices of Human Resource Management and to make them aware about their strategic relevance
- Understand how HRM strategy and practices are developed and applied in organizations in order to drive business performance
- Analyze and critically evaluate the role and effectiveness of key strategic HRM practices

Course Content:

Module I: Introduction to Strategic HRM: Human resources as Assets – SHRM Approaches - HR - the strategic partner – strategic fit – strategic review - HRM in the knowledge economy – HRM and change - Roles in SHRM, Models of SHRM

Module II: Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy, Strategic Human Resource Development, Strategic Compensation, Rewards Strategies, Employee Relations Strategy, Retention Strategies, and Strategies for Enhancing Employee Performance

Module III: Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Requisites of Sound HR Policies, need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony

Module IV: Strategic dimensions of performance management, Balanced scorecard, HR Scorecard, Benchmarking and Business Excellence Model, Individual high performance practices, limitations of individual HPWP, Employer Branding

Module V: Human aspects of strategy implementation: Career planning, development and management – Career management: an SHRM approach – work-life balance, family-friendly workplaces – strategic approach to work-life integration

Reference Books:

1. Tanuja Agarwala, —Strategic Human Resource Management, Oxford University Press, New Delhi, 2012.
2. Charles R. Greer, —Strategic Human Resource Management – A general management approach (2nd Edition), Pearson Education (p) Ltd., New Delhi 2001.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Training and Development

Course Code: 20PH08

Credits: 3

Total No of sessions: 30

Course Objectives:

This Course deals with understanding the importance of training and development, the difference between training and development, understanding the training needs, designing & administering various types of training, evaluation of training, in an organization.

Course Content:

Module I: Introduction to training concept- Definition – meaning – need for training – Concepts of education – Principles of learning- theories of learning- andragogy– overview of training functions – types of training.

Module II: Process of training - Steps in training – identification of job competencies –criteria for identifying training needs (person analysis – task analysis –organization analysis) – assessment of training needs – methods and process of needs assessment.

Module III: Designing and implementing a training program - Trainer identification – designing a training module (crosscultural – leadership – training the trainer – change) – management development program – budgeting of training.

Module IV: Methods and techniques of training –Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning - resistance to training.

Module V: Evaluation of Training Program – Kirkpatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training.

Reference Books:

1. Employee Training & Development, Raymond A Noe, Tata McGraw Hill.
2. Effective Training, Nick P. Blanchard, James Thacker, Prentice Hall.
3. Every Trainers Handbook, DevendraAgochia, SAGE Publications.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Emotional Intelligence & Leadership

Course Code: 20PH09

Credits: 3

Total No of Sessions: 30

Course Objectives:

Emotion is the most powerful resource we have and emotions are lifelines to self-awareness and self-preservation that deeply connect us to ourselves and others, to nature and the cosmos.

Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence. This course will enable the students to become aware of the sources of emotions, the emotional impacts and use of Emotional intelligence in creating a better work place.

Course Contents:

Module I: Introduction - What is EI- Defining Emotional Intelligence - Emotions and the Tripartite Brain – Emotions and related neural functions

Module II: Emotions and Childhood - Role of Emotions in life span - Emotions and Attitudes

Module III: Emotional Competencies – Emotions in work place - EI and Work - Measuring EI - Learning Social-Emotional Skills – emotion education System in the Workplace

Module IV: Emotions at work - Increasing Self Awareness - Increasing Awareness of Others – managing emotions - Using Emotional Intelligence Skills and Competences – REBT

Module V: Communication at work - Relationship building in work place - emotional intelligence in creating a better work place - Emotional Intelligence and Leadership

Textbook:

Working with Emotional Intelligence by Daniel Goleman –, published by Bantam Dell Pub Group (P).

Reference Book:

Primal Leadership: Unleashing the Power of Emotional Intelligence by Professor Daniel Goleman, Richard Boyatzis and Annie McKee, Harvard Business Review Press.

Firebird Institute of Research in Management
Batch IV
Elective – HR
Learning and Development

Course Code: 20PH10

Credits: 3

Total No of Sessions: 30

Course Objectives:

The course throws light on the basic process of training, the principles of learning, designing, organizing and evaluating a training program and will dwell on emerging trends in training and development which will help the student to become conversant with the concept.

Course Outcomes:

- To make students conversant with the concepts and practices of training and development and to make them aware about their relevance
- Understand how Training methods and practices are developed and applied in organizations in order to drive business performance
- Analyze and critically evaluate the role and effectiveness of key Learning and Development practices

Course Content:

Module I:

Principles of learning - theories, strategies and styles of learning - Andragogy, Kolb, Bloom's taxonomy– Introduction to training concept - Definition – meaning – need for training

Module II:

Process of training - Steps in training – identification of job competencies –criteria for identifying training needs (person analysis – task analysis –organization analysis) – assessment of training needs – methods and processof needs assessment

Module III:

Designing and implementing a training program - Trainer identification — designing a training module (crosscultural – leadership – training the trainer – change) – managementdevelopment program – budgeting of training

Module IV:

Methods and techniques of training –Technology in training - CBT – Multimedia training – e-learning/onlinelearning- distance learning - resistance to training

Module V:

Evaluation of Training Program – KirkPatrick model of evaluation – CIROmodel – cost-benefit analysis – ROI of training

Reference Books:

1. Employee Training & Development, Raymond A Noe, Tata McGraw Hill,4/E.
2. Effective Training, Nick P. Blanchard, James Thacker, Prentice Hall,5/E.

Electives – Operations

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Supply Chain Management

Course Code: 20PO02

Credits: 3

Total No of Sessions: 30

Course Objectives:

- This course deals with a variety of issues associated with managing the supply chains. It emphasize on the elements of supply chains and its drivers using a structured approach to analyze the operations.
- To understand the fundamental concepts of supply chain management and its significance in business.
- Familiarize about the elements of SCM, logistics functions and contemporary approaches to sourcing and supply chain integration.
- To demonstrate through the application of case studies, the significance of holistic approach in addressing business problems

Course Content:

Module I: Overview of the supply chain management Supply Chain –Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains

Module II: Design of supply chain networks and issues Supply chain Network Design, Managing Inventory under certainty and uncertainty. Introduction to logistics -Definition and Scope of Logistics, Functions & Objectives –Modes of Transportation-Packaging-Freight Management –Route Planning – Containerization-Modal Characteristics, Inter-modal Operators and Transport Economies

Module III: Sourcing strategies Sourcing issues and strategies, sourcing process –Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Case on sourcing strategies.

