Savitribai Phule Pune University

Revised Syllabus

Master of Business Administration

(MBA)

Choice Based Credit System and Grading System

Two Year Full Time Four Semester

POST GRADUATE PROGRAMME

MBA I Year Curriculum Applicable w.e.f. AY 2016-17

MBA II Year Curriculum Applicable w.e.f. AY 2017-18

1. Title

Name of the Programme: Master of Business Administration (MBA).

Nature of the Programme: MBA is two year full time post-graduate degree programme.

2. Preamble: The revised curriculum for MBA is developed keeping in mind the *national priorities* and *international practices.* It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations. This syllabus also attempts to align with National Goal of "Make in India", "Start – Up and Stand – Up India" and "Digital India".

2.1 Need for Revision of the Curriculum: The MBA programme curriculum of the Savitribai Phule Pune University was last revised in the AY 2013 and there was a need for revision of the curriculum in view of the dynamism in the industry practices, evolution in technology and the evolving expectations of key stakeholders viz. students, the industry and faculty members at large. It also has relevance due to changed technological, social, cultural and economic environment of the nation.

Specifically, the triggers for the comprehensive revamp of the curriculum are -

a) **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions,* which calls for frequent and meaningful updating of the curriculum.

b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the *communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude* of the MBA graduates. *Newer and innovative evaluation methods* are necessary to address these concerns of the industry.

c) **Application Orientation:** There is a pressing need to *imbibe application oriented thinking*, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on *group activity, field work, experiential learning, etc*. This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.

d) **Changing mindset of the Learner:** The profile of the students for the management programme, their learning styles and the outlook towards higher education has undergone a gradual transformation. The expectations of the students from the MBA programme have changed over the last decade.

e) **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of 'learning beyond the syllabus through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.

f) **Entrepreneurial aspirations and preparedness for the same:** The youth now aspires to become masters of their own and wish to start up their new ventures. These will create further growth opportunities.

Specifically the following skill sets are in focus:

i. Reading & Listening Skills
ii. Problem Definition& Problem Solving Skills
iii. Application of Technology Tools
iv. Mastery of Analytics (Quantitative Aspects)
v. Sensitization to Cross-Functional skills
vi. Sensitization to Cross-Cultural skills
vii. Sensitization to Global perspectives
viii. Peer-based Learning - Working in groups
ix. Learning by application and doing – Experiential learning
x. Team building basics and its orientation

2.2 MBA Programme Objectives: The MBA programme prepares a student for a career in diverse sectors of the industry domestically and globally. The MBA programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well.

Students also expect to become entrepreneurs. Their aspirations also require a broad based learning encompassing the end to end processes involved in developing entrepreneurial skills. Institutes, Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society also.

Specifically the objectives of the MBA Programme are:

1. To equip the students with requisite knowledge, skills &right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy &Society, aligned with the national priorities.
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skillsets.

2.3 Highlights of the New Curriculum: The New Curriculum intends to add immense value to all stakeholders by effectively addressing their requirements in more than one way by:

1. Enhancing *the brand value of the MBA programme of the Savitribai Phule Pune University*.
2. Providing the much needed flexibility to individual Institutes to carve a niche for themselves.
3. Emphasizing the *centrality of the student and teacher-student relationship* in the learning process.
4. Focusing on *'Concurrent Evaluation'* i.e. continuous evaluation throughout the programme.
5. Empowering the Institutes through *cafeteria approach – by providing Generic Core, Subject Core, Generic Elective, and Subject Elective Courses*. This shall provide in-built flexibility in the curriculum to help the institutes to offer tailor made courses preferred by students, from a wider basket of courses.
6. Evaluating *all Half Credit Courses completely on Concurrent Evaluation* pattern.
7. Emphasizing *Experiential Learning* aspect through Half Credit Courses.
8. Supplementing traditional classroom teaching/learning with focus on *group activity, field work,* experiential learning, self-study, projects, Industry Exposure Programmes etc.
9. Incorporating new specializations viz. Retail Management, Services Management, International Finance, Travel & Tourism, Media & Communication and Entrepreneurship Development thereby providing wider choice to the students.
10. A thorough revamp of Systems and Operations Specializations to make them more meaningful and attractive to BCA, BCS, BE students.
11. Providing opportunity to students to choose courses from other electives to explore *cross-functional issues*.
12. Emphasizing on *Research, Inter-personal, Analytical, Cross-Cultural, Entrepreneurial Skills, and Global aspects* of managerial careers throughout the curriculum.

3. Pattern: The Programme comprises of 4 Semesters and adopts the Choice Based Credit System (CBCS) and Grading System.

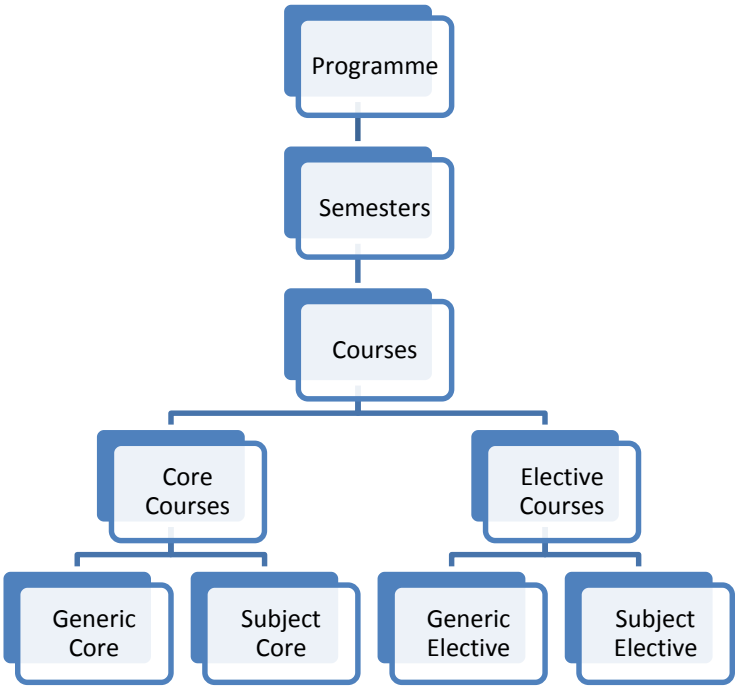
3.1 Choice Based Credit System: Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions.

CBCS enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skill acquired him / her. Each course is assigned a fixed number of credits based on the contents to be learnt & the expected effort of the student. The grade points earned for each course reflects the student's proficiency in that course. CBCS is a process of evolution of educational reforms that would yield the result in subsequent years and after a few cycles of its implementation.

3.1.1 Key features of CBCS:

1. **Enriching Learning Environment:** A student is provided with an academically rich, highly flexible learning system blended with abundant provision for skill practice and activity orientation that he/she could learn in depth without sacrificing his/her creativity. There is a definite movement away from the traditional lectures and written examination.
2. **Learn at your own pace:** A student can exercise the option to decide his/her own pace of learning- *slow, normal or accelerated plan.* Students can select courses according to their aptitude, tastes and preferences.
3. **Continuous Learning & Student Centric Concurrent Evaluation: CBCS** makes the learning process continuous and the evaluation process is not only made continuous but also made learner-centric. The evaluation is designed to recognize the capability and talent of a student.
4. **Active Student-Teacher Participation:** CBCS leads to quality education with active teacher-student participation. This provides avenues to meet student's scholastic needs and aspirations.
5. **Industry Institute Collaboration:** CBCS provides opportunities for meaningful collaboration with industry and foreign partners to foster innovation, by introduction of electives and half credit courses through the cafeteria approach. This will go a long way in capacity building of students and faculty.
6. **Interdisciplinary Curriculum:** Cutting edge developments generally occur at the interface of two or more discipline. Interdisciplinary approach enables integration of concepts, theories, techniques, and perspectives from two or more disciplines to advance fundamental understanding or to solve problems whose solutions are beyond the scope of a single discipline.
7. **Employability Enhancement:** CBCS shall ensure that students enhance their skill/employability by taking up project work, entrepreneurship and vocational training.
8. **Faculty Expertise:** CBCS shall give the Institutes the much needed flexibility to make best use of the expertise of available faculty.

3.1.2 Programme Structure in Choice Based Credit System:



3.2 Time Schedule: An academic year is divided into two terms – I and II. Each term has one semester. Term I shall have SEM I and III, whereas Term II shall have SEM II and IV. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes.

For students, each week has 40 working hours spread over 5/6 days a week consisting of lectures, tutorials, assignments, class participation, library work, special counseling, Sports, project work, field visit, youth welfare and social activities.

3.3 Course: A "Course" is a component of programme, i.e. in the new system; papers will be referred to as courses. Each course is identified by a unique course code. While designing curriculum, course can have defined weightage. These weightages are called credits.

Each course, in addition to having a syllabus, has learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/ laboratory work/ field work/ project work/vocational training /viva voce etc. or a combination of some of these.

3.3.1 Core Courses: The Curriculum comprises of Core Courses and Elective Courses.

Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic Core & Subject Core.

Generic Core: This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as **Hard Core Courses.**

A Hard core course may be a Theory, Practical, Field based or Project Work based subject which is a compulsory component in the Programme Structure.

Subject Core: A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations). These are also known as **Soft Core Courses.**

Following Specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Information Technology Management (IT)
4. Operations Management (OPE)
5. Human Resources Management (HR)
6. International Business Management (IB)
7. Supply Chain Management (SCM)
8. Rural &Agribusiness Management (RABM)
9. Family Business Management (FBM)
10. Technology Management (TM)
11. Banking and Insurance Management (BIM)
12. Healthcare Management (HM)
13. Entrepreneurship Development (ED)
14. Services Management (SM)
15. Retail Management (RM)
16. Digital Media & Communication Marketing(MC)
17. Tourism and Hospitality Management (THM)
18. Defence Management (DM)

Students shall study 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each for specialization courses i.e. a total of 16 specialization courses of which 4 are full credits and 8 are half credits.

- Generic Core courses in Semester I provide *foundations of management.*
- Generic Core courses in Semester II focus on *functional areas.*

- Generic Core courses in the Semester III and IV are *integrative* in nature along with the Subject Core subjects.

3.3.2 Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be:

a) Very Specialized or advanced course focusing on a specific aspect
b) Supportive to the discipline of study
c) Providing an extended scope
d) Enabling an exposure to some other discipline/domain
e) Nurturing candidate's proficiency/skill.

Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongstthe students.
Subject Elective: A 'Discipline centric' elective is called 'Subject Elective.'

- Generic Elective courses, in Semester I and II facilitate self-development and skill building.
- Subject Elective courses, in the Semester III and IV are focused on a specialization.

Open Elective: A subject elective course chosen generally from an unrelated discipline/ subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in a discipline / subject may be treated as an Open Elective by other discipline / subject and vice versa.

Choice of Cross Functional Half Credit Courses (Subject Elective chosen as Open Elective): Out of the 8 half credit subject elective courses (to be taken collectively in Semester III and IV); *a student may choose 2 half credit subject courses from another elective* (i.e. other than his chosen elective). The student may exercise this choice either in Semester III and/or in Sem IV. The final say in this matter shall rest with the Director of the Institute.

Generic and Subject Electives will provide flexibility to each Institute to offer courses based on: -

a) Intended positioning of the Institute
b) Targeted Industry Linkages – sectoral requirements and networking at the Institute Level
c) Student Composition – rural/urban, commerce/engineering/others, fresh/experienced, etc.
d) Present & Future Faculty Competencies – generic and specialization areas
e) Locational Aspects - rural/urban/ semi-urban

An Institute may offer varied combinations of Half Credit courses to various groups of students enrolled in a particular academic year / enrolled for a particular specialization based on student interests and competencies, faculty availability.

3.4 Pre-requisites for successful implementation of CBCS: The success of the CBCS also requires certain commitments from both the students and the teachers.

1. The student should be regular and punctual to his classes, studious in carrying out the assignments and should maintain consistency in his tempo of learning. He should make maximum use of the available library, internet and other facilities.
2. The teachers are expected to be alert and punctual and strictly adhere to the schedules of teaching, tests, seminars, evaluation and notification of results.
3. All teachers should notify the tentative schedule of teaching and tests of the entire semester, including the dates of tests, dates of score notification and all other schedules, which can be planned in advance.
4. The teachers are expected to adhere to unbiased and objective evaluation and marking of concurrent evaluation scores (internal examinations) which will not only maintain the confidence of the students, but, at the same time, ensure that merit is given due credit.
5. Transparency, objectivity and quality are the key factors that will sustain a good CBCS system.
6. **At the post-graduate level**, **and in a professional programme, the syllabus is to be looked upon as the bare minimum requirement to be fulfilled and sufficient emphasis shall be laid on contemporary aspects, going beyond the syllabus.**

3.5 Credits

Credit: The definition of 'credits' can be based on various parameters—such as the learning hours put in, learning outcomes and contact hours, the quantum of content/syllabus prescribed for the course.

The credit system requires that a student progresses in the academic programmes not in terms of time (years or semesters), but in terms of courses.

Each course is assigned a certain credit, depending on the estimated effort put in by a student. When the student passes that course, he/she earns the credits associated with that course.

In the Credit system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practical / Project Work (P) i.e. LTP Pattern.**

The effort of the learner for each Credit Point may be considered under two parts –

a) One part consisting of the hours actually spent in class room / practical / field work instructions and
b) The other part consisting of notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, projects etc. for the completion of that course.

Every course offered shall have three components associated with the teaching-learning process of the course, viz.

a) Lecture – L : Classroom sessions delivered by faculty in an interactive mode
b) Tutorial- T : Session consisting of participatory discussion/ self-study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture sessions
c) Practice - P: Practice session /Project Work consisting of Hands-on experience / Field Studies / Case studies that equip students to acquire the much required skill component.

In terms of credits, for a period of one semester of 15 weeks:

a) every ONE hour session per week of L amounts to 1 credit per semester
b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

The teaching / learning as well as evaluation are to be interpreted in a broader perspective as follows:

a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, Self-study, etc.
b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, Research papers, Term papers, etc.

A course shall have either or all the three components, i.e. a course may have only lecture component, or only practice component or a combination of any two or all the three components.

The total credits earned by a student at the end of the semester upon successfully completing a course are 'L + T + P'. The credit pattern of the course is indicated as L: T: P.

If a course is of 3 credits then the different credit distribution patterns in L: T: P format could be 3:0: 0, 1:2: 2, 2: 0: 2, 2: 2: 0, etc. In no instance the credits of a course can be greater than the number of hours (per week for 15 weeks) allotted to it.

Full Credit Course: A course with weightage of 3 credits is considered as a full course. (Except for Summer Internship Project and Dissertation which are full credit courses with 4 Credits each.)

Half Credit Course: A course with weightage of 2 credits is considered as a half course.

The MBA programme is a combination of:

a) Full Credit Courses (100 Marks each) : 3 Credits each
b) Half Credit Courses (50 Marks each) : 2 Credits each

3.6 Adoption of Credit and Grading System

As per national policy and international practices, we have adopted the Credit and Grading System for the MBA programme w.e.f. AY 2013-14.

3.6.1 Rationale for adoption of the Credit and Grading System:

a) **Learner's Perspective:** The current practice of evaluation of student's performance at the end of a semester is flawed. The students are expected to express their understanding or mastery over the content included in their curriculum for a complete semester within a span of three hours and their efforts over the semester are often completely ignored. It also promotes to an unhealthy practice of cramming before the examinations and focusing on marks rather than on learning.

b) **Evaluation Perspective:** The present system of evaluation does not permit the flexibility to deploy multiple techniques of assessment in a valid and reliable way. Moreover, the current practice of awarding numerical marks for reporting the performance of learners suffers from several drawbacks and is a source of a variety of errors. Further, the problem gets compounded due to the variations in the marks awarded in different subjects. The 'raw score' obtained by the learner, is, therefore, not a reflection of his true ability.