Module IV: Supply chain Integration and Coordination in the Supply Chain. Introduction to SCOR model, supply chain sustainability. Case on Supply chain coordination

Text Book:

T1. Janat Shah, Supply Chain Management-Text and Cases, Pearson Education, Sixth Edition, 2016.

Reference books:

1. R1. Sunil Chopra, Peter Meindl and DV Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2. R2. Donald J Bowersox et al, Logistics Management –Integrated Supply Chain Process, Tata McGraw Hill, Eleventh Reprint 2013.

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Sales and Operations Planning

Course Code: 20PO02

Credits: 3

Total No of Sessions: 30

Course Overview:

This course aims to provide the students with a conceptual understanding of Operations Management. The course inculcates operations thinking among the students. Demand Management is a key aspect in Operations Management and the course covers the various techniques used for Forecasting of demand. The Students are taught to develop inventory control systems and Materials Requirement plan. The course covers the topics of Quality Management.

Course Outcomes:

At the end of the course, students would be able to:

- Understand the decisions on production and inventory quantities.
- Study demand management and the evaluating technique of forecast
- Perform production activity control
- Understand the manufacturing order quantities of production control.

Unit I: Introduction: MPC system framework, definition of MPC. Demand Management: Demand management and MPC environment, Communicating with other MPC modules and customers, Producing and evaluating detailed forecasts, using the forecasts

Unit II: Sales and Operations Planning: Introduction, Fundamentals, The sales and Operations Planning process. Master production Scheduling: The MPS activity, MPS techniques, BOM structuring for the MPS, The final assembly schedule, managing the MPS

Unit III: Distribution Requirement Planning: Introduction, Techniques, Managing issues with DRP. Just-in-Time: JIT in MPC, JIT Application, Non-repetitive JIT and Joint-firm JIT

Unit IV: Production Activity Control: Framework, Techniques and examples. Advanced Concepts in Scheduling: Basic scheduling research, Advanced research findings, Multiple constraint Scheduling

Unit V: Determining Manufacturing order quantities: EOQ, POQ, PPB, Wagner-Whitin Algorithm, Buffering concepts

Text Books

Thomas E.V, William L.B, Clay D. W, “Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011

Reference Books:

Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005

Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Quality Management

Course Code: 20PO03

Credits: 3

Total No of Sessions: 30

Course Objectives:

The objective of the course is to:

Expose the student to the scope of total quality management in achieving overall business objective.

Familiarize about TQM tools & techniques and quality management systems.

Course Contents:

Module I: Philosophy and Basic Concepts - Introduction: Basic Concepts and Approach – Quality Management: Leading Thinkers - Building Blocks of TQM – Continuous process improvement

Module II: Tools of TQM – Benchmarking - Quality Function Deployment - Organization for Quality - Quality Culture and Leadership - Motivation and Commitment – Employee Involvement, Cost of Quality.

Module III: Quality Management Systems - ISO 9000 series of standards – sector specific standards - ISO 9001 requirements – Documentation – Internal audits – Registration - Auditing and Certification. Environmental Management System – Requirements of ISO 14001 - Management System for Safety and Health

Module IV: Quality by design – Failure Mode & Effect Analysis – FMEA documentation – Stages of FMEA – Design & process FMEA, Quality awards, Service quality tools.

Module V: Statistical Process Control – Process Capability Studies - Old & New Quality Management Tools – Taguchi’s Quality Engineering – Loss function, Six Sigma.

Textbook:

Dale H Bester field et al, Total Quality Management, Pearson Education, Delhi.

Reference Books:

1. KanishkaBedi, Quality Management, Oxford University Press, New Delhi.
2. Evans J R and Lindsay W M, The Management and Control of quality, Thomson South-Western, Singapore.
3. Total Quality Management by [Poornima M. Charantimath](#), Pearson Publications.

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Lean Management

Course Code: 20PO04

Credits: 3

Total No of Sessions: 30

Course Objectives

Lean management has become a universal management tool for delivering value and optimizing work processes. Lean management is an approach to managing an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality. The primary purpose of lean management is to produce value for the customer through the optimization of resources and create a steady workflow based on real customer demands. It seeks to eliminate any waste of time, effort or money by identifying each step in a business process and then revising or cutting out steps that do not create value.

Course Outcomes:

- Understand work flow management
- Use the various tools for Lean Management
- Perform productivity improvement

Module I: INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS: Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, need for LM, Meeting the stake holders requirement, Elements of LM.

Module II: LEAN TOOLS AND TECHNIQUES: Various tool of Lean Management, Fundamental blocks of Lean, Impact of SeiriSeitonSeisoSeiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation.

Module III: LEAN SYSTEM: Lean systems: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.

Module IV: PROJECT SELECTION FOR LEAN: Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.

Module V: LEAN MANAGEMENT AND IMPLEMENTATION: Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.

Text Book:

James P. Womack, Daniel T. Jones, Lean Thinking, Free press business, 2003.

Reference Books

Pascal Dennis, Lean Production Simplified, Productivity Press, 2007

Ronald G. Askin and Jeffrey B. Goldberg, Design and Analysis of Lean Production Systems, John Wiley & Sons, 2003.

Firebird Institute of Research in Management

Batch IV

Elective – Operations

Service Operations Management

Course Code: 20PO05

Credits: 3

Total No of Sessions: 30

Course Objectives:

The service sector in our economy is rapidly growing and it is becoming imperative for managers to understand the concepts in successfully managing service operations. The objective of the course is to provide the students with the understanding of the analysis, decision making and implementation issues of managing the operational aspects of Service.

Course Outcomes

At the end of the course the student will be able to

- Understand the nuances in designing services
- Develop service blueprint
- Understand the issues in operating services
- Understand quality in services
- Perform inventory management for services
- Manage waiting times in services

Module I: INTRODUCTION:

Importance and role of Services -Nature of services -Service classification -Service Package Service Strategy -Environmental strategies.

Module II: SERVICE DESIGN

New Service Development - Designing the Service delivery system: Service Blue -printing -Managing Service Experience – Front -office Back-office Interface - Service scape – Implication for Service Design

Module III: IMPROVING THE DELIVERY SYSTEM

Analyzing Processes – Process simulation. SERVICE QUALITY: Importance of Quality – Defining Service Quality-Gaps in Service Quality – Service Quality Model – Determinants of service quality-Service Quality design- Measures of customer satisfaction- Achieving Service Quality- Developing a culture of service quality- Implementing Quality Service - Service Guarantees and refunds - Service Recovery

Module IV: YIELD MANAGEMENT:

Capacity Strategies- Elements of yield Management system –Approaches to allocating capacity – Pricing and Implementation issues- Inventory Management in Services - characteristics of inventory management specific to services – The “newsvendor” model – Product substitution and Demand variance – practical methods to reduce stock-outs, shrinkage and inventory inaccuracy

Module V: WAITING TIME MANAGEMENT:

The pervasiveness of waiting lines- Qualitative and Quantitative understanding of waiting lines- The psychology of Queuing models - Data Envelopment Analysis (DEA) - Scoring System

Text Book

Richard Metters, Kathryn Metters, Service Operations Management, Cengage Learning

Reference Books

1. James A Fitzsimmons, Mona Fitzsimmons, Service Management – Operations, Strategy, Information Technology, McGraw Hill Education
2. Robert Johnston, Graham Clark, Michael Schulver, Service Operations Management – Improving service delivery, Fourth Edition, Pearson Education

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Theory of Constraints

Course Code: 20PO06

Credits: 3

Total No of Sessions: 30

Course Overview:

The Theory of Constraints (TOC) is a management philosophy developed by Dr. Eliyahu Moshe Goldratt. According to him, the strength of any chain, process, or system is dependent upon its weakest link. TOC is a systemic view, striving to identify constraints to system success and to effect the changes necessary to remove them. Dr. Goldratt and the TOC became widely known with the publication of Goldratt's novel *The Goal* in 1984. TOC emphasizes the maximization of profit by assuring that the factor that limits production is used most efficiently. The main objective is to provide students with concept and application of Theory of Constraints (TOC) in manufacturing and service industries.

Course Outcomes:

At the end of the course, students would be able to:

- Develop a Thinking process in line with the theory of constraints.
- Understand the metrics involved in theory of constraints
- Understand Drum-Buffer-Rope Solution

Course Content:

Module 1:

Thinking Process: Introduction, Tools of TOC, where is TOC applicable? What is a constraint?

Module 2:

TOC's Thinking Process and Human Being, Terminology used in the Thinking Process, steps to implement the Thinking Process, Current Realty Tree(CRT), Conflict Resolution Diagram, Future Realty Tree(FRT), Prerequisite Tree, Transition Tree, Three Cloud Method, Solved problems, Unsolved problems

Module 3:

Finance and Measures: Introduction, Economic Decisions, TOC and Product Costing, Economic Decisions Using TOC Costing, Solved problems, Unsolved problems

Module 4:

Project Management: Introduction, Project Planning and Management Tools, Phases of Project Management, Common Problems in a Project Management, Critical Chain Project Management (CCPM)- TOC approach, Solved problems, Unsolved problems

Module 5:

Drum-Buffer-Rope Solution (DBR): Introduction, The Drum – The Master Production Schedule(MPS) of the Capacity Constraint Resource, Implementing Drum Buffer Rope, Drum Buffer Rope on the Shop Floor, MPS using DBR Scheduling Method, Unsolved problem

Textbook

Eliyahu M. Goldratt and Jeff Cox, The Goal- A Process of Ongoing Improvement, Productivity & Quality Publishing Private Limited, Madras, 2004.

Reference Books:

Eliyahu M. Goldratt , Critical Chain, Productivity & Quality Publishing Private Limited, Madras,
S.K. Mukhopadhyay, Theory of Constraints, Jaico Publishing House, 1st edition, Mumbai, 2005.

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Supply chain Analytics

Course Code: 20PO01

Credits: 3

Total No of Sessions: 30

Course objectives

Supply chain Management has emerged as an important concept underlying the strategy and operations of firms that manufacture and distribute products. Also, there is a greater level of globalization of their supply chain activities in many companies. Also, managers have realized the need to use Information Technology. Hence, this course is designed to understand the use of analytical tools to assist in making effective supply chain decisions.

Course Outcomes

At the end of the course the student will be able to

- Understand the fundamentals of supply chain management
- Use Solver to solve a linear programming model for resource allocation problem
- Apply Multiple objective optimization for identifying the Efficient Frontier
- Apply Mixed Integer Programming model for Locating distribution centers
- Apply Stochastic Programming Model for Supply Chain Management
- Model a production Plan

Module I:

Introduction to Supply Chain Management -Fundamentals of supply chain management, Overview of supply chain models and modelling systems, Synergy between Information Technology and supply chain modelling – The various management disciplines incorporated in supply chain modelling

Module II:

Resource allocation model using Linear programming – Multiple objective optimization for identifying the Efficient frontier – Stochastic programming model to address a short term planning problem

Module III:

Mixed Integer programming problem to model and optimize the problem of locating distribution centres - Manufacturing Postponement strategies, Monthly planning of manufacturing

Module IV:

Vehicle routing, Production planning, Modelling the production planning system for a semiconductor company

Module V:

Methodology for Scenario planning, Contingency planning, Application of a Data driven model to contingency planning for natural gas network, Application of Stochastic programming to model quick response to early sales of retail products

Text Book:

Modelling the supply chain, Jeremy F Shapiro, Second edition, Cengage Learning

Reference Books

1. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill.
2. Sunil Chopra, Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Pearson Education.

Firebird Institute of Research in Management
Batch IV
Elective – Operations
Integrated Materials Management

Course Code: 20PO08

Credits: 3

Total No of Sessions: 30

Course Objectives:

The objective of this course is to:

- Expose the student to the scope of Manufacturing and Materials management in achieving overall business objective.
- Familiarize about manufacturing trends and advancements in materials management.