In view of the above lacunae, it is desirable that the marking system used for the declaration of results is replaced by the grading system. The system of awarding grades provides a more realistic picture of learner's ability than the prevailing marking system. *Excellence in quality education can be achieved by evaluating the true ability of the learners with the help of continuous evaluation.*

3.6.2 Salient features of the grading system:

1. In this system, students (learners) are placed in ability bands that represent a range of scores. This ability range may be designated with alphabetical letters called as 'GRADE'.
2. Grading reflects an individual learner's performance in the form of a certain level of achievement.
3. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
4. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner.
5. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

3.6.3 Basics of Credit and Grading System: Grading is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.

Grading is carried out in a variety of ways. The classification of grades depends upon the reference point.

With 'Approach towards Grading' as the reference point, Grading may be classified as:

a) **Direct grading:** When the performance exhibited by the examinees is assessed in qualitative terms and the impressions so obtained by the examiners are directly expressed in terms of letter grades, it is called, *'Direct Grading'.*

b) **Indirect grading:** When the performance displayed by the examinees is first assessed in terms of marks and subsequently transformed into letter grades by using different modes, it is called, *'Indirect Grading.'*

With 'Standard of Judgment', as the reference point Grading may be classified as:

a) **Absolute grading:** The method that is based on a predetermined standard which becomes a reference point for the learner's performance is called 'Absolute Grading'. This involves direct conversion of marks into grades irrespective of the distribution of marks in a subject.
b) **Relative grading:** Relative Grading is popularly known as grading on the curve. The curve refers to the normal distribution curve or some symmetric variant of it. This method amounts to determining in advance approximately what percentage of learners can be expected to receive different grades, such as O,A,B,C,D,E,F. In this grading system the grade is not determined by the learner's performance but on the basis of group performance.

Absolute grading has several advantages such as –

a) the procedure is simple and straightforward to use,
b) each grade is distinctly understandable,
c) the learner has the freedom to strive for the attainment of the highest possible grade and
d) It enables the learners to know their strengths and weaknesses.

The few limitations in Absolute Grading method are that –

a) The distribution of scores is taken at its face value regardless of the errors of measurement creeping in due to various types of subjectivity.
b) Besides, the cut-offs of different categories are also arbitrarily decided.

It is proposed to use the **Indirect and Absolute Grading System for the MBA programme,** i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the Learners can be reflected after considering the Credit Points for any given course. However, the**overall evaluation shall be designated in terms of Grade.**

3.7 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way. Batch size for tutorials shall be 50% of the normal class size, subject to a minimum of 30 students.

3.8 Courses Offered: Institutes are free to offer only a *select number of specializations* from amongst the list provided by the University. Likewise, institutes may provide only a *sub-set of the generic electives, subject electives* as prescribed semester-wise in the Programme structure.

However, it shall be mandatory for the Institutes to provide all information relating to the specializations offered, generic electives, subject electives, their respective credits, evaluation pattern, etc. to all the students so as to enable them to make an informed choice. Such information should be hosted on the website/prospectus of the Institute in sufficient advance, prior to commencement of the classes. Other information such as the credits, the prerequisites, and syllabus shall also be hosted on the website of the institute.

3.9 Registration: *It is mandatory for every student, to register every semester, for the courses opted under CBCS system, for that semester.*

Such registration forms the basis for a student to undergo concurrent evaluation, online evaluation and end-semester examination. Application forms for University examinations are to be filled up based on the choices finalized during the registration process and submitted to the University along with the prescribed examination fee.

3.9.1 Registration Process:

i. Each student, on admission shall be assigned to a ***Faculty Advisor*** who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile and career objectives.
ii. With the advice and consent of the Faculty Advisor the student shall register for a set of courses he/she plans to take up for the Semester.
iii. The student should meet the criteria for prerequisites, if defined for a course, to become eligible to register for that course.
iv. The Institute shall follow a selection procedure on a first come first served basis, determining the maximum number of students, giving counseling to the students, etc., to avoid overcrowding to particular course(s) at the expense of some other courses.
v. It is expected that a student registers for 26 credits in SEM I and II each, 27 Credits in SEM III each and balance 21 credits in Sem IV.
vi. However fast learners (under accelerated plan), may be permitted to register for 2 full credit / 3 half credit courses in excess of the normal credits defined for a semester. However, registration for Repeat courses (backlogs) is allowed in excess of this limit.
vii. Likewise, slow learners, may be permitted to register for 2 full credit / 3 half credit courses less than the normal credits defined for a semester.
viii. A candidate may register for a minimum of say, 20 credits per semester, but it is possible that he/she may earn less than 20 credits in a semester. It may be theoretically possible that he/she may just earn ZERO credits in a semester. However, he/she should register for credits less than or equal to permissible maximum and more than or equal to permissible minimum per semester, excluding the courses of earlier semester(s), for which he/she has not earned the credits (uncleared courses) if any.
ix. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the earlier term for Semester II, III and IV. i.e. The fresh inducted batch shall register for various courses at the end of the first week of their Sem I after their induction. They will register for Semester II courses immediately at the end of Semester I and likewise for subsequent semesters. In Semester I the registration window shall be open for sufficiently long duration to take care of late admissions.
x. The maximum number of students to be registered in each elective course shall depend upon the physical facilities available. Every effort shall be made by the Institute to accommodate as many students as possible.
xi. Students who do not earn credits for an elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so. In such a case they shall be said to have **dropped the original course and opted for a new one**. Alternatively, they are permitted to continue with the same elective course (generic / subject / open) i.e. If a student secures a F Grade in say course no 111 for which he has opted in Sem I, during the successive attempt he may drop course 111 and take up another course from 107 to 115, or continue with 111.
xii. Normally, every Lecture-based course shall, be delivered by one teacher.
xiii. The Institute may not offer a course if a minimum of 20% of students is not registered for that course.

4. Eligibility: The eligibility for admissions shall be defined by the Competent Authority viz. AICTE / DTE Maharashtra State for the relevant academic year.

5. Examination:

Pattern of Examination: The evaluation scheme comprises of:

a) University Evaluation
b) Concurrent Evaluation

For each full credit course –
a) 70 marks shall be evaluated by the University and
b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

a) 50 marks shall be evaluated by the respective Institute.
There shall not be any University evaluation for half credit courses.

(Evaluation Scheme for Summer Internship Project is detailed separately.)

5.1 University Evaluation
There shall be University evaluation for each full credit course as per the time table announced by the University. The evaluation by the University for Full Credit Courses shall comprise of two parts:

a) Online Examination for 20 marks.
b) Written Examination (subjective – concept plus case study / application oriented type) for 50 marks.

5.1.1 Online Examination
The Savitribai Phule Pune University shall conduct an online examination for each full credit course. This examination will be *objective* in nature and shall carry a *weightage of 20 marks per full credit course*. Students will appear for the online examinations in their respective institutes. Online examination shall constitute a *separate head of passing* for the full credit courses fir which such online examination is scheduled passing shall be at 30%.The student does NOT have a facility of Grade Improvement, in online examination, if he/she has secured any grade other than F.

The Online Examination will be conducted prior to one week before the start of theory examination of each semester. The Controller of Examinations of the Savitribai Phule Pune University shall announce the *online examination window of 6 days per semester* i.e. a window of 6 days for Semester I and another window of 6 days for Semester III (in term I and likewise for term II. The number of days will vary as per number of courses) for the examination, *in consultation with the Dean – Faculty of Management*. The online test shall be conducted for all 4 semesters during each term.

There shall NOT be any retest for those students who are absent for the online exam during the declared examination window period. Any student, who *is absent for* the online test during the regular term, can take the online test for the specific course in the next term and his grades evaluation shall be updated accordingly in the revised **Grade Card**.

The date declared by DTE for commencement of classes as per CAP process shall be the reference date for Semester I. Only for Semester I, in case of unforeseen circumstances the Controller of Examinations (CoE), Savitribai Phule Pune University, in consultation with the Dean of the Faculty of Management may postpone the examinations for Semester I.

For Semester II, III and IV the reference date shall be the term commencement date declared by the SPPU.

The *syllabus for the online examination shall be* ***all 5 units*** *in each full credit course.* The duration of online examination for each course shall be of 25 minutes.

There shall be **one mark for each correct response**. There shall be no negative marking for wrong response. **There shall be 20 questions – each carrying one mark**. **All the questions shall be compulsory**. The questions shall be of different variety within the objective format. In the extreme event of a student answering all the questions incorrectly, the final score of such a student for that course for the online examination shall be 0 (ZERO).

The Faculty of Management shall devise objective question bank comprising questions of varying degree of difficulty, and of different types, in sufficiently large number for each course for the exclusive purpose of the online examination. *The objective question paper shall be developed in real time, randomly using an ERP / Learning Management System.*

The Institutes shall ensure the provision of necessary IT infrastructure and internet bandwidth, backup power supply, for the smooth conduct of such online examination.

The score of each candidate for each course shall be known immediately after the conclusion of the online test and the Institute shall display the scores of all students for the online test within 3 days of the completion of the test.

5.1.2 Instructions to External Paper Setters / Chairman/ Examiners: The syllabus for each course is organized in 5 units. The end-semester University evaluation shall cover the entire syllabus prescribed for the course. For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course, the question pattern shall be as follows:

Pattern of Question Paper:

1) There shall be five questions each of 10 marks.

2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.

3) A Question may be subdivided into sub-questions a, b, c… and the allocation of marks depend on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER

Q. 1 (A)……..based on Unit 1

OR

Q.1 (B) ……..based on Unit 1

Q.2. (A) ……..based on Unit 2

OR

Q.2 (B) ……..based on Unit 2

Q.3 (A) ……..based on Unit 3

OR

Q.3 (B) ……..based on Unit 3

Q.4 (A) ……..based on Unit 4

OR

Q.4 (B) ……..based on Unit 4

Q.5 (A) ……..based on Unit 5

OR

Q.5 (B) ……..based on Unit 5

Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setter shall ensure that questions covering all skills and all units are set. She/he shall also *mandatorily submit* a detailed scheme of evaluation along with the question paper. Questions shall be of three categories of difficulty level – low difficulty, average difficulty and high difficulty.

The duration of written examination shall be 2½hours. Students shall be provided a single answer sheet of 16 pages.

5.2 Concurrent Evaluation: A continuous assessment system in semester system (also known as internalassessment/comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement.As a part of concurrent evaluation, the learners shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Concurrent evaluation components should be designed in such a way that the faculty can *monitor the student learning & development and intervene wherever required.* The faculty must share the outcome of each

concurrent evaluation component with the students, soon after the evaluation, and guide the students for betterment.

Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills & Attitude (KSA) dimensions based on variety of assessment tools.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz
17. Student Driven Activities
18. News paper reading

There shall be a *minimum of three concurrent evaluation components per full credit course and five concurrent evaluation components for each half credit course*. The faculty shall announce in advance the units based on which each concurrent evaluation shall be conducted.Each component shall ordinarily be of 10 marks. The Institute shall however have the liberty to conduct additional components (beyond three/five). However the total outcome shall be scaled down to 30/50 marks for full credit and half credit courses respectively.Marks for the concurrent evaluation must be communicated by the Institute to the University as per the schedule declared by the University.Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

At the end of Concurrent Evaluation (out of 30/50 marks) the student does NOT have a facility of Grade Improvement, if he/she has secured any grade other than F.

5.2.1 Safeguards for Credibility of Concurrent Evaluation: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

a) Involving faculty members from other management institutes.
b) Setting multiple question paper sets and choosing the final question paper in a random manner.
c) One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
d) Involvement of Industry personnel in evaluating projects / field based assignments.
e) Involvement of alumni in evaluating presentations, role plays, etc.
f) 100% moderation of answer sheets, in exceptional cases.

5.3 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional

orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology.
SIP may be a research project – based on primary/ secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

1. Introduction/ Executive Summary.
2. Objectives of the Study.
3. Company/ Organization profile (including Organization Chart).
4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design.
5. Data analysis, Data Interpretation & Hypothesis Testing.
6. Relevant activity charts, tables, graphs, diagrams, etc.
7. Suggestions & Recommendations.
8. Conclusions.
9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
10. Appendix (Questionnaire, Data Sheets etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Dissertation: In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

The student can undergo desk research or field research and can follow the guidelines mentioned in the SIP for preparation of their final hard copy.

5.5: Standard of Passing:

Degree Requirements:

a) **Earned Credits:** A candidate who has successfully completed all the Core courses and accumulated, through elective courses, not less than minimum number of Credits prescribed shall be eligible to receive the Degree. The degree requirements for the MBA programme are completion of 100earned credits.
b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MBA degree.
c) **Aggregate:** If a student fails to secure **aggregate 40% marks** out of 100 [concurrent evaluation (30) + online evaluation (20) + university evaluation (50)], such students will have to appear for University theory examination (50) only.

The performance of a student will be evaluated in terms of two indices, viz.

a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$SGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$CGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

5.5.1 Assessment and Grade Point Average

a. The system of evaluation will be as follows: Each CA and ESE (ETE) will be evaluated in terms of marks. The marks for CA and ESE (ETE) will be added to convert into a grade and later a grade point average. There is no grade independently for CA or ESE (ETE).

b. Result of a student will be declared for each semester after the ESE (ETE) only.

c. The student will get a Grade Sheet with total grades earned and a Grade Point Average, after earning the minimum number of credits towards the completion of a PG program (subject to 3.9).

d. Marks/Grade/Grade Point w.e.f. AY 2015-16 (10 Point Scale):

Marks	**Grade**	**Grade Point**
80-100	**O: Outstanding**	**10**
70-79	**A+: Excellent**	**9**
60-69	**A: Very Good**	**8**
55-59	**B+: Good**	**7**
50-54	**B: Above Average**	**6**
45-49	**C: Average**	**5**
40-44	**P: Pass**	**4**
0-39	**F: Fail**	**0**
-	**Ab: Absent**	**0**

Following will be applicable for all those who are admitted before the AY 2015-16 till they complete the PG program (subject to 3.9).

Marks	**Grade**	**Grade Point**
100-75	**O: Outstanding**	**06**
74-65	**A: Very Good**	**05**
64-55	**B: Good**	**04**
54-50	**C: Average**	**03**

49-45	**D: Satisfactory**	**02**
44-40	**E: Pass**	**01**
39-0	**F: Fail**	**00**

e. Final Grade w.e.f. the AY 2015-16 (10 Point Scale):

Grade Point Average	**Grade**
09.00-10.00	**O**
08.50-09.00	**A+**
07.50-08.49	**A**
06.50-07.49	**B+**
05.50-06.49	**B**
04.25-05.49	**C**
04.00-04.24	**P**
00.00-03.99	**F**

Remark: B+ is equivalent to 55% marks and B is equivalent to 50% marks.

Following will be applicable for all those who are admitted before the AY 2015-16 till they complete the PG program (subject to 3.9).

Grade Point Average	**Grade**
05.00-6.00	**O**
04.50-04.99	**A**
03.50-04.49	**B**
02.50-03.49	**C**
01.50-02.49	**D**
00.50-01.49	**E**

00.00-00.49	**F**

f. ‘B’ Grade is equivalent to atleast 55% of the marks as per circular No.UGC- 298/[4619]UNI- 4 dated December 11, 1999. (Not applicable for 10 point scale)

g. A seven point grade system [guided by the Government of Maharashtra Resolution No. NGV-1298/[4619]/UNI.4 dt. December 11, 1999 and the University regulations] will he followed uniformly for Science, Arts, Mental, Moral and Social Sciences. The corresponding grade table is detailed in II.14 above. (Not appplicale for 10 point scale)

h. If the GPA is higher than the indicated upper limit in the three decimal digit, then higher final grade will be awarded (e.g. a student getting GPA of 4.492 may be awarded ‘A’ grade). (Not applicable for 10 point scale)

i. There will be only final compilation and moderation at GPA (Final) level done at the Department. While declaring the result, the existing relevant ordinances are applicable. There is also a provision for verification and revaluation, subject to the applicable rules at that point of time.

j. For grade improvement, 2 year program student will have to reappear for ESE (ETE) only in the courses comprising a minimum of 30 credits in case of Science, Engineering, Technology, Management and Pharmacy; 20 credits for other faculties and 12 credits in case of one year degree program. These courses will be from the parent Department only in which the student has earned the credits. A student can opt for the Grade Improvement Program only after the declaration of earning minimum number of credits and completion of the PG Program (subject to 3.9) within the period of two years from the completion of program.

k. The formula for GPA will be based on Weighted Average. The final GPA will not be printed unless a student passes courses for the minimum 100 credits, 80 credits or 64 credits as the case may be.

l. The description for the grades is as follows*:*

O: Outstanding: Excellent analysis of the topic, (80% and above)
Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject, Neat and systematic organization of content, elegant and lucid style;
A+ : Excellent : Excellent analysis of the topic (70 to 79%) Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

A: Very Good: Good analysis and treatment of the topic (60 to 69%) Almost accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Fair and systematic organization of content, effective and clear expression;

B+: Good: Good analysis and treatment of the topic (55 to 59%)

Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

B: Above Average: Some important points covered (50 to 54%)
Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, good language or expression;

C: Average: Some points discussed (45 to 49%)
Basic knowledge of the primary material, some organization, acceptable language or expression;

P: Pass: Any two of the above (40 to 44%)

F: Fail: None of the above (0 to 39%)

- One credit is equivalent to 20-25 marks for evaluation purpose.
- There will be an evaluation of each course by students at the end of every semester.