Course Content:

Module I: Introductions to Manufacturing Systems

Challenges, Requirements of Manufacturing, Various methodologies, Cell formation-production flow analysis, minimizing inter cell Movement, Manufacturing flexibility-dimension of flexibility, Flexible manufacturing systems, FMS Implementation, Just in time manufacturing, Synchronous manufacturing-goal, principles of SM, TOC.

Module II: Maintenance Management

Need for Maintenance Management – Measures of Maintenance Performance – Requirements for Effective Maintenance Management – Maintenance alternatives – Spare Parts Management - Total Productive Maintenance – TPM evolution - Overall equipment effectiveness – Organising TPM implementation – Elements of TPM implementation - TPM small group activities, Lean Manufacturing.

Module III: Materials Planning

Objectives, Sales & Operations Planning (S & OP) strategies, Master Production Schedule (MPS), Material Requirement Planning (MRP) from MPS through accurate BOM & Inventory records; output Planned Order releases, Capacity Management, Production Activity Control, Converting MRP into action - Order release, dispatching & progress reporting.

Module IV: Stores Management

Use of IT tools in stores Management, Storage techniques and warehousing - physical inventory check. Impact on material & inventory planning due to Lean Manufacturing, JIT, TQM, TOC principles. Stores Documentation and coding system.

Module V: Cost Reduction

Cost control Vs cost reduction, price analysis, material cost reduction techniques – methods & opportunities; variety reduction, value analysis, techniques of cost control, standard costing, Cost analysis, control and continuous improvement plans in Materials Management.

Textbooks:

- i. Tony Arnold, Stephen N. Chapman and Lloyd M. Clive, “Introduction to Materials Management”, Pearson.
- ii. Askin R G and Strandridge C R, Modelling and Analysis of Manufacturing, John Willey.

Reference Books:

P. Gopalakrishnan, “Handbook of Materials Management”, PHI Learning Pvt Ltd.

P. Gopalakrishnan, “Purchasing and Materials Management”, McGraw Hill Education (India).

Askin R G and Goldberg J B (2002), Design and Analysis of Lean Production Systems, John Wiley and Sons.

Electives – Business Analytics

Firebird Institute of Research in Management
Batch IV
Elective – Business Analytics
Managing Digital Innovation and Transformation

Course code: **Credits: 3** **Total No of Sessions: 30**

Course Overview:

In times of crisis and continuously changing environment there is an evidence need for creativity and innovation to stay in front of others. Technologies of the new era are surrounded by data and are changing the business and market dynamics. The aim of this course is to give students business insights based on current and future technology trends and to raise the awareness of the audience around the rapid evolution of Technology by building up thoughts around ways how to adapt them in our everyday life.

Course Outcomes:

- How to intelligently harness the strategic business value of digital technologies.
- How to design and manage business models for services offered through digital platforms.
- How to organizationally implement and deploy different types of information systems applications within and across enterprises, while understanding user needs.
- How to track & manage disruptive technologies.

Course Contents:

Module 1

Technology and the Business Environment, Foundation Concepts, Areas of IT management and its challenges, IT services, IT organization

Module 2

Enterprise Innovation and the Digital Transformation, IT strategy, IT governance, IT sourcing and controlling

Module 3

Leading organizational transformation for digital era, Value creation vs. value capture in ecosystem partnerships, Spanning boundaries of virtual teams, governing the Transformation,

Module 4

Managing IT Infrastructure - IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures, Managing IT Outsourcing: Strategies for Managing Outsourced Operations

Module 5

Business competitiveness due to Technology, Leveraging web analytics for attracting customers, leveraging the social media to gain visibility, Using Technology as Innovation, Integration and Interconnection of business, Future of Technology Innovation

Textbook

Leading Digital: Turning Technology into Business Transformation, George westerman, Didier Bonnet, Andrew McAfee, HBR

Reference Books:

1. Demystifying Digital Transformation: A Practitioner's Companion, NishithSharanTushar Khosla.
2. The Digital Transformation Playbook – Rethink Your Business for the Digital Age,David Rogers.

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Data Mining and Business Intelligence

Course Code:20PT03

Credits: 3

Total No of Sessions: 30

Course Objectives:

Objective of this course is to impart knowledge on use of data mining techniques for deriving business intelligence to achieve organizational goals. Use of Tableau and R to build, assess, and compare models based on real datasets and cases with an easy-to-follow learning curve.

Course Outcomes:

- Differentiate, design and assess various business intelligence (BI) and data mining models.
- Identify and translate real-world business problems into BI and data mining problems.
- Exhibit ability in pre-preparing and visualizing the right data towards these problems.
- Implement efficient data mining and BI strategies to solve these problems.
- Enhance knowledge and skills in the current trends in the management and use of data mining and Business Intelligence.

Module I:

Introduction to Data Mining and Business Intelligence

General Overview of Data Mining and its related technologies – Machine Learning, Artificial Intelligence - Stages of Data Mining-Process CRISP model of data mining - Data Mining Techniques
Introduction to R -Basic Statistical Techniques - Applications

Module II:

Data Management, Warehousing and OLAP Technology- Data Warehouse and DBMS -
Multidimensional Data Models - Data Warehouse Architecture - OLAP operations

Module III:

Data Exploration and Pattern Discovery - Data cleaning, transformation and reduction - Developing
Intuition about data – Introduction to Tableau - Basic visualization - Clustering - Agglomerative and
Divisive clustering

Module IV:

Data Mining Algorithm: Prediction - The prediction task – Training and testing - Classification and
predictive modeling; Decision trees, logistic regression and instance-based methods as classification
tools; Using R to build models - Estimating classifier accuracy (hold-out, cross validation)

Module V:

Data Mining Algorithm: Mining Frequent Patterns and Associations rules - Basic Concepts – Itemsets
- Frequent Itemsets Mining Algorithms - Mining Various Kinds of Association Rules – Multilevel
and Multidimensional - Association Rule Mining vs Correlation Analysis - Applying various data
mining techniques to create a comprehensive and accurate model of the data.

Reference Book:

1. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management, 3rd Edition Gordon Linoff and Michael Berry, 2011, Wiley, ISBN: 0470650931
2. Alex Berson and Stephen J. Smith, "Data Warehousing, Data Mining and OLAP", Tata McGraw – Hill Edition, Thirteenth Reprint 2008.
3. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner by Shmueli, G., Patel, N. R., & Bruce, P. C. (2010)

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Machine Learning and Artificial Intelligence

Course Code: 20PT06

Credits: 3

Total No of Sessions: 30

Course Overview:

Machine learning uses interdisciplinary techniques such as statistics, linear algebra, optimization, and computer science to create automated systems that can sift through large volumes of data at high speed to make predictions or decisions without human intervention.

Course Outcomes:

- Develop an appreciation for what is involved in learning models from data.
- Understand a wide variety of learning algorithms.
- Understand how to evaluate models generated from data.
- Apply the algorithms to a real-world problem, optimize the models learned and report on the expected accuracy that can be achieved by applying the models

Course Content:

Module 1: Introduction, Decision Tree Induction: C4.5, Random Forests and ID3. Bayesian Classification: Naive Bayes. Rule Based Classification, Artificial Neural Network: Classification by Back propagation.

Module 2: Support Vector Machines, Associative Classification, K-NN classifier, Case-Based Learning, Rough set, Fuzzy set approaches, Hidden Markov models.

Module 3: Types of Data in Cluster Analysis, Clustering Methods- Partitioning Methods: K-Means, KMedoids. Fuzzy Clustering Methods: FCM, PCM, FPCM, PFCM. Hierarchical Methods: Agglomerative and Divisive, Balanced Iterative Reducing Clustering using Hierarchies

Module 4: Grid-Based Methods: Statistical Information Grid, Model-Based Clustering Methods: EM algorithm, Self-Organizing Map. Clustering High-Dimensional Data: Clustering, Projective clustering, Outlier Analysis.

Module 5: Introduction to artificial intelligence- Concepts of neural networks -Developing NN-based systems

Textbook

Jiawei Han and MichelineKamber. Data Mining Concepts and Techniques. Morgan Kaufmann publication, 2006.

Reference Books:

1. Xin-she Yang. Nature-Inspired Metaheuristic Algorithms. Luniver press, 2010.
2. Daniel Jurafsky and James H. Martin, 'An Introduction to Natural Language Processing, Computational Linguistics and Speech Recognition.

Firebird Institute of Research in Management
Batch IV
Elective Business Analytics
Big Data Analytics

Course code:

Credits: 3

Total No of sessions: 30

Course Objectives:

The objective of this course is to provide thorough knowledge required to understand big data, supported technologies and gain hands-on experience in techniques used in big data analytics to support business decision-making.

Course Outcomes:

- Understand Big Data and its Business Implications.
- Apply various machine learning techniques in solving a business problem
- Understand Hadoop and its architecture
- Explore different types of database models
- Apply Machine Learning Techniques using R.

Module I: Introduction to big data

Types of digital data, Big Data and its Importance – Four V’s of Big Data – Introduction to Big Data Analytics – Classification of analytics - Big Data Analytics applications.

Module II: Foundation of ‘R’: Hands-on:

Introduction to R, Installing and using packages, Working with data, Data preprocessing, Basic data analysis

Module III: Data stock:

Evolution of database technologies, Navigational databases, Relational database, Multidimensional database, NoSQL database, Transaction – OLTP, OLAP, Datawarehouse

Module IV: Big data Technologies:

Open source technology for Big Data Analytics – Introduction to Hadoop- Advantages of Hadoop - Data centre operating system –Hadoop architecture - Distributed Computing

Module V: Data Analytics with R

Machine Learning- Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering, Big Data Analytics with BigR

Textbook:

Seema Acharya &SubhasiniChellappan, "Big Data Analytics" Wiley 2015.^[1]

Reference Book:

1. Nitin Upadhyay “Big data Management and analytics” Cengage
2. De Vries&Meys, “R Programming from Dummies”, Wiley, 2nd ed.2015.e Objectives:

Firebird Institute of Research in Management
Batch IV
Elective – Business Analytics
Marketing Analytics

Course Code: 20PM06

Credits: 3

Total No of Sessions: 45

Course Objectives:

1. Develop an understanding of the importance and need for marketing analytics and data driven decision making.
2. Build exposure to the use of appropriate and popular statistical software such as MS Excel/ SPSS/ R/ SAS/ Any other for modelling analysis for marketing related applications. Make use of analytics methods - descriptive, predictive and prescriptive analytics models for solutions to marketing problems
3. Illustrate 4P's and STP of marketing through mathematical models
Master the ability to communicate to senior executives through data.

Module 1: Introduction to Marketing Analytics

Learning Outcomes:

- Develop an understanding of the importance of analytics in business decision making.
- Make use of prescriptive models for allocation of marketing resources.
- Build exposure to the use of statistical software package in marketing analytics. Introduction to Marketing Analytics. Evolution and Scope of Analytics. Decision Models - Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process., Models for customer value analysis.
- Developing Spread Sheet Models. Art of developing Spread sheet models - Guidelines to develop an adequate spread sheet model. Application of Resource allocation models. Optimization using Excel solver.
- Basic statistical software skills. Using statistical software functions Introduction to MS Excel/SPSS/R/SAS/Any Other software application. Data input, coding recoding and data reshaping in the statistical software packages. Split file, Group, Subset, merge file options.