5.5.2 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Sem I to Sem IV, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. i.e. (percentage of marks scored out of50 in university evaluation) – (percentage of marks scored out of30 in concurrent evaluation) should not exceed 25%.Scores of Online Examination are not part of the scaling down formula.

The marks obtained by the student in Half Credit Courses are **not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project (Course 304) shall **not be** subjected to Scaling down.

5.5.3 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. *Therefore, there shall not be any preparatory leave before the University examinations.*

5.6 ATKT Rules: A student shall earn the credits for a given course in **maximum four attempts**. If a student drops a course (generic elective / subject elective) and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once during these four attempts available to him. A student may drop at the most 2 courses out of the 16 elective courses and select other courses in lieu of dropped courses. i.e. Dropping a course can be done only twice.

Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme within 4 years from the date of admission, by earning the requisite credits. The student will be finally declared as failed if she\he does not pass in all credits within a total period of four years. After that, such students will have to seek fresh admission as per the admission rules prevailing at that time.

5.7 Award of Grade Cards: The Savitribai Phule Pune University under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

NOTE:
The Grade Card for the final semester shall indicate the following, amongst other details:

a) Grades for concurrent evaluation (out of 30 for Full Credit Courses & out of 50 for Half Credit Courses) , Online evaluation (out of 20 for Full Credit Courses only) and University evaluation (out of 50 for Full Credit Courses only), separately, for all courses offered by the student during the entire programme along with the grade for the total score.
b) SGPA for each semester.
c) CGPA for final semester.
d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation (Semester Wise).
e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
g) The final GPA shall not be printed unless the student earns the minimum 100 credits required for earning the MBA Degree.
h) B Grade is equivalent to atleast 55% marks.
i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A.The grade card shall also provide, on the reverse, the 10-point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.

5.8 Grade Improvement: A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement facility, may apply under Grade Improvement Scheme within five years from passing that Examination. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement. He /she shall appear for University Evaluation of at least 1/3rdGeneric / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

5.9 External Students: MBA being a full time programme, there is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the Savitribai Phule Pune University.There shall be Revaluation of the answer scripts of Semester-End examination but not of internal assessment papers as per Ordinance no.134 A & B.

5.11 Additional Specialization: A student may enroll for additional specialization *after passing out the regular MBA programme*. Such students will get exemption from all the generic core and generic elective courses in First Year (Semester I and II) and generic core courses in Second Year (Semester III and IV). Such students shall have to appear for the subject core and subject elective courses i.e. 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each. i.e. a total of 12 subject electives (specialization) courses of which 4 are full credits and 8 are half credits.

1. **Structure of the Programme:** The programme is a combination of:
   a) Full Credit Courses (100 Marks each) : 3 Credits each
   b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 100 Credits (3000 Marks), Total Courses = 38

a) 20 Full Credit Courses * 3 credits per course = 60 Credits (2000 Marks)
b) 1 Full Credit Course SIP (Full Credit) = 4 Credits (100 Marks)
c) 16 Half Credit Courses *2 credits per course = 32 Credits (800 Marks)
d) 1 Dissertation (Full Credit) = 4 Credits (100 Marks)

The spread of courses across the 4 semesters for a normal learner is given below.

Table III: Break Up & Spread of Courses

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)
I	6	4
II	6	4
III	5	4
III	1 (SIP for 4 Credits)	-
IV	3	4
IV	1 (Dissertation for 4 Credits)	-
Total	22	16

Break Up of Full Credit Courses:

Semester	Number of Generic Core Courses (A)	Number of Subject (Specialization) Core Courses (B)	Total Number of Full Credit Courses (100 Marks) (C = A + B)
I	6	0	6
II	6	0	6
III	4**	2	6**
IV	2	2	4
Total	18	4	22

* * includes SIP & Dissertation for 4 Credits & 100 Marks each.

Break Up of Half Credit Courses:

Semester	Number of Generic Elective Courses (A)	Number of Subject (Specialization) Elective Courses (B)	Total Number of Half Credit Courses (50 Marks) (C = A + B)
I	4	0	4
II	4	0	4
III	0	4	4

IV	0	4	4
Total	8	8	16

Detailed Programme Structure is provided in Annexure I.

6.1 Pedagogy: It is expected that the faculty members adopt a variety of teaching methodologies, such as case studies, role-play, problem-solving exercises, group discussion, computer simulation games, etc. during the programme delivery. Use of technology and innovative techniques beyond the lecture method is desirable.

MBA being a post-graduate professional Programme, students are also expected to assimilate certain topics through self-study.

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

6.3. Equivalence of previous syllabus with the proposed syllabus: The equivalence of the previous syllabus with the proposed syllabus shall be announced separately.

6.4. University Terms: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

6.5. Course wise detailed syllabus: Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure II.

6.6. Qualifications of Teacher: The qualifications of the full time teacher for the MBA Programme shall be as per the norms prescribed by AICTE and SPPUfrom time to time.

6.7. Teacher Capacity Building: The faculty of management shall organize suitable programmes for capacity building of teachers.

7. Modus Operandi of Evaluation under Credit System- 2 years programs

7.1 Each regular student will normally appear for all the 25% credits in a semester out of the minimum number of credits required to obtain a degree.

7.2 A student who wishes to register to the third /fourth semester should have gained at least 50% credits out of the total number of credits offered at the first and second semester of the first year.

7.3 Evaluation of each credit will be in two parts, namely CA and ESE (ETE).

7.4 A course may be of 1 or 2 or 3 or 4 or 5 credits.

7.5 The evaluation of a course means the evaluation of total number of credits of that course. As such, all the credits taken together of a particular course will be evaluated in two parts CA and ESE (ETE).

7.6 Weightage for CA would be 50% and for ESE (ETE) would be 50%.

7.7 A course will be evaluated in the form of 50 marks for CA and 50 marks for ESE (ETE).

7.8 A student will gain all the credits of a course after having obtained minimum 40 marks from CA(minimum 15 out of 50) and ESE (ETE) (minimum 15 out of 50) taken together and will get the respective grade and

grade points in the respective course. Otherwise, a student will get grade F (Fail) in that respective course and will not gain any credits or grade points towards that course.

7.9 CA: The teacher would evaluate a student towards a course through interaction throughout the semester which would include one or more (but not less than 4 including compulsory written test/s) of the following mechanisms with their maximum weightage out of 50 marks and this essentially enables the teacher to get positive feedback about a student's overall understanding/ability and in nutshell enhances the teaching-learning process.

a. Written test – Max 2 with not more than 15 marks for each

b. Assignment – Max 2 with not more than 5 marks for each

c. Seminar presentation – 5 marks (not for all the students)

d. Group discussion – 5 marks (not for all the students)

e. Extension work – 5 marks (not for all the students)

f. An open book test – 10 marks (to be conducted in a classroom for not more than 3 questions)

g. Report/Note on research paper/s or study tours – 5 marks (not for all the students and to be presented in the respective class)

- A teacher may propose any other mean towards CA (other than written test) that may suit for a particular course and implement only after the approval of the Departmental Committee constituted and approved by the HoD/Principal/Director.

7.10 If a student could not attend the CA written test due to some unavoidable reasons then the teacher may consider a request for retest in writing with furnishing the reason of absence.

7.11 If a student failed to gain the credits of any course (declared F grade in that course) then the student can reattempt the course with CA (if the course is conducted in that semester) and ESE (ETE) both or with ESE (ETE) only (if one has scored 15 in CA) in the subsequent ESEs(ETEs) (max. two such attempts) within a period of 4 years (5 for 3 years programs) from the date of admission for the first semester.(subject to 3.9)

7.12 In case a student failed to earn the minimum number of credits required for obtaining a degree within the stipulated period of 4 years (5 years for 3 years programs) then such a student will be declared INCOMPLETE EXIT and in such a case the student can seek a fresh admission as per the admission rules prevailing at that time.

7.13 The policies and procedures determined by the SPPU from time to time will be followed for the conduct of examinations and declaration of the result of a candidate.

7.14 ESE (ETE): Each credit will be evaluated for a maximum period of 45 minutes. The following would be an outline for setting the question paper for ESE (ETE).

Credits	Duration	Questions to be attempted	Number of subquestions	Marks for subquestions
1	45 min	1 out of 2	3 (for 2 subquestions)	4+3+3 or 5+3+2 or

				4+4+2
2	90 min	3 out of 5	3 (for 3 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5
3	150 min	4 out of 6	2 (for 4 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5
4/5	180 min	5 out of 8	3 (for 6 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5

Note: A question paper for PG program course of 3/4/5 credits under any Faculty other than Science, Engineering, Technology, Management and Pharmacy may contain a question of 10 marks(1 out of 2) without a subquestion.

8. Examination Rules

8.1 Assessment shall consist of CA-Continuous assessment and ESE (ETE)-End of Semester(Term) Examination with an equal weightage of 50%.

8.2 The concerned teacher is responsible for conduct and evaluation towards CA and shall announce at the beginning of the course about the mechanisms under which CA would take place. However, the ESE (ETE) shall cover the entire syllabus prescribed for that course.

8.3 The CA towards 50% marks will be a continuous activity and at least two written tests (for 60-80% marks out of CA marks) must be conducted in addition to at least two following mechanisms (for 20-40% marks out of CA marks) for a full course of 4/5 credits.

Journal/Lecture/Library notes, Short Quizzes, Seminar presentation, Assignments, Extension Work, An Open Book Test (book to be decided by the concerned teacher), Mini Research Project by an individual student or a group of students

A teacher may devise a mechanism other than written test in addition to above in order to flourish the course contents.
a) It is mandatory for a teacher to hand over the assessed answer sheets to the respective students well before the commencement of the ESE (ETE).

b) It is also mandatory to declare the score gained by all the students in a course towards CA on the notice board duly signed by the concerned teacher of the course and the HoD/Principal/Director.

8.4 ESE (ETE) for the remaining 50% marks will be conducted by SPPU.

8.5 A student has to obtain 40 % marks taken together of CA and ESE (ETE) with a minimum of 30% in each of these separately.

8.6 A student will have to obtain a minimum aggregate of 40% marks in each course to be counted for the minimum number of credits required for the completion of the program.

8.7 If a student misses an internal assessment examination he/she will have a second chance with the endorsement of the HoD/Principal/Director in consultation with the concerned teacher. Such a second chance shall not be the right of the student.

8.8
a) If a student is declared as "PASS" in a course (Grade other than F), then the student cannot choose/reappear that course unless appearing under "CLASS/GRADE IMPROVEMENT" for ESE (ETE) only.

CA is not available for a course in which the student has been declared as "PASS".
b) If a student is declared as "FAIL" (Grade F) in a course, then the student is allowed to choose such a course, with CA and ESE (ETE) both, only in a semester in which the course is conducted, irrespective of the previous score in CA. Otherwise, the student may appear only for ESE (ETE) in that course in any of the following/forthcoming semester, provided that the student has scored at least 15% of the total 100% (or 30% of the 50% of the total marks) in CA.
Explanation:

X=100%

CA Score	**ESE/ ETE Score**	**CA+ ESE/ ETE**	**Result**
>= 15% of X	**>= 15% of X**	**>=40% of X**	**Pass / Earned Credits with Grade**
>= 15% of X	**>= 15% of X**	**<40% of X**	**Fail/ No Credits Earned**

c) In case of 3.8(b), the maximum duration available to register/reappear for a course will be as follows.
2 years PG Program – Up to 4 (four) years (i.e. *if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2016-17)*

3 years PG Program – Up to 5 (five) years (i.e. *if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2017-18)*

d) In the case of 3.8(b), the number of attempts (excluding registered for first time) available to Register/reappear for the course would be 3(three) only, subject to 3.8(c).

e) In an exceptional case, if there are sufficient number of students who wish to register for a course for CA and ESE (ETE) both in which they are failed, then such a course can be conducted in the immediate following semester only, in addition to the courses conducted in that semester. However, there cannot be more than two such courses at a time in that semester.

8.9 The student will be finally declared as failed if the minimum numbers of credits are not earned within a total period of Four and Five years respectively for 2 years PG Program and 3 years PG Program. After that, such a student will have to seek fresh admission as per the admission rules prevailing at that time.

8.10 A student cannot register for the third/fourth semester, if she/he fails to complete 50% credits of the total credits expected to be ordinarily completed within two semesters.

8.11 There shall be a revaluation of the answer scripts of ESE (ETE) as per Ordinance No.134 A & B, but not of CA.

8.12 While marks will be given for all examinations, they will be converted into grades. The Semester End Grade sheets will be generated by using marks and grades and the final grade sheets and transcripts shall have grade points average and total percentage of marks (up to two decimal points). The final grade sheet will also indicate the PG Department/Center to which the candidate is registered.

Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

	Generic Core Courses	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100
304	Summer Internship Project	4	III	50	00	50	100
401	Managing for Sustainability	3	IV	30	20	50	100
402	Dissertation	4	IV	50	00	50	100

Note: Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Course 304 - SIP shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Course 402 – Dissertation shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Table IV – B: Generic Elective Courses

	Generic Elective Courses	Credits	Semester	Concurrent Evaluation	Total Marks
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50
208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

Note: Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects.

50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses.