Module 2: Descriptive Analytics

Learning Outcomes:

Demonstrate characteristics of data through visualization and its interpretation. Make use of parametric and non-parametric tests for single, two and multiple group comparison Descriptive Analytics using any statistical software package. Visualization, exploration and extracting data summary statistics and their interpretation. Important parametric and non-parametric tests for single, two and multiple group comparison (chi square, t-test and one-way ANOVA)

Module3: Predictive Analytics Methods in Marketing

Learning Outcomes:

- Make use of analytical modelling approach for a group of correlated variables. (Factor Analysis)
- Predicting a dependent variable using single and multiple independent variables
Predicting a dependent variable using continuous and categorical variables. (Dummy Regression)
Principal Component Analysis, Eigen values Communalities, Rotation of factors, Kaiser-Meyer-Olkin Index, Bartlett's test of sphericity.
- Regression Modelling - fitting, model fit measures, hypothesis testing, prediction and validation model assumptions by residual analysis. Regression model building - Stepwise, forward selection, backward elimination and optimum sub set methods. Regression models with categorical predictor variables (Dummy Regression). Regression analysis any modelling with any statistical software package.
- Understanding Pricing Sales Promotion and advertising, Sales forecasting through Regression analysis

Module 4: Customer Segmentation and Classification Methods

Learning Outcomes:

- Identify homogeneous group of customers called clusters which are similar to members in the same cluster but different from those of other cluster.
- Identify predictor variables which impact the probability of an event e.g. customer choice.
Analytics for Segmentation - Introduction to Cluster analysis multivariate method, Estimation, Model performance and validation of cluster analysis results. Assumptions for Cluster analysis.
Analytics methods for Classification - Introduction to Logistic regression and Discriminant analysis models. Assumptions, estimation, model performance and model building for logistic regression discriminant analysis models.

Module 5: Marketing Models for Positioning & Product Design - Perceptual Maps and Conjoint Analysis

Learning Outcomes:

- Draw positioning maps using the attribute model
Identify the desired features in product design (New product development or modifying existing product)
- Multidimensional scaling - Objectives, decision framework for MDS. Assumptions of MDS
Deriving the MDS solution and assessment of overall fit. Selecting the dimensionality of the perceptual map. Interpreting the MDS results - Identifying the dimensions. Validating the MDS results
Conjoint Analysis - objectives of conjoint analysis. Steps in conducting conjoint analysis. Examples of evaluating product design options using results from conjoint analysis. Strengths and limitations of conjoint analysis.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts:

Rao, P. H (2013). Business Analytics an Application Focus. New Delhi Prentice Hall

Reference Books:

Lilien, G. L., Rangaswamy A., and Bruyn. A D. (2013) Principles of Marketing Engineering Pearson Education Inc.

Firebird Institute of Research in Management
Batch IV
Elective – Business Analytics
HR Analytics

Course Code: 20PH05

Credits: 3

Total No of sessions: 30

Course Objectives:

After studying this course, students will be able to...

- Understand the concept, importance and uses of HR Analytics in the organization context.
- Describe the research tools and techniques available for HR decision-making.
- Interpret the HR value propositions through HR Analytics.
- Distinguish the data used in HR Analytics framework.
- Integrate the Predictive Modelling with HR Analytics.

Course Outcomes:

After this course, students would be able to...

- Define and demonstrate the application of HR Analytics in the organization context.
- Sketch the application of different statistical techniques in HR decision-making.
- Design a HR Analytics framework embraced with HR Value Propositions.
- Construct a Data Collection Plan and evaluate the scope of Analysis.
- Formulate Predictive Modelling for HR decision-making.

Course Contents:

Module – 1: Introduction to HR Analytics: Concept of HR Analytics – Process of aligning business to human resources – History of HR Analytics – Importance and benefits of HR Analytics – HR Analytics framework and models – Ethical issues in HR Analytics

Module – 2: HR Business Process and HR Analytics: Concepts of HR Business Process – Statistics and Statistical modelling for HR Research and HR decision-making – HR Research Tools and Techniques – HRIS – HR Metrics – HR Scorecard – HR Dashboards – Reasons for HR Analytics

Module – 3: Forecasting and Measuring HR Value Propositions: Value Proposition and HR Decisions – Sustainability in HR Decisions – HR Analytics and HR Value Propositions – Talent Analytics – Workforce Analytics – HR Optimization through HR Analytics – HR Forecasting, HR Plan and HR Analytics – Predictive Analytics

Module – 4: Data in HR Analytics: Concepts of HR Data – Steps for HR Data Collection – Big Data for HR – Transforming HR Data into HR Information – Process of Data Collection for HR Analytics – Data Collection for effective HR Measurement – HR Reporting – Root Cause Analysis – Datafication of Human Resources

Module – 5: HR Analytics and Predictive Modelling: Basics of HR Analytics and Predictive Modelling – Different Phases of HR Analytics and Predictive Modelling – Examples of Predictive Analytics – Data and Information for HR Predictive Analysis – Software Solutions – Predictive Analytics Tools and Techniques

Text Books:

4. Deepak Kumar Bhattacharya (2017), HR Analytics: Understanding Theories and Applications, Sage Publications India Pvt. Ltd., New Delhi
5. Pease, Byerly & Fitz-enz (2013), Human Capital Analytics, John Wiley & Sons Inc., Hoboken, New Jersey
6. Soundararajan, Singh (2017), Winning on HR Analytics, Sage Publications India Pvt. Ltd., New Delhi

Reference Books:

5. Martin Edwards (2016), Predictive HR Analytics: Mastering the HR Metric, Kogan Page, London, United Kingdom
6. Fitz-enz & Mattox (2014), Predictive Analytics for Human Resources, John Wiley & Sons, New Jersey.
7. Vulpen & Green (2016), The Basic Principles of People Analytics, Createspace Independent Publishing Platform, Web World
8. Lyndon, Soundmark (2017), Doing HR Analytics: A Practitioner's Handbook with R Examples, Createspace Independent Publishing Platform, Web World

Firebird Institute of Research in Management
Batch IV
Elective – Business Analytics
Supply chain Analytics

Course Code: 20PO01

Credits: 3

Total No of Sessions: 30

Course objectives

Supply chain Management has emerged as an important concept underlying the strategy and operations of firms that manufacture and distribute products. Also, there is a greater level of globalization of their supply chain activities in many companies. Also, managers have realized the need to use Information Technology. Hence, this course is designed to understand the use of analytical tools to assist in making effective supply chain decisions.

Course Outcomes

At the end of the course the student will be able to

- Understand the fundamentals of supply chain management
- Use Solver to solve a linear programming model for resource allocation problem
- Apply Multiple objective optimization for identifying the Efficient Frontier
- Apply Mixed Integer Programming model for Locating distribution centers
- Apply Stochastic Programming Model for Supply Chain Management
- Model a production Plan

Module I:

Introduction to Supply Chain Management -Fundamentals of supply chain management, Overview of supply chain models and modelling systems, Synergy between Information Technology and supply chain modelling – The various management disciplines incorporated in supply chain modelling

Module II:

Resource allocation model using Linear programming – Multiple objective optimization for identifying the Efficient frontier – Stochastic programming model to address a short term planning problem

Module III:

Mixed Integer programming problem to model and optimize the problem of locating distribution centres - Manufacturing Postponement strategies, Monthly planning of manufacturing

Module IV:

Vehicle routing, Production planning, Modelling the production planning system for a semiconductor company

Module V:

Methodology for Scenario planning, Contingency planning, Application of a Data driven model to contingency planning for natural gas network, Application of Stochastic programming to model quick response to early sales of retail products

Text Book:

Modelling the supply chain, Jeremy F Shapiro, Second edition, Cengage Learning

Reference Books

1. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill.
2. Sunil Chopra, Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Pearson Education.

Electives – Information Technology

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Enterprise Business Applications

Course Code: 20PT01

Credits: 3

Total No of Sessions: 30

Course Objectives:

The course examines organizational factors important to the integrations and implementation of ERP systems. In addition, technologies used to build database driven web applications are presented because many ERP systems today are designed and built on platforms based on these technologies.

Course Objective:

Students in the course build small applications that might be parts of a larger ERP system. They experience building n-tier applications that include a user-friendly interface, a business logic layer, a data access layer, and a database back-end to automate a business process. Since more and more ERP user interfaces are delivered via the web as web applications, the students build the user interface (front-end) to be delivered through a browser over the web.

Course Contents:

Module I: The Enterprise, Enterprise Systems, and ERP, Business functions, business processes, and functional areas of business operation , Data needs of each functional area of business, Data production by each functional area of business, Definition of integrated information system, What is an enterprise information system?, What is enterprise resource planning (ERP)? , History of ERP, Definition of Enterprise Resource Planning system, Modular nature of ERP systems, ERP pros and cons, Current issues with respect to ERP implementation – security and privacy, global

Module II: Web Applications - Characteristics of web applications versus web sites - Accepted design principles for web sites - Accepted design principles for web Applications-Factors that impact the quality of a web application - Review of Internet and World Wide Web technologies - OOP basic terminology -Development platform/environment used in the course.

Module III: Enterprise Systems Architectures - Modular approach to application development-Modular approach to ERP systems - Terminology of object-oriented programming - Reusable objects for business processes - Multitier applications - Creating classes - Variable scope - Constructors (parameterized and not) and destructors - Error handling - Model-view-controller architecture - Creating an n-tier web-based user interface - Server controls in a web application - Systems development life cycle (SDLC) - ERP implementation life cycle

Module IV: Database-Driven Web Applications - Database access objects. Server controls for user-friendly data display - Application of XML in database-driven applications - Building a data tier - Using the application to protect the data - Using the RDBMS to protect the data - Privacy and security issues

Module V: Managing an ERP - Types of Process modeling - Process improvement - ERP implementation - Costs and benefits - Change management -Specialty Enterprise Systems-Relationships between sales and marketing - Advantages of integrated sales and marketing information

- Sales and marketing from a typical ERP implementation perspective - Customer relationship management software - Production planning processes - Procurement and materials handling - Production and supply chain management from a typical ERP implementation perspective

Textbook:

Motiwalla, L. F., & Thompson, J. Enterprise Systems for Management. Upper Saddle River, NJ: Pearson Education, Inc.

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Database Management System

Course Code: 20PT02

Credits: 3

Total No of Sessions: 30

Course Objectives

The course provides an introduction to the management of database systems. The course emphasizes the understanding of the fundamentals of relational systems including data models, database architectures, and database manipulations. The course also provides an understanding of new developments and trends such as Internet database environment and data warehousing. The course uses a problem-based approach to learning.

Course Outcomes:

- Understand the database development process
- Understand the relational model and relational database management system
- Assess data and information requirements
- Construct conceptual data models and logical data models
- Retrieve data using SQL
- Understand database performance issues
- Understand the basics of data warehousing

Course Contents:

Module 1: Introduction-Database Environment-Database Application-Database Development Process

Module 2: Database analysis - Modeling Data-Enhanced E-R Model and Business Rules-Logical Database Model and the Relational Model-Physical Database Design

Module 3: Database implementation - Introduction to SQL-Advanced SQL-Client/Server Database Environment-Internet Database Environment-Data Warehousing

Module 4: Data Administration- Client /Server and Distributed Databases

Module 5: Hierarchical Database Systems- Network and CODASYL Implementation

Book

Database Systems: The Complete Book (2nd edition) by Hector Garcia-Molina, Jeff Ullman, and Jennifer Widom (ISBN 978-0131873254, Pearson Prentice Hall, 2009).

Reference Books:

1. Jeffrey A. Hoffer, Mary B. Prescott, and Fred R. McFadden. Modern Database Management (8th Ed.). Prentice-Hall, 2007.
2. Roger Jennings: Special Edition Using Microsoft Office Access 2003, Que, 2004.
3. Alan Simpson, Margaret Levine Young, and Alison Barrows: Access 2003 for DUMMIES, Wiley Publishing, 2003

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Data Mining and Business Intelligence

Course Code:20PT03

Credits: 3

Total No of Sessions: 30

Course Objectives:

Objective of this course is to impart knowledge on use of data mining techniques for deriving business intelligence to achieve organizational goals. Use of Tableau and R to build, assess, and compare models based on real datasets and cases with an easy-to-follow learning curve.

Course Outcomes:

- Differentiate, design and assess various business intelligence (BI) and data mining models.
- Identify and translate real-world business problems into BI and data mining problems.
- Exhibit ability in pre-preparing and visualizing the right data towards these problems.
- Implement efficient data mining and BI strategies to solve these problems.
- Enhance knowledge and skills in the current trends in the management and use of data mining and Business Intelligence.