Table IV – C: Subject Core Courses

	Subject Core Courses (Marketing)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305MKT	Contemporary Marketing Research	3	III	30	20	50	100
306MKT	Consumer Behaviour	3	III	30	20	50	100
403MKT	Services Marketing	3	IV	30	20	50	100
404MKT	Sales and Distribution Management	3	IV	30	20	50	100
	Subject Core Courses (Finance)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 FIN	Direct Taxation	3	III	30	20	50	100
306 FIN	Financial System of India , Markets and Services	3	III	30	20	50	100
403 FIN	Indirect Taxation	3	IV	30	20	50	100
404 FIN	International Finance	3	IV	30	20	50	100
	Subject Core Courses (Information Technology)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 IT	I T Management and Cyber Laws	3	III	30	20	50	100
306 IT	E-Business and Business Intelligence	3	III	30	20	50	100
403 IT	Software Project Management	3	IV	30	20	50	100
404 IT	Enterprise Resource Planning (ERP)	3	IV	30	20	50	100
	Subject Core Courses (Operations Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 OPE	Planning & Control of Operations	3	III	30	20	50	100
306 OPE	Inventory Management	3	III	30	20	50	100
403 OPE	Operations Strategy and Research	3	IV	30	20	50	100
404 OPE	Total Quality Management	3	IV	30	20	50	100
	Subject Core Courses (Human Resources Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 HR	Labour & Social Security Laws	3	III	30	20	50	100
306 HR	Human Resource Accounting & Compensation Management	3	III	30	20	50	100

403 HR	Employment Relations	3	IV	30	20	50	100
404 HR	Strategic Human Resource Management	3	IV	30	20	50	100

	Subject Core Courses (International Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 IB	International Business Economics	3	III	30	20	50	100
306 IB	Export Documentation and Procedures	3	III	30	20	50	100
403 IB	International Business Environment	3	IV	30	20	50	100
404 IB	Indian Economy and Trade Dependencies	3	IV	30	20	50	100
	Subject Core Courses (Supply Chain Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 SCM	Essentials of Supply Chain Management	3	III	30	20	50	100
306 SCM	Logistics Management	3	III	30	20	50	100
403 SCM	Strategic Supply Chain Management	3	IV	30	20	50	100
404 SCM	Knowledge Management in Supply Chains	3	IV	30	20	50	100
	Subject Core Courses (Rural & Agribusiness Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305RABM	Agriculture and Indian Economy	3	III	30	20	50	100
306RABM	Rural Marketing I	3	III	30	20	50	100
403RABM	Rural Credit and Finance	3	IV	30	20	50	100
404RABM	Rural Marketing II	3	IV	30	20	50	100
	Subject Core Courses (Family Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305FBM	Essentials of Family Business Management – I	3	III	30	20	50	100
306 FBM	Managing Innovation - I	3	III	30	20	50	100
403 FBM	Essentials of Family Business Management – II	3	IV	30	20	50	100
404 FBM	Managing Innovation – II	3	IV	30	20	50	100
	Subject Core Courses (Technology	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation**	**Total Marks**

	Management)					**(Subjective)**	
305TM	Fundamentals of Technology Management	3	III	30	20	50	100
306TM	Managing Innovation – I	3	III	30	20	50	100
403TM	Technology Competition and Strategy	3	IV	30	20	50	100
404TM	Managing Innovation – II	3	IV	30	20	50	100
	Subject Core Courses (Banking and Insurance Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305BIM	Banking Concepts and Operations	3	III	30	20	50	100
306BIM	Principles and Practices of Insurance	3	III	30	20	50	100
403BIM	Banking Regulations and Legal Aspects	3	IV	30	20	50	100
404BIM	Trends in Insurance Management	3	IV	30	20	50	100
	Subject Core Courses (Healthcare Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305HM	Introduction to Healthcare Management	3	III	30	20	50	100
306HM	Information Technology in Healthcare	3	III	30	20	50	100
403HM	Introduction to Medical / Healthcare Terminology	3	IV	30	20	50	100
404HM	Strategic Planning and Healthcare Management	3	IV	30	20	50	100

	Subject Core Courses (Entrepreneurship Development)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 ED	**Change,Creativity,Innovation and Entrepreneurship**	3	III	30	20	50	100
306 ED	**Finance for Entrepreneurs**	3	III	30	20	50	100
403 ED	**Social Entrepreneurship**	3	IV	30	20	50	100
404 ED	**Investing in Science & Technology**	3	IV	30	20	50	100

	Subject Core Courses (Services Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks

305SER	Services Business Management	3	III	30	20	50	100
306SER	Services Performance Management	3	III	30	20	50	100
403SER	Strategic Services Marketing	3	IV	30	20	50	100
404SER	Sectoral Services Management	3	IV	30	20	50	100

	Subject Core Courses (Retail Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305RM	Introduction to Retailing	3	III	30	20	50	100
306RM	Retail Stores & Operation Management	3	III	30	20	50	100
403RM	E- commerece and Digital marketing in Retail	3	IV	30	20	50	100
404RM	International Retailing	3	IV	30	20	50	100

	Subject Core Courses (Digital Media Communication Marketing)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305MC	Integrated Marketing Communication	3	III	30	20	50	100
306MC	Internet Marketing I	3	III	30	20	50	100
403MC	Strategic Brand Management	3	IV	30	20	50	100
404MC	Internet Marketing II	3	IV	30	20	50	100

	Subject Core Courses (Tourism and Hospitality Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305THM	Fundamentals of Hospitality Management	3	III	30	20	50	100
306THM	Tourism and Travel Management	3	III	30	20	50	100
403THM	Strategic Hospitality Management	3	IV	30	20	50	100
404THM	Tourism Planning and Development	3	IV	30	20	50	100

	Subject Core Courses (Defense Management (DF))	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 DFM	Evolution of Strategic Thought of Defence	3	III	30	20	50	100
306 DFM	Strategic Defence Management	3	III	30	20	50	100
403 DFM	Defence Economics	3	III	30	20	50	100
404 DFM	National Power and Defence Policy	3	III	30	20	50	100

Note: Each Subject Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Table IV – D: Subject Elective Courses

	Subject Elective Courses (Marketing Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307MKT	Integrated Marketing Communications	2	III	50	50
308MKT	Product Management	2	III	50	50
309MKT	Strategic Brand Management	2	III	50	50
310MKT	Personal Selling Lab	2	III	50	50
311MKT	Qualitative Marketing Research	2	III	50	50
312MKT	Customer Relationship Management	2	III	50	50
313MKT	Marketing and the Law	2	III	50	50
314MKT	Finance for Marketing Professionals	2	III	50	50
315MKT	Marketing of Financial Services - I	2	III	50	50
316MKT	Tourism Marketing	2	IV	50	50
317MKT	Agricultural Marketing	2	IV	50	50
318MKT	Business to Business Marketing	2	IV	50	50
405MKT	Retail Marketing	2	IV	50	50
406MKT	Rural Marketing	2	IV	50	50
407MKT	Service Operations Management	2	IV	50	50
408MKT	International Marketing	2	IV	50	50
409MKT	Export Documentation & Procedures	2	IV	50	50
410MKT	Marketing Strategy	2	IV	50	50
411MKT	Marketing Decision Models	2	IV	50	50
412MKT	Marketing of High Technology Products	2	IV	50	50
413MKT	E-Marketing and analytics	2	IV	50	50
414MKT	Marketing to Emerging Markets &Bottom of the Pyramid	2	IV	50	50
415MKT	Marketing of Financial Services - II	2	IV	50	50
416MKT	Cross Cultural Relationship Marketing	2	IV	50	50

	Subject Elective Courses (Financial Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 FIN	Strategic Cost Management	2	III	50	50
308 FIN	Corporate & International Financial Reporting	2	III	50	50
309 FIN	Corporate Finance	2	III	50	50
310 FIN	Corporate Financial Restructuring	2	III	50	50
311 FIN	Equity Research, Credit Analysis & Appraisal.	2	III	50	50
312 FIN	Rural Financial Institutions	2	III	50	50
313 FIN	Banking Operations - I	2	III	50	50
314 FIN	Treasury Management	2	III	50	50

315 FIN	Futures and Options	2	III	50	50
316 FIN	Financial Instruments & Derivatives	2	III	50	50
405 FIN	Behavioral Finance	2	IV	50	50
406 FIN	Financial Modeling Using Excel	2	IV	50	50
407 FIN	Financial Risk Management	2	IV	50	50
408 FIN	Online Trading of Financial Assets	2	IV	50	50
409 FIN	Banking Operations – II	2	IV	50	50
410 FIN	Wealth & Portfolio Management	2	IV	50	50
411 FIN	Fixed Income Securities & Technical Analysis	2	IV	50	50
412 FIN	Commodity Markets	2	IV	50	50
413 FIN	Financing Rural Development	2	IV	50	50
414 FIN	Principles of Insurance	2	IV	50	50

	Subject Elective Courses (Information Technology Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 IT	Software Engineering	2	III	50	50
308 IT	Mobile Computing with Android	2	III	50	50
309 IT	RDBMS with Oracle	2	III	50	50
310 IT	Software Quality Assurance	2	III	50	50
311 IT	E-Learning	2	III	50	50
312 IT	Software Marketing	2	III	50	50
313 IT	IT for Retailing	2	III	50	50
314 IT	Technical Writing	2	III	50	50
405 IT	Web Designing and Multimedia	2	IV	50	50
406 IT	Network Technologies and Security	2	IV	50	50
407 IT	Database Administration	2	IV	50	50
408 IT	Software Testing	2	IV	50	50
409 IT	Information Security and Audit	2	IV	50	50
410 IT	Data Warehousing and Data Mining	2	IV	50	50
411 IT	Geographical Information System	2	IV	50	50
412 IT	E-Governance	2	IV	50	50
413 IT	Internet Marketing	2	IV	50	50
414 IT	Microsoft Office 2010 Lab	2	IV	50	50

	Subject Elective Courses (Operations Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 OPE	Productivity Management	2	III	50	50

308 OPE	Maintenance Management	2	III	50	50
309 OPE	Facilities Planning	2	III	50	50
310 OPE	Manufacturing Resource Planning	2	III	50	50
311 OPE	Technology Management	2	III	50	50
312 OPE	Six Sigma	2	III	50	50
313 OPE	Designing Operations Systems	2	III	50	50
314 OPE	Toyota Production System	2	III	50	50
315 OPE	Project Management	2	III	50	50
316OPE	Theory of Constraints	2	III	50	50
405 OPE	Quality Management Standards	2	IV	50	50
406 OPE	World Class Manufacturing	2	IV	50	50
407 OPE	Business Process reengineering	2	IV	50	50
408 OPE	Enterprise Resource Planning	2	IV	50	50
409 OPE	Financial Perspectives in Operations Management	2	IV	50	50
410 OPE	Service Operations Management	2	IV	50	50
411 OPE	Business Process Management	2	IV	50	50
412 OPE	Challenges and Opportunities in Operations Management	2	IV	50	50
413 OPE	Lean Manufacturing	2	IV	50	50

	Subject Elective Courses (Human Resources Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 HR	Employee Health, Safety& Welfare	2	III	50	50
308 HR	Compensation Management	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50
312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
318 HR	Lab in Personnel Administration & Appln Procedures	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HRI	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50

409 HR	Conflict & Negotiation Management	2	IV	50	50
410 HR	Lab in CSR	2	IV	50	50
411 HR	Lab in Industrial Relations	2	IV	50	50
412 HR	Lab in Legal Compliances	2	IV	50	50
413HR	Lab in Mentoring and Coaching	2	IV	50	50
414 HR	Emerging Trends in HR	2	IV	50	50
415 HR	Designing HR Policies	2	IV	50	50
416 HR	Competency Mapping	2	IV	50	50

	Subject Elective Courses (International Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 IB	International Management	2	III	50	50
308 IB	International Marketing	2	III	50	50
309 IB	International Marketing Research	2	III	50	50
310 IB	International Financial Management	2	III	50	50
311 IB	Global IT Management	2	III	50	50
312 IB	Global Logistics & Supply Chains	2	III	50	50
313 IB	Designing Organizations for Uncertain Environment	2	III	50	50
314 IB	Legal Dimensions of International Business	2	III	50	50
315 IB	Global Strategic Management	2	III	50	50
316 IB	International Relations & Management	2	III	50	50
317 IB	Foreign Language for International Business – I	2	III	50	50
405 IB	Environment & Global Competitiveness	2	IV	50	50
406 IB	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
407 IB	Cross-Cultural Relationship Marketing	2	IV	50	50
408 IB	Foreign Exchange Management	2	IV	50	50
409 IB	E Commerce	2	IV	50	50
410 IB	Enterprise Resource Planning	2	IV	50	50
411 IB	Global HR	2	IV	50	50
412 IB	WTO and Intellectual Property Rights	2	IV	50	50
413 IB	Global Competitiveness and Strategic Alliances	2	IV	50	50
414 IB	International Diversity Management	2	IV	50	50
415 IB	Foreign Language for International Business – II	2	IV	50	50

	Subject Elective Courses (Supply Chain Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 SCM	Managing Material Flow in Supply Chains	2	III	50	50

308 SCM	Inventory Management	2	III	50	50
309 SCM	Purchasing & Supplier Relationship Management – I	2	III	50	50
310 SCM	Six Sigma	2	III	50	50
311 SCM	Supply Chain Planning	2	III	50	50
312 SCM	Supply Chain Coordination	2	III	50	50
313 SCM	Decision Modeling for Supply Chains	2	III	50	50
314 SCM	Theory of Constraints	2	III	50	50
315 SCM	Supply Chain Practices – I	2	III	50	50
405 SCM	Green Logistics & Supply Chains	2	IV	50	50
406 SCM	Enterprise Resource Planning	2	IV	50	50
407 SCM	Purchasing & Supplier Relationship Management – II	2	IV	50	50
408 SCM	Supply Chain Risk Management	2	IV	50	50
409 SCM	Project Management	2	IV	50	50
410 SCM	Supply Chain Performance Measurement	2	IV	50	50
411 SCM	Supply Chain Management - Financial Perspectives	2	IV	50	50
412 SCM	Global Logistics	2	IV	50	50
413 SCM	Supply Chain Practices– II	2	IV	50	50

	Subject Elective Courses (Rural & Agribusiness Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307RABM	Rural Development I	2	III	50	50
308RABM	Special Areas in Rural Marketing	2	III	50	50
309RABM	Commodity Markets – I	2	III	50	50
310RABM	Agricultural Marketing & Price Analysis – I	2	III	50	50
311RABM	Microfinance	2	III	50	50
312RABM	Agricultural Marketing	2	III	50	50
313RABM	Rural Research Methods	2	III	50	50
314RABM	Rural Banking	2	III	50	50
315RABM	AgriSupply Chains Management	2	III	50	50
316RABM	ICT for Agriculture Management	2	III	50	50
317RABM	Tourism Marketing – I	2	III	50	50
318RABM	Millennium Development Goals	2	III	50	50
405RABM	Rural Development II	2	IV	50	50
406RABM	Special Areas in Agro produce Management	2	IV	50	50
407RABM	Commodity Markets – II	2	IV	50	50
408RABM	Agricultural Marketing and Price Analysis – II	2	IV	50	50
409RABM	Agricultural Finance and Project Management	2	IV	50	50
410RABM	Management of Agricultural Input Marketing	2	IV	50	50

411RABM	Intellectual Property Management	2	IV	50	50
412RABM	Food Retail Management	2	IV	50	50
413RABM	Agri-Entreprenuership	2	IV	50	50
414RABM	Management of Agribusiness Cooperatives	2	IV	50	50
415RABM	Tourism Marketing – II	2	IV	50	50
416RABM	Agriculture & WTO	2	IV	50	50

	Subject Elective Courses (Family Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 FBM	Business Plan	2	III	50	50
308 FBM	Private Equity	2	III	50	50
309 FBM	Franchising	2	III	50	50
310 FBM	Social Entrepreneurship	2	III	50	50
311 FBM	Intraprenuership	2	III	50	50
312 FBM	Trends in Entrepreneurship	2	III	50	50
313 FBM	Small Scale Industries Management	2	III	50	50
314 FBM	Entrepreneurial Case Study	2	III	50	50
405 FBM	Creativity and Change in Organizations	2	IV	50	50
406 FBM	Accounting for Small Business	2	IV	50	50
407 FBM	Management of Intellectual Property Rights	2	IV	50	50
408 FBM	Managing , Growing and Exiting the new Venture	2	IV	50	50
409 FBM	Project Management	2	IV	50	50
410 FBM	Environment and Laws	2	IV	50	50
411 FBM	Information, Disaster and Health Management	2	IV	50	50
412 FBM	Business Incubation	2	IV	50	50

	Subject Elective Courses (Technology Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307TM	Technology Forecasting	2	III	50	50
308TM	Strategies for information goods and network economies – I	2	III	50	50
309TM	Advanced Manufacturing Technology	2	III	50	50
310TM	Product Strategies for High Technology Companies – I	2	III	50	50
311TM	Foundations of Knowledge Management	2	III	50	50
312TM	Business Intelligence and Analytics	2	III	50	50
313TM	Designing Organizations for Uncertain Environment	2	III	50	50
314TM	Technology Transfer and Commercialization	2	III	50	50
315TM	Digital Marketing	2	III	50	50
405TM	Innovation, Product Development and Commercialization	2	IV	50	50

406TM	Strategies for information goods and network economies – II	2	IV	50	50
407TM	Technology Use and Assessment	2	IV	50	50
408TM	Product Strategies for High Technology Companies – II	2	IV	50	50
409TM	Systems & Technologies for Knowledge Management	2	IV	50	50
410TM	Strategic Management of Intellectual Property Rights	2	IV	50	50
411TM	Change , Creativity & Innovation	2	IV	50	50
412TM	Seminar on Managing Emerging technologies	2	IV	50	50
413TM	Marketing of High Technology Products	2	IV	50	50