Module I:

Introduction to Data Mining and Business Intelligence

General Overview of Data Mining and its related technologies – Machine Learning, Artificial Intelligence - Stages of Data Mining-Process CRISP model of data mining - Data Mining Techniques
Introduction to R -Basic Statistical Techniques - Applications

Module II:

Data Management, Warehousing and OLAP Technology- Data Warehouse and DBMS -
Multidimensional Data Models - Data Warehouse Architecture - OLAP operations

Module III:

Data Exploration and Pattern Discovery - Data cleaning, transformation and reduction - Developing
Intuition about data – Introduction to Tableau - Basic visualization - Clustering - Agglomerative and
Divisive clustering

Module IV:

Data Mining Algorithm: Prediction - The prediction task – Training and testing - Classification and
predictive modeling; Decision trees, logistic regression and instance-based methods as classification
tools; Using R to build models - Estimating classifier accuracy (hold-out, cross validation)

Module V:

Data Mining Algorithm: Mining Frequent Patterns and Associations rules - Basic Concepts – Itemsets
- Frequent Itemsets Mining Algorithms - Mining Various Kinds of Association Rules – Multilevel
and Multidimensional - Association Rule Mining Vs Correlation Analysis - Applying various data
mining techniques to create a comprehensive and accurate model of the data.

Reference Book:

4. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management, 3rd Edition Gordon Linoff and Michael Berry, 2011, Wiley, ISBN: 0470650931
5. Alex Berson and Stephen J. Smith, "Data Warehousing, Data Mining and OLAP", Tata McGraw – Hill Edition, Thirteenth Reprint 2008.
6. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner by Shmueli, G., Patel, N. R., & Bruce, P. C. (2010)

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Enterprises Resource Planning

Course code:

Credits: 3

Total No of sessions: 30

Learning Objectives

The course offers a fundamental framework for Enterprise Resource Planning (ERP) in an organization,

- It identifies the various functional modules for vertical and horizontal workflow of business operations,
- It provides an integrated approach to managers for better decision making
- It orients the students towards understanding the business processes which can be integrated in a seamless chain through hands on lab sessions on SAP software.

Module 1: Concept and Benefits of ERP

Conceptual and Basic Definition of ERP, ERP potential in business transformation, Demand of ERP, Evolution, ERP market

Module 2: Building Business cases for ERP

Conceptual Roles of ERP, Need for ERP, Gap analysis, Competitive environment analysis, Strategic needs analysis, Feasibility analysis, ERP Project life cycle, Cost elements

Module 3: Working Knowledge of ERP

Working knowledge and hands on training The ERP benefits, Modules of ERP. introduction to SAP, Modules of SAP, Lab sessions on various functional modules of SAP with assignments

Module 4: ERP enabled Business Process re-engineering

Business process re-engineering, Implementing BPR -BPR characteristics and steps, ERP and BPR, ERP modeling in BPR, Business case, Five stage AS.IS/TO-BE analysis

Module 5: ERP Project Implementation

Conceptual ERP implementation lifecycle, ERP with respect to small and medium enterprises (Indian perspective), Issues in ERP project management

Module 6: Managing ERP-E5 Enabled Change

Conceptual Introduction planning for integration, Change management strategies, ERP-Trends in ERP - Technology & Business Conceptual SaaS, SOA, Cloud computing Integration with e-business, mobile commerce, ERP solution providers/vendors

The course is facilitated by

1. Practical Lab sessions related to relevant module topics in SAP.
2. Case studies on ERP implementation strategies.

Prescribed Texts: Ganesh, J. M. Enterprise Resource Planning. MacMillan Publications.

References Book: 1. Dey, B. R. Business process and re-engineering. Biztantra.

Firebird Institute of Research in Management
Batch IV
Elective – Information Technology
Big Data in Management

Course Code: 20PT03

Credits: 3

Total No of Sessions: 30

Course Objective:

Explain the basic concepts behind deriving value from Big Data and its importance to Businesses

Develop skill sets needed to successfully extract intelligence and value out of data sets

How to integrate Big Data into a corporate culture

Discuss the best practices for data analysis

Course Content:

Module I:

Big Data Concepts- The Arrival of Analytics; Where Is the Value?; More to Big Data Than Meets the Eye; Dealing with the Nuances of Big Data; An Open Source Brings Forth Tools; Caution: Obstacles Ahead; Why Big Data Matters; Big Data Reaches Deep; Obstacles Remain; Data Continue to Evolve; Data and Data Analysis Are Getting More Complex; The Future Is Now

Module II:

Big Data and the Business Case; Realizing Value; The Case for Big Data; The Rise of Big Data Options. Beyond Hadoop with Choice Come Decisions; Building the Big Data Team; The Data Scientist; The Team Challenge; Different Teams, Different Goals; Don't Forget the Data; Challenges Remain; Teams versus Culture; Gauging Success

Module III:

Big Data Sources; Hunting for Data; Setting the Goal; Big Data Sources Growing; Diving Deeper into Big Data Sources; A Wealth of Public Information; Getting Started with Big Data Acquisition; Ongoing Growth, No End in Sight; The Nuts and Bolts of Big Data; The Storage Dilemma; Building a Platform; Bringing Structure to Unstructured Data. Processing Power Choosing among In-house, Outsourced, or Hybrid Approaches

Module IV:

Security, Compliance, Auditing, and Protection; Pragmatic Steps to Securing Big Data; Classifying Data; Protecting Big Data Analytics; Big Data and Compliance; The Intellectual Property Challenge; The Evolution of Big Data; Big Data: The Modern Era; Today, Tomorrow, and the Next Day; Changing Algorithms; Best Practices for Big Data Analytics; Start Small with Big Data; Thinking Big; Avoiding Worst Practices; Baby Steps; The Value of Anomalies; Expediency versus Accuracy. In-Memory Processing

Module V:

Bringing It All Together; The Path to Big Data; The Realities of Thinking Big Data; Hands-on Big Data; The Big Data Pipeline in Depth; Big Data Visualization; Big Data Privacy;

Hands on Experience: Hands on R-Programming & Weka o Twitter data analysis - Hadoop Framework
o Eco system and Tools o HDFS &HBase - Hands on-Hadoop &HBase Programs

Text Book:

Frank J Ohlhorst, —Big Data Analytics: Turning Big Data into Big Money, Wiley and SAS Business Series, 2012

Reference Books:

Paul Zikopoulos, Chris Eaton, Paul Zikopoulos, —Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data, McGraw Hill, 2011.

Michael Berthold, David J. Hand, Intelligent Data Analysis, Springer, 2007