	Subject Elective Courses (Banking and Insurance Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307BIM	Treasury Management	2	III	50	50
308BIM	Practice of Life Insurance	2	III	50	50
309BIM	Retail & Universal Banking	2	III	50	50
310BIM	Practice of General Insurance	2	III	50	50
311BIM	E- Banking	2	III	50	50
312BIM	Financial Inclusion	2	III	50	50
313BIM	Corporate Insurance Management	2	III	50	50
314BIM	Marketing of Financial Services	2	III	50	50
315BIM	Marketing of Insurance Services	2	III	50	50
316BIM	Rural Banking and Micro-finance	2	III	50	50
317BIM	Personal Financial Planning	2	III	50	50
318BIM	Property Insurance	2	III	50	50
405BIM	Advance Technology in Banking & Insurance	2	IV	50	50
406BIM	Practice of Marine Insurance	2	IV	50	50
407BIM	Fire and Consequential Loss Insurance	2	IV	50	50
408BIM	Health Insurance & Medi-claim Insurance	2	IV	50	50
409BIM	Agricultural Insurance	2	IV	50	50
410BIM	Agency Management	2	IV	50	50
411BIM	International Banking	2	IV	50	50
412BIM	Vehicle Insurance	2	IV	50	50
413BIM	Life Insurance Products	2	IV	50	50
414BIM	Commercial Banking and Cooperative Banking	2	IV	50	50
415BIM	Central Banking	2	IV	50	50
416BIM	Innovations in Banking and Insurance Industry	2	IV	50	50

	Subject Elective Courses (Healthcare Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**

307HM	Healthcare System in India – Public and Private	2	III	50	50
308HM	Healthcare System in the US / UK	2	III	50	50
309HM	Healthcare Data Analytics Part - I	2	III	50	50
310HM	Healthcare Operations Part - I	2	III	50	50
311HM	Health Insurance Industry	2	III	50	50
312HM	Healthcare clinical and Non clinical services	2	III	50	50
405HM	Healthcare Organizational Behavior	2	IV	50	50
406HM	Healthcare Organizational Leadership	2	IV	50	50
407HM	Healthcare Operations Part - II	2	IV	50	50
408HM	Healthcare Data Analytics Part - II	2	IV	50	50
409HM	Healthcare Services	2	IV	50	50
410HM	Indian Health Statistics and Information of Health in India	2	IV	50	50

	Subject Elective Courses (Entrepreneurship Development)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307ED	Women Entrepreneurship	2	III	50	50
308ED	Managing Inventory	2	III	50	50
309ED	Planning for Operational Efficiency	2	III	50	50
310ED	Manufacturing Resource Planning	2	III	50	50
311ED	Legal Compliances for Entrepreneurs	2	III	50	50
312ED	Managing Entrepreneurial Profile	2	III	50	50
313ED	Quality Management System	2	III	50	50
314ED	Microfinance	2	III	50	50
315ED	IT for Entrepreneurs	2	III	50	50
316ED	Supply Chain Management	2	III	50	50
317ED	UsingExcel for Business Intelligence	2	III	50	50
318ED	Leadership Skills for Entrepreneurs	2	III	50	50
405ED	Digital Entrepreneurship	2	IV	50	50
406ED	Understanding Logistics for International Business	2	IV	50	50
407ED	Legal Issues inInternationalBusiness	2	IV	50	50
408ED	International Marketing	2	IV	50	50
409ED	Avenues for Entrepreneurs	2	IV	50	50

410ED	IPR Strategies	2	IV	50	50
411ED	Managing for Growth	2	IV	50	50
412ED	Agri-Entreprenuership	2	IV	50	50
413ED	Documentation for International Business	2	IV	50	50
414ED	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415ED	Project Management & Feasibility Analysis	2	IV	50	50
416ED	Corporate Entrepreneurship	2	IV	50	50

	Subject Elective Courses (Services Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307SER	Project Management in Services	2	III	50	50
308SER	Relationship Management in Services	2	III	50	50
309SER	Information Technology Enabled Services Management	2	III	50	50
310SER	Sevice Value Chain Management Lab	2	III	50	50
311SER	Service Technology Lab	2	III	50	50
312SER	Service Leadership Lab	2	III	50	50
405SER	Global Scenario of Services	2	IV	50	50
406SER	Corporate Governance & Legal Framework in Services	2	IV	50	50
407SER	Computer Application in Service Management	2	IV	50	50
408SER	Services 0perations Management	2	IV	50	50
409SER	Service Excellence	2	IV	50	50
410SER	Documentation Management in services	2	IV	50	50

	Subject Elective Courses (Retail Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307RM	Retail Merchandise Management	2	III	50	50
308RM	Warehouse Management	2	III	50	50
309RM	Retail selling skill	2	III	50	50
310RM	IT for Retailing	2	III	50	50
311RM	Food Retail Management	2	III	50	50
312RM	Managing retail store	2	III	50	50
405RM	Retail Logistics Management	2	IV	50	50
406RM	Retail Customer Service	2	IV	50	50
407RM	Retail Pricing	2	IV	50	50
408RM	Retail customer buying behavior and CRM	2	IV	50	50

409RM	Retail promotion	2	IV	50	50
410RM	Retailing Strategy	2	IV	50	50
	Subject Elective Courses (Digital Media Communication Marketing)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307MC	Mass Communication Media and Culture - I	2	III	50	50
308MC	Public Relations – I	2	III	50	50
309MC	Event Management	2	III	50	50
310MC	Communications Theory – I	2	III	50	50
311MC	Media Planning & Buying	2	III	50	50
312MC	Digital Consumer and Digital Branding	2	III	50	50
313MC	Social Media Marketing	2	III	50	50
314MC	Email Marketing	2	III	50	50
315MC	Mobile Marketing	2	III	50	50
405 MC	Mass Communication Media and Culture – II	2	IV	50	50
406 MC	Public Relations – II	2	IV	50	50
407 MC	Global Marketing Communications	2	IV	50	50
408 MC	Communications Theory – II	2	IV	50	50
409 MC	Media and the Laws	2	IV	50	50
410 MC	Digital Analytics for Marketers	2	IV	50	50
411 MC	Data Mining for Marketing Insights	2	IV	50	50
412 MC	Affiliate Marketing	2	IV	50	50
413 MC	Measuring Brand Equity	2	IV	50	50

Course Code	**Subject Elective Courses(Tourism and Hospitality Management**	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307THM	Hospitality and Tourism Laws	2	III	50	50
308 THM	Financial Management for Hospitality Management	2	III	50	50
309 THM	Accounting for Hospitality Management	2	III	50	50

310 THM	Information and Communication Technology for Hospitality	2	III	50	50
311 THM	Services Management	2	III	50	50
312 THM	Accommodation Management	2	III	50	50
313 THM	Facilities and Securities Management	2	III	50	50
314 THM	Culture and Ethics Management	2	III	50	50
405 THM	Hotel Administration Management	2	IV	50	50
406 THM	Data Analytics Lab	2	IV	50	50
407 THM	Economic Analysis for services	2	IV	50	50
408 THM	Event Management	2	IV	50	50
409 THM	Logistics and Supply Chain Management	2	IV	50	50
410 THM	Food and Beverages Management	2	IV	50	50
411 THM	Professional Skills Development Lab	2	IV	50	50
412 THM	Statistics for Hospitality and Tourism	2	IV	50	50

	Subject Elective Courses (Defense Management (DFM))	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 DFM	Legal aspects of Security & Defence Management	2	III	50	50
308 DFM	Defence–Marketing Management I	2	III	50	50
309 DFM	Defence Acquisition Planning Procedure	2	III	50	50
310 DFM	Defence Manpower Management I	2	III	50	50
311 DFM	Defence Information System Management	2	III	50	50
312 DFM	Defence Operation Management	2	III	50	50
313 DFM	Defence Supply Chain Management –I	2	III	50	50
314 DFM	Negotiating in Business & Organisation	2	III	50	50
315 DFM	International Business Economics - I	2	III	50	50
316 DFM	Export Documentation & Procedure	2	III	50	50
317 DFM	Defence mechanism of India	2	III	50	50
405 DFM	Defence – Marketing Management II	2	IV	50	50
406 DFM	Economics of Organisations & Strategy	2	IV	50	50
407 DFM	Defence - Manpower Management II	2	IV	50	50
408 DFM	Defence –Enterprise Resource Planning	2	IV	50	50
409 DFM	Cyber Laws	2	IV	50	50
410 DFM	Defence Quality Management Standards	2	IV	50	50
411 DFM	Defence Supply Chain Management -II	2	IV	50	50
412 DFM	Defence Procurement Procedure	2	IV	50	50
413 DFM	Managing Strategic Innovations - Defence Management	2	IV	50	50
414 DFM	International Business Economics – II	2	IV	50	50
415 DFM	International Law	2	IV	50	50

Note: Each Subject Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects. 50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

Note: Number of Sessions provided in the detailed syllabus in Annexure II for each course are indicative and not prescriptive in nature. They indicate the clock hours allocated for teaching and evaluation/project. However under the CBCS LTP pattern faculty has the liberty to modify the same in the best interest of the learners.

Note:

a) In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation /project sessions. Kindly note that the numbers indicated are indicative and not prescriptive.

b) Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.

ANNEXURE II - Detailed Syllabus

MBA SYLLABUS: SEMESTER I

Semester	I	Specialization	NA
Course code	101	Type	Generic core
Course Title	Course Code 101: Accounting For Business Decisions		

Course Objectives:

1. To understand the basic concepts of financial accounting, cost accounting and management accounting.
2. To know various tools from accounting and cost accounting this would facilitate the decision making.
3. To develop analytical abilities to face the business situations.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Basic Concepts:** Meaning of Business decisions and importance of business decisions. Forms of business organizations, meaning of accounting, basic concepts, terms used in business accounting. Types of accounts, journal, ledger and trial balance. Accounting equations and users of accounting information. Accounting concepts and conventions. Difference between financial, cost accounting and management accounting, Use and applicability of Tally in accounting.	**(Hours: 6+2)**
Unit – 2	**Understanding of Financial Statements:** Meaning of Financial statements. Importance and objectives of financial statements. Preparation of final accounts of sole proprietary firm. Making financial decisions on the basis of financial statements.	**(Hours: 8+2)**
Unit – 3	**Cost Accounting:** Basic concepts of cost accounting. Objectives of Cost Accounting, Classification and analysis of costs, Relevant and irrelevant costs, differential costs, sunk costs, Preparation of Simple Cost sheet.	**(Hours: 6+2)**
Unit – 4	**Cost Control:** Material cost control, Procurement, Pricing of issues, Inventory control techniques, Fixation of various levels, Economic order quantity, material losses, Labour cost control, time keeping and time booking, Overheads, Collection, Classifications, allocation and apportionment of overheads.	**(Hours: 7+2)**
Unit – 5	**Decision making tools:** Marginal costing, Break-even point, Cost Volume Profit analysis, Optimizing product mix, Pricing decisions. Budgeting - Cash and Flexible budgets only, Standard costing – Material and Labour Variances only.	**(Hours: 8+2)**
	Note: 1. Weightage of Theory Questions will be 30% and numerical problems will carry 70% marks in the final question paper. 2. Numerical Problems will be asked on the following topics: Preparation of financial statements of proprietary concerns. Pricing of issues: - FIFO, LIFO, Simple Average & Weighted average methods.	

	Allocation and apportionment of Overheads. Computation BEP and related areas. Optimizing product mix. Make or buy decisions. Cash and Flexible budgets Computation of Material and Labour variances.	

Learning Resources:		
1	Text Books	Management Accounting – Dr. Mahesh Kulkarni Accounting For Business Decisions by Dr. E B Khedkar and Dr. D B Bharati
2	Reference Books	• Financial Accounting for Management: Shankarnarayanan/ Ramanath-CENGAGE Learning • Financial Cost and Management Accounting - P Periasamy • Management Accounting - Madhu Vij • Fundamentals of Management Accounting – H. V Jhamb • Cost and Management Accounting – M N Arora • Financial Accounting for Managers – Mr. Sanjay Dhmija, Pearson Publications • Management Accounting – Mr. Anthony Atkinson, Robert Kaplan, Pearson • Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill • Financial Accounting part I – Mr. S. N. Maheshwari • Accounting For Management-Jawarhar Lal • Accounting – Shukla Grewal
3	Supplementary Reading Material	Management Accounting - Mr. Ravi Kishore Accounting for Managers – Dearden and Bhattacharya
4	Websites	Institute of Cost Accountants, Institute of Chartered Accountants
5	Journals	Indian Journal of Finance

Semester	I	Specialization	NA
Course Code	102	Type	Generic - Core
Course Title	Economic Analysis for Business Decisions		

Course Objectives:	
1	To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
2	To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
3	To develop economic way of thinking in dealing with practical business problems and challenges.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basic Concepts of Economics:** Introduction to Economics , Basic Economic Problem, Circular Flow of Economic Activity , Nature of the firm - rationale, objective of maximizing firm value as present value of all future profits, maximizing, satisficing, optimizing, principal agent problem, Accounting Profit and Economic Profit , Role of profit in Market System , Adam Smith and Invisible Hand.	7 + 2
2	**Demand Analysis and Forecasting:** Determinants of Market Demand at Firm and Industry level – Elasticity of Demand - Market Demand Equation – Use of Multiple Regression for estimating demand – Case study on estimating industry demand (formulating equation and solving with the aid of software expected) **Demand and Supply:** Market Equilibrium – Pricing under perfect competition, monopolistic competition, Case study on pricing under monopolistic competition , Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms.	7 + 2
3	**Cost Concepts:** Cost Concept, Opportunity Cost, Marginal, Incremental and Sunk Costs, Cost Volume Profit Analysis, Breakeven Point, Case Study on marginal costs. **Risk Analysis and Decision Making:** Concept of risk, Expected value	7 + 2

	computation, Risk management through Insurance, diversification, Hedging, Decision Tree Analysis, Case Study on Decision tree Technique.	
4	**Money and Capital Markets in India:** Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments , Reserve Bank of India – Functions , Regulatory Role of RBI w.r.t. Currency, Credit and Balance of Payment, Open Market Operations. Role and Functions of Capital Markets, Composition of Capital market, Stock Exchanges in India, Role of SEBI, understanding of stock market quotations in financial press expected.	7 + 2
5	**Public Finance Infrastructure:** Familiarity with important terms/agencies/approaches/practices related to National Income (such as GDP, PPP, Growth Rate), Foreign Trade (such as GATT, WTO) and union budget (such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan and Non-plan expenditure) is expected. Understanding of Summarized budget for the current financial year is required (knowledge of detailed budget provisions not required).	7 + 2

Learning Resources:		
1	Text Books	Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall Indian Economy by Datt & Sundaram, 61st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi. Managerial Economics and Financial Analysis Raghunatha Reddy et.al. Scitech Publications Manegerial Economics Mithani Himalaya Publications
2	Reference Books	Macro Econ- McGuigan/ Moyar/ Harris- CENGAGE Learning Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics by Varshney and Maheshwari, Sultan Chand and Sons,

		New Delhi. Managerial Economics by Joel Dean, Prentice Hall, USA. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi. Business Economics by Dharmaraj Scitech Publication
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily Business Today Business India Latest Monetary Policy Latest Fiscal Policy
4	Websites	www.rbi.org.in/home.aspx www.macroscan.org www.finmin.nic.in www.indiabudget.nic.in
5	Journals	Economic and Political Weekly

Semester	I	Specialization	NA
Course Code	103	Type	Generic - Core
Course Title	Legal Aspects of Business		

Course Objectives:	
1	To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders.
2	To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Indian Contract Act 1871** Essential elements of valid contract Performance an discharge of contract Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent's authority – revocation and renunciation – rights duties and liabilities of agents and principal –termination of agency.	7 + 2
2	**Sale of Goods Act 1930** Contract of sale of goods – meaning –essentials of contract of sale – formalities of contract of sale Conditions and warranties Transfer of property or ownership Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods	7 + 2

3	**Negotiable Instruments Act, 1881** Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course Negotiation and types of endorsements Dishonour of negotiable instruments - noting and protesting Liability of parties on Negotiable Instruments	7 + 2
4	**The Companies (Amendment) Act, 2015** Definition & meaning of One Person Company, Private Company, Small Company and Dormant Company. Incorporation of a Company and One Person Company, Memorandum of association (MOA), Articles of Association (AOA),Prospectus & Public Offer. Share Capital & Debentures, Acceptance of Deposites, Appointment of Director including Woman Director.	7 + 2
5	**Other Laws:** Consumer Protection Act 1986 – definitions of consumer, consumer dispute-complaint – goods –service – unfair trade practice – consumer dispute redressal agencies Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs	7 + 2

Learning Resources:		
1	Text Books	Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition
2	Reference Books	Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition Business Law, S.S.Gulshan, Excel Books, 4th Edition. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition. Bare Acts Legal Aspects of Business Scitech Publications Kubendran
3	Supplementary Reading Material	Corporate Law Advisor

		LawZ Legal News & views
4	Websites	www.vakilno1.com www.indiankanoon.org www.sebi.gov.in/ www.companylawonline.com www.claonline.in
5	Journals	Management & Labour studies International Labour Review.

Semester	I	Specialization	NA
Course Code	104	Type	Generic - Core
Course Title	Business Research Methods		

Course Objectives:	
1	To understand the concept and process of business research in business environment.
2	To know the use of tools and techniques for exploratory, conclusive and causal research.
3	To understand the concept of measurement in empirical systems.
4	To use statistical techniques for analysis of research data.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1. Foundations of Research:** **1.1 Research:** – Definition, Why study Business Research? What is good research? Decision Support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research. **1.2 Research & the Scientific Method:** Characteristics of scientific method. **1.3 Steps in Research Process** **1.4 Concept of Scientific Enquiry**: - Formulation of Research Problem – Management Question – Research Question – Investigation Question **1.5 Research Proposal**: – Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal)	5 + 1
2	**2. Research Design**: **2.1** Concept, Features of a good research design, Use of a good research design **2.2** Qualitative research and Quantitative research approaches, Comparison - Pros and Cons of both approaches. **2.3 Exploratory Research Design:** Concept, Types: Qualitative techniques - Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. **2.4 Descriptive Research Designs:** Concept, types and uses. Concept of Cross-sectional and Longitudinal Research	7 + 2

	2.5 Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (Elementary conceptual treatment expected) **2.6 Hypothesis:** Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance	
3	**3. Measurement & Data:** **3.1 Concept of Measurement:** what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. **3.2 Attitude Scaling Techniques:**Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **3.3 Types of Data - Secondary Data:** Definition, Sources, Characteristics, Searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency. **3.4 Types of Data - Primary Data:** Definition, Advantages and disadvantages over secondary data, **3.5 Questionnaire Method:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, constraints	7 + 3
4	**4. Sampling:** **4.1 Basic Concepts:** Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **4.2Probability Sample**: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **4.3Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample - Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)	6 + 2
5	**5. Data Analysis & Report Writing:** **5.1 Data Analysis :** Editing, Coding, Univariate analysis - Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median	10 + 2

	and Mode; their relative merits and demerits, **5.2 Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. (Use of MS Excel) **5.3 Bivariate Analysis:** Cross tabulations, Use of percentages, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots, Chi-square test including testing hypothesis of association, association of attributes. (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.) **5.4 Linear Regression Analysis:** Meaning and two lines of regression; relationship between correlation and regression co-efficient (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.) **5.5 Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.) **5.6 Research Reports:** Structure of Research report, Report writing and Presentation. *Note: Extensive use of MS Excel is expected in learning unit no. 5*	

Learning Resources:		
1	Text Books	Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition Research Methodsfor Social Work by Allen, Earl R. Babbie, Cengage, 7thEdition Research Methods in Business Studies: A Practical Guideby Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall Research Methodology- Neerja- Scitech Publication Business Research Methods by Sachdeva Himalaya Publication
2	Reference Books	The Practice of Social Research by Earl R. Babbie, Wadsworth, 13thEdition Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8th Edition Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2ndEdition Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6thEdition Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1stEdition SPSS Handbook by Himalaya Publications
3	Supplementary Reading Material	Business Research Methods by Naval Bajpai, Pearson, 1stEdition
4	Websites	http://www.socialresearchmethods.net http://www.oup.com/uk/orc/bin/9780199202959
5	Journals	The Nature, Social Organization and Promotion of Management Research: Towards Policy by David Tranfield and Ken Starkey, British Journal of Management, Vol. 9, 341–353 (1998) The Case for Qualitative Research by Gareth Morgan & Linda Smircich, Academy of Management Review 1980, Vol. 5, No. 4, 491-500 Beyond the Qualitative Interview: Data Preparation and Transcription by Eleanor Mclellan, Kathleen M. Macqueen & Judith L. Neidig, Field Methods,

		Vol. 15, No. 1, February 2003, 63–84 The Coming of Age for Qualitative Research: Embracing the Diversity of Qualitative Methodsby Bansal, Pratima (Tima); Corley, Kevin. Academy of Management Journal. Apr2011, Vol. 54 Issue 2, p233-237 Social Science Research Methods in Internet Time byKarpf, David. Information, Communication & Society. Jun2012, Vol. 15 Issue 5, p639-661 A Review of Research Methods in Online and Blended Business Education: 2000-2009 by Arbaugh, J. B.; Hwang, Alvin; Pollack, Birgit Leisen., Academy of Management Annual Meeting Proceedings. 2010, p1-6 Research Methods in Economics and Business by Roberts, Harry V. Journal of Marketing Research Aug1964, Vol. 1 Issue 3, p88-90 Counterfactuals and Hypothesis Testing in Political Science Author(s): James D. Fearon, The Johns Hopkins University Press Vol. 43, No. 2 (Jan., 1991), pp. 169-195 Statistical Sampling Techniques and Marketing Research by Cassady Jr., Ralph. Journal of Marketing. Apr 1945, Vol. 9 Issue 4, p317-341 A Study of Selected Opinion Measurement Techniques byKassarjian, Harold H.; Nakanishi, Masao. Journal of Marketing Research, May67, Vol. 4 Issue 2, p148-153

Semester	I	Specialization	NA
Course Code	105	Type	Generic - Core
Course Title	Organizational Behaviour		

Course Objectives:	
1	To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective.
2	To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
3	To reflect upon your own beliefs, assumptions, and behaviors with respect to how individuals, groups, and organizations act in order to expand your options of approaches and increase your own effectiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.	7 + 2
2	**Individual Process And Behavior:** 2.1 **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality & job – fit theory), Personality Tests and their practical applications, **Johari Window** Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes 2.2 **Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). 2.3 **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation	8 + 2
3	**Interpersonal Processes And Behavior, Team And Leadership Development:**	8 + 2

	3.1 **Foundations of Group Behavior:** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development **3.2 Managing Teams:** Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building 3.3 **Leadership:** Concept of Leadership, Styles of Leadership, Trait Approach, Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary issues in leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.	
4	**Organization System:** **4.1Organizational Culture:** Meaning & Definition of Organizational Culture, Creating & Sustaining Organizational Culture, Types of Culture (Strong vs. Weak Culture, Soft vs. Hard Culture & formal vs. Informal Culture) , Creating Positive Organizational Culture, Concept of Workplace Spirituality. **4.2 Stress Management: Work stress:** Meaning of stress, Stressors, Sources of Stress, Tyes of stress, Burnout. Stress Management – Individual & Organizational Strategies	5 + 2
5	**Managing Change :** 5.1 **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. 5.2 **Implementing Organizational Change:** How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight-Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization	7 + 2

Learning Resources:		
1	Text Books	Organizational Behaviour - 2nd Edn. By Hema Balakrishnan Organizational Behaviour by Robins Organizational Behaviour by Nelson & Quick

		Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra Organizational Behaviour by M N Mishra Organizational Behaviour by K Ashwathappa
2	Reference Books	Understanding OB by Uday Pareek Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar Human Resource Management-Nkomo- CENGAGE Learning
3	Supplementary Reading Material	Contemporary Leadership Theories: Enhancing the Understanding of the complexity, subjectivity and dynamic of leadership by Ingo Winkler Organizational Performance in a Nutshell by Daniel M. Wentland
4	Websites	http://papers.ssrn.com http://www.nwlink.com/~donclark/leader/leadob.html
5	Journals	Organizational Behavior and Human Decision processes Journal of Organizational Behavior Journal of Human Values International Studies of Management & Organization

Semester	I	Specialization	NA
Course Code	106	Type	Generic - Core
Course Title	Basics of Marketing		

Course Objectives:	
1	To introduce marketing as a business function and a philosophy
2	To emphasize importance of understanding external environment in marketing decision making
3	To expose students to a systematic frame work of marketing &implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizationalbuyers.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Marketing:** **1.1 Definition & Functions of Marketing:** Scope of Marketing, Core concepts of marketing such as Need, Want, Demand, Customer Value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer Loyalty, Marketing v/s Market **1.2 Markets:** Definition of Market, Competition, Key customer markets, Marketplaces, Market spaces, Metamarkets **1.3 Company Orientation towards Market Place:** Product, Production, Sales, Marketing, Societal, Transactional, Relational,Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia. **1.4 Introduction to the Concept of Marketing Mix:** Origin & Concept of Marketing Mix and Definitions of 7Ps.People, Processes & Physical Evidence **1.5 New Marketing Realities:** Major Societal Forces, New Consumer Capabilities & New Company Capabilities.	10 + 2
2	**Consumer Behavior:** **2.1** Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, **2.2** Five steps buyer decision process	6 + 2
3	**Marketing Environment:** **3.1 Concept of Environment:** Macro and Micro, Need for analyzing the Marketing Environment **3.2 Macro Environment:** Analyzing the Economic, Socio-cultural,	6 + 2

	Demographic, Political – Legal - Regulatory, Technical, Environmental environments. **3.3** Linkage of Marketing Function with all functions in the organization**.** **3.4** Concept of Market Potential & Market Share	
4	**Segmentation, Target Marketing & Positioning:** **4.1 Marketing as Value Delivery Process:** Traditional & modern approaches **4.2 Segmentation:** Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation. **4.3 Levels of Market Segmentation:** Segment Marketing, Niche Marketing, Local Marketing, Mass Marketing. **4.4 Target Market :** Concept of Target Market and criteria for selection of target market **4.5 Positioning:** Concept of Differentiation &Positioning, Introduction to the concepts of Value Proposition & USP.	8 + 2
5	**Product – The First Element of Marketing Mix:** **5.1 Product :**Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services **5.2Product Levels:** The customer value hierarchy **5.3 Product Mix:** Width, Depth, Consistency & Product line.	5 + 2

Learning Resources:		
1	Text Books	Marketing Management - Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13thEdition Marketing Management, Rajan Saxena, TMGH, 4th Edition Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning 2012
2	Reference Books	Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, MKTG- CENGAGE Learning- Lamb/Hair/Sharma Ehasan Haque, Pearson, 13thEdition Marketing Management- Text and Cases, Tapan K Panda, 2nd Edition, Excel

		Marketing Management, Ramaswamy & Namakumari, Macmillan, 4th Edition. Marketing Management Karurakaran Himalaya
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	I	Specialization	NA
Course Code	107	Type	Generic – Elective
Course Title	Management Fundamentals		

Course Objectives:	
1	To explain the various concepts of management
2	To make the students understand the contemporary management practices
3	To highlight professional challenges that managers face in various organization
4	To enable the students to appreciate the emerging ideas and practices in the field of management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Principles of Management:** **1.1 Basic Concepts:** Definition of Management, Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahlad **1.2 Approaches to Management:** Scientific Approach, Systems Approach and Contingency Approach. **1.3 Managerial Competencies:** Communication, team work, planning and administrative, strategic and global competencies;	6 + 1
2	**2.1 Organization:** Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of common delegation, span of management, Organization Structure - bases for departmentation. **2.2 Organizational Culture:** Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.	6 + 1
3	**3.1 Planning:** Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises. **3.2 Decision Making:** Risk and Uncertainty, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity.	5 + 1
4	**4.1 Controlling:** Process, Standards and Bench Marking - Co-ordination-Principles of Co-ordination-Inter-dependence.	4 + 1

5	**5.1 Challenges in Management:** Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT.	4 + 1

Learning Resources:		
1	Text Books	Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi. Management by Koontz and Wechrich, TMGH Management by Stoner, et. al., Prentice Hall of India, New Delhi.
2	Reference Books	Management by Hellregel, Cengage Learning, Bombay Management by Robbins & Coulter, Prentice Hall of Hall of India, New Delhi. Management - Text & Cases by Satya Raju, PHI, New Delhi. Management by Richard L. Draft, Cengage South-Western
3	Supplementary Reading Material	The Frontiers of Management by Peter Drucker, Harvard Business Review Press. The Definitive Drucker by Elizabeth Haas Edersheim, TMGH. Technology, Management and Society by Peter Drucker, Harvard Business Review Press. The Drucker Lectures: Essential Lessons on Management, Society and Economy Edited by Rick Wartzman, TMGH.
4	Websites	http://www.druckerinstitute.com/link/about-peter-drucker/
5	Journals	The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov2003, Vol. 81 Issue 11

Semester	I	Specialization	NA
Course Code	108	Type	Generic - Elective
Course Title	Business Communication Lab		

Course Objectives:	
1	To acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2	To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3	To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Managerial Communication:** Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback. **1.2 Principles of Nonverbal Communication**: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. **1.3 Group communication:** Meetings, group discussions. **1.4 Other Aspects of Communication:** Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.	3 + 7
2	**Managerial Writing:** Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV , job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes	2 + 5
3	**Effective Presentations:** Principles of Effective Presentations, Principles governing the use of audiovisual media.	1 + 1
4	**Interview Skills:** Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews,	2 + 3

	web /video conferencing, tele-meeting.	
5	**Report Writing:** Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.	2 + 4

Note:
The emphasis of the entire subject should be on practical aspects.

Learning Resources:		
1	Text Books	• Essentials of Business Communication by Rajendra Pal & J.S. Korlahalli, Sultan Chand & Sons, 8th Edition • Business Communication by Meenakshi Raman & Prakash Singh, Oxford, 2006 • Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH , New Delhi. • The Essence of Effective Communications by Ludlow, R. & Panton, F. , Prentice Hall of India Pvt. Ltd.
2	Reference Books	Communication by C. S. Rayadu, HPH, 8th Revised Edition, 2007 Business Correspondence & Report Writing by R. C. Sharma & Krishna Mohan, Tata McGraw Hill, 4th Edition, 2011 Developing Communication Skills by Macmillan, 2nd Edition Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition
3	Supplementary Reading Material	Business Communication - Harvard Business Essentials Series, HBS Press Effective Communication by Adair, J. , Pan Macmillan Excellence in Business Communication by Thill, J. V. & Bovee, G. L, McGraw Hill, New York. Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.
4	Websites	www.businesscommunicationskills.com www.kcitraining.com www.mindtools.com www.businesstrainingworks.com

		www.businesscmmunication.org
5	Journals	Journal of Business Communication

Semester	I	Specialization	NA
Course Code	109	Type	Generic - Elective
Course Title	MS Excel and Advanced Excel Lab		

Course Objectives:	
1	To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
2	To provide students hands on experience on MS Excel Utilities
3	To gain proficiency in creating solutions for Data Management and Reporting

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Understanding Excel's Files, Ribbon and Shortcut:**Create a workbook , Enter data in a worksheet , Format a worksheet , Format numbers in a worksheet , Create an Excel table , Filter data by using an AutoFilter , Sort data by using an AutoFilter	1
	1.2 Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts	1
	1.3 Working with Cells and Ranges: Formatting Cells, Name Manager	1
	1.4 Visualizing Data Using Conditional Formatting: Apply conditional formatting	1
	1.5 Printing Your Work: Print a worksheet , Using Print Preview & Other Utilities	1
	Lab based Evaluation	1
2	**2.1 Working with Dates and Times & Text:** Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column	1
	2.2 Creating Formulas That Count, Sum, Subtotal: Create a formula, Use a function in a formula	2
	2.3 Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index	2
	Lab based Evaluation	1
3	**3.1 Creating Formulas for Financial Applications:** Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations,	3

	Depreciation calculations	
	3.2 Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics, Using Insert Tab Utilities	2
	Lab based Evaluation	1
4	**4.1 Using Custom Number Formats:**Right click, Format Cells window	1
	4.2 Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab	1
	4.3 Protecting Your Work: Using Review Tab Utilities	1
	4.4 Performing Spreadsheet What-If Analysis: Create a macro, Activate and use an add-in	2
	Lab based Evaluation	1
5	**5.1 Analyzing Data with the Analysis Tool Pak:**Anova,Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test	2
	5.2 Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analysing Data with Pivot Tables, Producing Report with a Pivot Table	3
	Lab based Evaluation	1

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010 Edition
2	Reference Books	Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
3	Supplementary Reading Material	www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf www.microagecs.com/apps/training/courseware/excel.pdf

		www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
4	Websites	http://office.microsoft.com/en-us/ http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx http://office.microsoft.com/en-us/excel/ http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx http://www.baycongroup.com/el0.htm http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm http://www.computerhope.com/shortcut/excel.htm http://www.techonthenet.com/excel/formulas/ http://www.functionx.com/excel/ http://people.usd.edu/~bwjames/tut/excel/ http://spreadsheets.about.com/od/excelfunctions/Using_Excel_Functions_in_Spreadsheets.htm http://www.computergaga.com/excel/functions/
5	Journals	http://www.elijournals.com/products/showproduct.asp?prodID=24&catID=1 http://www.spyjournal.biz/views/excel

Semester	I	Specialization	NA
Course Code	110	Type	Generic - Elective
Course Title	Selling and Negotiating SkillsLab		

Course Objectives:	
1	To imbibe in the students, critical sales competencies that drives buying decisions.
2	To give insights into how to boost individual and organizational productivity through effective sales lead management.
3	To introduce basic theoretical principles and practical steps in the negotiating process.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Nature &Role of Selling: Importance** ofSelling**.** Role in the context of organization – survival and growth. **Types of Selling :** Differences in selling situations, New business versus service selling, Newton's classification of sales types, McMurry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.	3 + 1
2	**Attributes of a Good Salesperson:** Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; Communication skills, Persuasive skills. *(To be supplemented by live exercises on personal selling)*	4 + 1
3	**Personal Selling Skills :** The opening - Need & problem identification - The presentation & demonstration - Dealing with objections – Negotiations - Closing the sale - Follow up *(To be supplemented by live exercises on personal selling)*	7 + 1
4	**Negotiation Skills:** Goal, Collaborative / Win –Win not compromise, Pyramid of success: Power, Time, and Information. Opponent : Visceral or Idea, *(To be supplemented by live exercises on personal selling)*	7 + 1
5	**Different Phases of Negotiation:** Pre-negotiation – opening – information sharing – problem solving – agreement. Breakdown in negotiation – barriers that create impasse – overcoming barriers – people problem – mediation – arbitration – ethics.	4 + 1

Learning Resources:		
1	Text Books	Selling & Sales Management by Geoffrey Lancaster & David Jobber, Macmillan India Ltd. Negotiation: Communication for diverse settings by Michael L Spangle and Myra Isenhart, Sage South Asia Edition. The Sales Bible: The Ultimate Sales Resource by Jeffrey Gitomer, Wiley India.
2	Reference Books	Sales Management by Bill Donaldson, Palgrave Publications You can negotiate anything by Herb Cohen Managing Sales Leads by Crocker and Obermayer, American Marketing Association
3	Supplementary Reading Material	How to win friends and influence People – Dale Carnegie The Art of Closing the Sale by Brian Tracy, Pearson Education.
4	Websites	www.professionalsalestips.com www.eyeonsales.com www.semi.org www.salescareersonline.com
5	Journals	Journal of Personal Selling & Sales Management Sales and Marketing by Nielsen Business Media

Semester	I	Specialization	NA
Course Code	111	Type	Generic - Elective
Course Title	Business Government and Society		

Course Objectives:	
1	To provide insights to the students about the Business – Government relations
2	To help students understand the Government's role in the regulatory domain.
3	To assist students in appreciating the social aspects of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Roles of Business, Government, and Society:** Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment ,The Constitutional environment , Macroeconomic crises: explaining the experiences around the world.	5 + 1
2	**Poverty, Inequality and Economic Growth:** Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth	5 + 1
3	**Public Private Partnerships:** The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.	5 + 1
4	**Multinational Corporations:** Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. **Business in a Global Environment:** Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities.	5 + 1
5	**Changing Workplace:** Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.	5 + 1

Learning Resources:		
1	Text Books	Business, Government and Society: A Managerial Perspective byJohn Steiner, George Steiner, Tata McGraw Hill Business, Government, and Society by Douglas E. Greer, Prentice Hall , 3rd Edition
2	Reference Books	Business and Its Environment by David P., International Edition, 7th Edition
3	Supplementary Reading Material	Milton Friedman "The Social Responsibility of Business is to Increase its Profits", New York Times Magazine, September 13, 1970. Economic Times Daily Business Standard Daily
4	Websites	www.epw.in www.business.gov.in
5	Journals	Economic and Political Weekly Corporate Governance Academy of Management Journal Harvard Business Review

Semester	I	Specialization	NA
Course Code	112	Type	Generic - Elective
Course Title	Leadership Lab		

Course Objectives:	
1	To give students understanding of good Leadership Behaviours and gaining insight into their Patterns, Beliefs and Attitude
2	To give students hands on experience in Empowering, Motivating and Inspiring Others and Leading by Example

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Students identify 12 Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class	6
2	With the help of games and activities bring out observations on Leadership qualities and traits. The games and activities shall focus on students; Developing leadership skills Raising awareness of group and people skills Developing empowering style of leadership Compile reflections of the students on Leadership qualities such as ; Enthusiasm, Integrity, Toughness, Fairness, Warmth, Humility, Confidence&Fostering Collaboration, Managing Conflict, Using Diversity, Risking Innovation etc.	20
3	Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.	5

Learning Resources:		
1	Text Books	Leadership Development Activities, John Adair, 2nd Edition Jaico Publication Leadership Games, Stephen S Kogan, Response Books
2	Reference Books	Mastering Leadership, 2nd Edition, Michael Williams, Viva Books Positive Leadership, Mike Pegg, Management Books 2000 Cases in Leadership, W Glenn Rowe, Sage Publications Introducing Leadership, David Pardey, Butterworth-Heinemann Leading Change, John P Kotter, HBP Leadership Research Findings, Practice & Skills, Andrew J DuBrin, BIZTantra Leadership Project & Human Capital Management, John McManus, Butterworth-Heinemann Innovative Leader, Paul Sloane, Kogan Page Leadership Coaching, Edited By Jonathan Passmore, Kogan Page EQ & Leadership, P T Joseph,SJ TMG Making Sense of Leadership, Esther Cameron & Mike Green, Kogan Page Case Studies on Leadership, Edited By Menaka Rao & Sanghamitra Bhattacharya, ICFAI Books
3	Supplementary Reading Material	The New Leaders, Daniel Goleman, Sphere Publications The DNA of Leadership, Judith E Glaser, Platinum Press The New Art of the Leader, William A Cohen, Viva Books Strategic Leadership, John Adair, Kogan Page Authentic Leadership, Warren Bennis, Wiley India Pvt. Ltd. Leadership in the Era of Economic Uncertainty, Ram Charan, TMGH 21Leaders for the 21st Century, Fons Trompenaars & Charles Hampden – Turner, TMGH
4	Websites	http://www.nsba.org/sbot/toolkit/LeadQual.html http://psychology.about.com/od/leadership/a/leadstyles.htm http://en.wikipedia.org/wiki/Leadership_styles http://psychology.about.com/od/leadership/p/leadtheories.htm

		http://en.wikipedia.org/wiki/Leadership http://www.inspirational-quotes.info/leadership.html http://www.savingfreak.com/funny-leadership-quotes/ http://wiki.answers.com/Q/What_are_the_biggest_problems_facing_the_world_in_21st_century http://smallbusiness.chron.com/leadership-problems-business-2977.html http://www.jimclemmer.com/management-vs.-leadership.php http://www.management-issues.com/2006/5/25/opinion/the-difference-between-management-leadership.asp http://www.businessballs.com/leadership.htm
5	Journals	www.ppc.sas.upenn.edu/leadershipreadingsschachar.pdf www.oxfordleadership.com/journal/vol1_issue2/brown_hurley.pdf www.ccl.org/leadership/pdf/research/cclLeadershipDevelopment.pdf www.innovation.cc/scholarly-style/fairholm3.pdf www.fhsu.edu/jole/issues/JOLE_3_3.pdf www.valuesbasedleadershipjournal.com/assets/docs/Vol1Issue2.pdf www.leadershipeducators.org/.../JOLE_10_1_Winter_2011.pdf www.leadershipeducators.org/Resources/Documents/.../JOLE_9_1.pdf www.eastwestcenter.org/download/3492/.../transformations00103.pdf www.regent.edu/jsl www.alliedacademies.org/public/journals/journaldetails.aspx?jid=5 http://jlo.sagepub.com/content/by/year

Semester	I	Specialization	NA
Course Code	113	Type	Generic - Elective
Course Title	**Personality Development Lab**		

Course Objectives:	
1	To develop an orientation towards business etiquettes and the proper etiquette practices for different business scenarios.
2	To learn the etiquette requirements for meetings, entertaining, telephone, and Internet business interaction scenarios.
3	To minimize nervousness while in social situations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Personality:** Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication Through Sensory Specific Language. **Business Style and Professional Image:** Dress Codes, Guidelines for Appropriate Business Attire - Differentiate among the dressy casual, semi-formal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.	5 + 1
2	**Impression Management:** Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits , The Social Context: Norms and Roles , The Target's Values, Actions; The Environment; Success; Changing from the Outside-in , Current Social Image , Instrumental Complementarity , The Private Self , Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies.	5 + 1
3	**Assertiveness Training:** Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Put-downs, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others. **Interpersonal Relations :** Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position	5 + 1

4	**Business Etiquette:** The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words **Making Introductions and Greeting People:** Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals **Meeting and Board Room Protocol:** Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting - For the Chairperson, For Attendees, For Presenters **Multi-cultural Etiquette:** Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette	5 + 1
5	**Stress Management:** Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress **Conflict Management:** Introduction to Conflict, Causes of Conflict, Management Managing Conflict **Time Management:** Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management.	5 + 1

Note:
The entire course must be taught using a hands-on approach.

Learning Resources:		
1	Text Books	Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition Basic Managerial Skills for All by E. H. McGrath, S. J., PHI Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.
2	Reference Books	Business Etiquette by David Robinson, Kogan Page Develop your Assertiveness by Sue Bishop, Kogan Page
3	Supplementary	How to deal with Stress by Stephen Palmer & Cary Cooper, Kogan Page India

	Reading Material	Pvt. Ltd., South Asian Edition Successful Time Management by Patrick Forsyth, Kogan Page How to manage meetings by Alan Barker, Kogan Page
4	Websites	www.mindtools.com www.e-learningcenter.com www.stevepavlina.com www.personalitydevelopment-leidenuniversity.in
5	Journals	Leadership Excellence

Semester	I	Specialization	NA
Course Code	114	Type	Generic - Elective
Course Title	Foreign Language – I Lab		

Course Objectives:	
1	To provide the student with a Foreign Language Skill to manage basic oral and written communication.
2	To build a basic vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Salutations:** 1. To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 2. To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. 3. Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year.	2 + 4
2	**Conversation Skills**: 1. To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. 2. To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. Introduction to letter writing and email writing. 3. To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.)	2 + 4
3	**Geographical Description**: 1. Country, location on the world map, borders and neighboring countries, ports and industrial towns. 2. Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc.	2 + 4

4	**Business:** 1. Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity 2. To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail. 3. To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. 4. Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine… equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit.	2 + 4
5	**Practical Assignments on Unit I to IV**.	6

Note:
Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE The emphasis of the course shall be on practical aspects.

Learning Resources:		
1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	I	Specialization	NA
Course Code	115	Type	Generic - Elective
Course Title	Enterprise Analysis - Desk Research		

Course Objectives:	
1	To acquaint students with basic aspects of an Enterprise.
2	To guide the students in analyzing an Enterprise w.r.t a set of basic parameters.
3	To help the students assimilate basic jargon and its meaning w.r.t. Enterprise Analysis.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise History & Background:** Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy -Values, Name of the Chairman, CEO, MD, Members of Board of Directors, CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.	2 + 4
2	**Organization :** Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc.	2 + 4
3	**Markets:** Major Customers, customer segments,Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo,	2 + 4
4	**Financials:** Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.	2 + 4
5	**Governance:** Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Awards won if any.	6

Note:
Students should work in groups of 3 to 5 each under the guidance of a faculty.Students shall study various aspects of any TWO corporate entities (companies) of their choice.Focus shall be on analyzing

the information collected and gaining insights.Students shall submit a structured detailed report. The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria: Report – 20 Marks , Presentation – 15 Marks, Question & Answer – 15 Marks

Learning Resources:		
1	Text Books	Students shall use secondary data sources such as –
2	Reference Books	Annual Reports,
3	Supplementary Reading Material	Corporate Websites, Stock Market Websites,
4	Websites	Business Newspapers, etc.
5	Journals	to collect maximum information – facts and figures about the enterprise and its functioning

MBA SYLLABUS: SEMESTER II

Semester	II	Specialization	NA
Course Code	201	Type	Generic - Core
Course Title	Marketing Management		

Course Objectives:	
1	To introduce the concept of Marketing Mix as a framework for Marketing Decision making.
2	To emphasize the need, importance and process of Marketing Planning and Control.
3	To sensitize the students to the dynamic nature of Marketing Function.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**New Product Development & Product Life Cycle:** **1.1 New Product Development :**Need for new product development, Booz Allen &Hamilton Classification Scheme for New Products **1.2 New Product Development Process:** Idea Generation to commercialization. **1.3 Branding:** Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements. **1.4 Packaging & Labeling:** Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages **1.5 Product Life Cycle:** Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.	7 + 2
2	**Price:** **2.1Pricing Basics:** Meaning, Importance and Factors influencing pricing decisions **2.2Setting the Price:** Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price. **2.3Adapting the Price:** Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, **2.4Price Change:** Initiating & responding to price changes.	6 + 2
3	**Place:** **3.1 The Role of Marketing Channels:** Channel functions & flows, channel	6 + 2

	levels. **3.2 Channel Design Decisions:** Analyzing customers' desired service output levels, establishing objectives &constraints, Identifying & evaluating major channel alternatives **3.3 Channel Options:** Introduction to Wholesaling, Retailing, Franchising, Direct marketing , E- Commerce Marketing Practices **3.4 Market Logistics Decisions:** Order processing, Warehousing, Inventory, and Transportation.	
4	**Promotion:** **4.1Introduction:** The role of marketing communications in marketing effort. **4.2Communication Mix Elements:** Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC) **4.3Developing Effective Communication:** Identifying target audience, determining communication objectives, designing the communications, selecting communication channels **4.4Deciding Marketing Communications Mix:** Factors in setting marketing communication mix, measuring communication results	10 + 2
5	**Marketing Planning & Control:** **5.1Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans- Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. **5.2 Marketing Evaluation & Control:** Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit.	6 + 2

Learning Resources:		
1	Text Books	Marketing Management by Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13thEdition Marketing Management by Rajan Saxena, TMGH, 4th Edition Marketing Management by Dr D B Bharati & Rohan Dahivale
2	Reference Books	MKTG- CENGAGE Learning- Lamb/Hair/Sharma Principles of Marketing by Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13thEdition

		Marketing Management- Text and Cases, Tapan K Panda, 2nd Edition, Excel Books Marketing Management by Ramaswamy & Namakumari, Macmillan, 4th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard Legends in Marketing by Jagdish N. Sheth
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ ASCI - www.ascionline.org/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	II	Specialization	NA
Course code	202	Type	Generic core
Course Title	Financial Management		

Course Objectives:
1. To understand various concepts related to financial management. 2. To study in detail, various tools and techniques in the area of finance. 3. To develop the analytical skills this would facilitate the decision making in Business situations.

Syllabus

Unit Number	Contents	No. of Sessions
Unit – 1	***Business Finance:*** Introduction of Business Finance: Meaning, Definition of Financial Management, Goals of Financial Management (Profit Maximization and Wealth Maximization), Modern approaches to Financial Management – (Investment Decision, Financing Decision and Dividend Policy Decisions) Finance and other related disciplines, Functions of finance manager, Key strategies of financial management, Financial Planning – Principles and Steps in Financial Planning.	**(Hours: 3+2)**
Unit – 2	***Capital structure:*** Meaning, Factors affecting the capital structure, Different Sources of Finance and its Types, Concept and measurement of cost of capital, measurement of specific costs WACC, Trading on equity and its types.	**(Hours: 8+2)**
Unit – 3	***Techniques of Financial Analysis:*** Meaning , Nature, Objectives, Understanding of financial statements, Schedule VI of Companies Act, Tools of analysis, interpretation and limitations of financial analysis, Fund flow statement (Working capital basis), Understanding Cash flow statement – Difference between Cash flow and Fund flow statement, Ratio analysis (computation and interpretations of ratios)	**(Hours: 8+2)**

Unit – 4	***Capital Budgeting:*** Meaning, Definition and types of evaluating the project on the basis of Traditional Techniques and Modern Techniques (viz. Payback period, Discounted Payback period, NPV, ARR, IRR, PI) Time Value of Money.	**(Hours: 8+2)**
Unit – 5	***Working Capital Management:*** Nature and Scope, Components of working capital, operating cycle, types of working capital, Sources of Working Capital Financing, Factors affecting working capital, estimation of working capital requirement.	**(Hours: 8+2)**
Very Important Instructions for Problems	***Note:*** 1. Theory 30% and Numerical Problems 70%. 2. Numerical Problems will be asked on following topics only – Calculation of Cost of Capital: Specific Costs – Cost of Equity / Preference / retained earnings and Debt, Weighted Average Cost of Capital, Leverages. Problems on Ratio analysis (computation and Interpretations of ratios) Simple problems on Fund flow statement Capital budgeting: Payback period, Discounted Payback Period, NPV, ARR, IRR, PI. Problems on Estimation of Working Capital.	

Learning Resources:		
1	Text Books	Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pandey (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy(Himalaya Publication) Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications) Financial Management by Dr. E. B. Khedkar and Dr. D. B. Bharati
2	Reference Books	Financial ACCT with coursemate-Godwin/Aderman/Sanyal-Cengage Learning Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) Financial Management: Theory & Practice by Brigham Financial Management: Principles & Practice by Lasher

		Financial Management by Sudarshan Reddy
3	Supplementary Reading Material	Fundamentals of Financial Management by Brigham and Houston (Cengage Learning)
4	Websites	NSE, BSE
5	Journals	Indian Journal of Finance

Semester	II	Specialization	NA
Course Code	203	Type	Generic - Core
Course Title	Human Resource Management		

Course Objectives:	
1	To understand the role of HRM in an organization
2	To learn to gain competitive advantage through people
3	To learn to study and design HRM system

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to HRM & Framework** - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices, SHRM, Nature of SHRM, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies, SHRM Model - The Integrated system model, Devanna et. al - strategic human resource management “matching model”.	2+2

2	**HR Procurement:** **2.1 Human Resource Planning** - Job Analysis, Job Design: Writing job description, introduction, and factors affecting job design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. The need of man power planning , What is Human Resource Planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory.(Supply Forecasting) **2.2 Recruitment & Selection** - Strategic approach to recruitment, Labour markets and recruitment, Recruiting and diversity considerations, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external, Introduction to selection process, Selection procedure. **2.3 Career Planning**: Succession Planning.	7+2
3	**Training and Development -** Employee Training and Development Nature of training, Training process, Training needs assessment, Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs.	7+2
4	**Employee Appraisal & Compensation -** Performance- Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Performance Appraisal Methods**, Compensation**- concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives.	11+2
5	**Managing Employee Relations -** Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Industrial Relations & Disputes, Grievance Procedure, Termination, Resignation, downsizing, Lay off Retirement, Organizational Exit.	8+2

Learning Resources:		
1	Text Books	Human Resource Management by Narayanappa ,Scitech Publication Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India,2008, 3rd Edition Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4thEdition
2	Reference Books	HR Cengage Learning-DeNisi/Graffin/Sarkar

		Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House HRM Ethics &Employment Ashly Pinnnington, Rob Macklin, Tom Campbell, 2nd Edition Human Resources Management by Gary Dessler Managing Human Resources by R.S. Dwiwedi Human Resources Management by V.P.Michael Human Resources Management by Mirza& Zaiyadin Human Resources Management by L.M.Prasad Human Resources Management by Ashwathappa Managing Human Resources by Arun Monappa
3	Supplementary Reading Material	Case studies in Human Asset Management, Vol. I by Doris John, ICFAI Books, 1st Edition HRM in Organizations by Izabela Robinson, Jaico Publishing House, 1st Edition Armstrong's Essential Human Resource Management Practice- A guide to people management by Michael Armstrong, Koganpage, 1st Edition Applied Psychology in HRM by Cascio & Aguins, PHI, 6th Edition.
4	Websites	www.shrmindia.org www.peoplematters.com www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources

Semester	II	Specialization	NA
Course Code	204	Type	Generic - Core
Course Title	Decision Science		

Course Objectives:	
1	To understand role of quantitative techniques in managerial decision making.
2	To understand process of decision problem formulation.
3	To understand applications of various quantitative techniques in managerial settings.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction:** Importance of Decision Sciences & Role of quantitative techniques in decision making. **1.2 Assignment Models:** Concept, Flood's Technique/ Hungarian Method, applications including restricted & multiple assignments. **1.3 Transportation Models:** Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI.	9+2
2	**2.1 Linear Programming:** Concept, Formulation & Graphical Solution **2.2 Markov Chains & Simulation Techniques:** Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.	8+2
3	**3.1 Decision Theory:** Concept, Decision under risk (EMV)& uncertainty **3.2 Game Theory:** Concept,2 by 2 zero sum game with dominance, Pure & Mixed Strategy **3.3 Queuing Theory:** Concept, Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO)	6+2
4	**4.1 CPM & PERT:** Concept, Drawing network, identifying critical path **Network Calculations:** Calculating EST, LST, EFT, LFT, Slack & probability of project completion **4.2 Sequencing problems:** Introduction, Problems involving n jobs- 2 machines, n jobs- 3 machines & n jobs-m machines; Comparison of priority sequencing rules.	6+2

5	**5.1 Probability**: Concept, Addition, Conditional Probability theorem based decision making, (Numerical based on functional areas of business expected). **5.2 Probability Distributions:** Normal, Binomial. Interval estimation, standard errors of estimation.	6+2

Learning Resources:		
1	Text Books	Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4th Edition Quantitative techniques & statistics By K L Sehgal Himalaya Publications
2	Reference Books	An introduction to management science: Quantititave approcach for decision making- Cengage Learning-Anderson Introduction to Operations Research by Billey E. Gilett, TMGH Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education. Operations Research by R. Pannerselvam, Prentice Hall India, 2nd Edition.
3	Supplementary Reading Material	Operations Research by Hamdy A. Taha, Pearson Publication
4	Websites	www.orsi.in
5	Journals	International Journal of Operations and Quantitative Management International Journals of Operations Research and Management Science Journal of Operation Management Research Indian Journal of Advanced Operations Management

Semester	II	Specialization	NA
Course Code	205	Type	Generic – Core
Course Title	Operations and Supply Chain Management		

Course Objectives:	
1	To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace
2	To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
3	To develop knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Operations Management (OM):** Definition, Evolution from production to operations management. Manufacturing trends in India, Services as a part of OM, Operations as a key functional area, OM a system perspective, functions of OM, challenges and current priorities of OM. **1.2 Quality:** Definitions, Dimensions of Quality, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Cause effect diagram (Ishikawa Fish Bone Diagram), Basic Concepts of Kaizen, 5S, Quality Circle.	5 + 2
2	**Operations Processes** **2.1 Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems **2.2 Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout **2.3 Service System Design Matrix :**Design of Service Systems, Service Blueprinting	7 + 2
3	**3.1 Production Planning & Control (PPC):** Role and Functions **3.2 Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning **3.3 Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity	8 + 2

	Planning - Overview of MRP, CRP, DRP , MRP II **3.4 Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts	
4	**4.1 Inventory Planning and Control**: Continuous and Intermittent demand System, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety. Implications for Inventory Control Methods. **4.2 Inventory Costs:** Concept and behaviour of ordering cost, carrying cost, shortage cost. **4.3 EOQ:** Basic EOQ Model - EOQ with discounts **4.4 Inventory control:** Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point	8 + 2
5	**5.1 Supply Chain Management:** Definition, Functions of SCM, Evolution from Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion, **5.2 Supply chain integrated framework:** Resource base to end customers- Product/service value flow, market accommodation flow, information flow, cash flow.	7 + 2

Learning Resources:		
1	Text Books	Operations Management Theory & Practice by B.Mahadevan , Pearson, 2nd Edition. Operations Now - Supply Chain Profitability & Performance by Byron J. Finch, McGraw Hill, 3rd Edition. Operations & Supply Chain Management by Dr. D. B. Bharati & Rohan Dahivale Himalaya Publications Production and Operations Management Scitech Publications- Sushanta Tripathy Operations Management- K Shridhara Bhat Himalaya Publications
2	Reference Books	OM-Gaguly- Cengage Learning Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2nd Edition.

		Operations Management by William J. Stevenson, TMGH, 9th Edition. Operations Management by Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education, 8th Edition. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson, 5th Edition. Supply Chain Management - Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education. Production & Operations Management by S N Chary, McGraw Hill, 7th Edition
3	Supplementary Reading Material	Contemporary Logistics by Paul Murphy, Donald Wood, PHI, 9th Edition The Goal by Eliyahu Goldratt
4	Websites	www.apics.org www.supplychainmanagement.in
5	Journals	International Journal of Operations and Quantitative Management Udyog Pragati International Journals of Logistics and Supply Chain Management International Journal of Logistics and Planning Supply Chain Management

Semester	II	Specialization	NA
Course Code	206	Type	Generic – Core
Course Title	Management Information Systems		

Course Objectives:	
1	To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business
2	To learn to use Information Technology to gain competitive advantage in business
3	To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Management Information Systems:** Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage **Information Technology Infrastructure:** Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks	7 + 2
2	**2.1 Data Base Management Systems:** Concept – Relational Model Applications – DBMS Architecture **2.2Systems Engineering Analysis and Design:** Systems Concept - Systems Development Life Cycle - Assessing Enterprise Information requirements – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems *(Only introduction to these tools & techniques)*	7 + 2
3	**Decision Support Systems:** Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence	7 + 2
4	**4.1Digital firm Perspective:** MIS Model for a digital firm – Organization Structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO **4.2Management Issues in MIS:** Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as	7 + 2

	related to IT Services / IT Products	
5	**Applications of MIS** in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.	7 + 2

Note:
Emphasis should be given on management oriented problems and cases as compared totechnical orientation expected from computer science/ computer management students.

Learning Resources:		
1	Text Books	MIS-Bidgoli/Chattopadhyay- Cengage Learning Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH Management Information Systems by Dr. D. B. Bharati & Rohan Dahivale Himalaya Publications Management Information Systems by Jawadekar, TMGH, 4th Edition
2	Reference Books	Management Information Systems by Jaiswal and Mittal, Oxford University Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3	Supplementary Reading Material	Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11th Edition Management Information Systems by Davis and Olson, Tata McGraw Hill
4	Websites	-
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai

Semester	II	Specialization	NA
Course Code	207	Type	Generic – Elective
Course Title	Emotional Intelligence and Managerial Effectiveness Lab		

Course Objectives:	
1	To equip students with individual and group learning methods
2	To understand intelligence and develop emotional competence
3	To develop understanding and competence for personal and managerial effectiveness.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes	5 + 1
2	**Individual &Organizational Learning:** Theories of Learning**,** Learning Processes**,** Kolb's Learning Styles**,** How to create a learning organization	5 + 1
3	**Emotional Intelligence:**Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence	5 + 1
4	**Managerial Effectiveness:** Challenges faced by Organisations& expectations from practicing Managers	5 + 1
5	**Improving Effectiveness:**Understanding Organizational goals, Creativity, Optimising resources, Execution Skills (PDCA Cycle)	5 + 1

Learning Resources:		
1	Text Books	Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch , McGraw-Hill School Education Group
2	Reference Books	Working with Emotional Intelligence - Daniel Goleman Jack Welch on Leadership : Executive Lessons from the Master CEOby John A. Byrne, Jack Welch Crown Publishing Group
3	Supplementary Reading Material	Leadership: The Power of Emotional Intelligence by Daniel Goleman The Brain and Emotional Intelligence: New Insights by Daniel Goleman

		The Emotionally Intelligent Workplace by Daniel Goleman, 2001 Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, 2002 Destructive Emotions: A Scientific Dialogue with the Dalai Lama – 2003 Emotional Intelligence: Key Readings on the Mayer and Salovey Model by John D. Mayer (Editor), Marc A. Brackett (Editor), Peter Salovey (Editor) The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership by David R. Caruso and Peter Salovey Bhagwad Gita As it is by Shree Prabhupada
4	Websites	http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm http://www.dirjournal.com/guides/emotional-intelligence/ http://eqi.org/ http://www.emotionalintelligencecourse.com/eq-blog/ http://www.byronstock.com/emotional-intelligence-blog/ http://completeintelligence.com/blog/just-what-is-emotional-intelligence/
5	Journals	Human Resource Development Quarterly Human Resource Management Review Journal of Applied Social Psychology Journal of Managerial Psychology Journal of Occupational Health Psychology Journal of Organizational Behavior American Psychologist Applied Psychology Current Directions in Psychological Science European Journal of Work and Organizational Psychology Journal of Personality and Individual Differences Personality & Social Psychology Bulletin Research on Emotion in Organization

Semester	II	Specialization	NA
Course Code	208	Type	Generic - Elective
Course Title	Statistical Software Lab		

Course Objectives:	
1	To give an overview of the capabilities of popular statistical software packages.
2	To train students in handling data files and carry out basics statistical analysis.
3	To give hands on experience about basic hypothesis testing using t tests, Chi Square tests and ANOVA.
4	To train students in using advanced tools such as regressions, MDS, Factor Analysis etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 An Overview of Statistical Software: Introduction to SPSS / SAS/ Systat. Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels. **1.2 Managing Data:** Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning.	4 + 1
2	**2.1 Frequencies:** Frequencies, bar charts, histograms, percentiles **2.2 Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure **2.3 Graphs:** Creating and editing graphs and charts	4 + 1
3	**3.1 Bivariate Correlation:** Bivariate Correlation, Partial Correlations and the correlation matrix **3.2 The T-test Procedure:** Independent –samples, paired samples, and one sample tests **3.3 Non Parametric Tests:** ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples,	4 + 1
4	**4.1 One Way ANOVA Procedure:** One way analysis of variance, General Linear model:Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates	5 + 1

5	**5.1 Advanced Tools:** Simple Linear Regression , Multiple regression analysis Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.	8 + 1

Note:
The entire course has to be taught using a hands-on approach. Students should be encouraged to use the 30 day trial version of relevant software package.

Learning Resources:		
1	Text Books	SPSS for Windows – Step by Step, 17.0 Update, by George and Mallery, Pearson, 10th Edition. Research Methodology with SPSS by Rao and Tyagi, Shree Niwas Publications, 2009.
2	Reference Books	Ready, Set, Go! – A student Guide to SPSS for Windows by Pavkov and Pierce, TMGH Edition. Discovering Statistics using SAS by Andy Field & Jerry Miles, Sage Publications, 2010.
3	Supplementary Reading Material	http://www.inc8.jp/ps/T9_Luque_imec.pdf http://www.jstatsoft.org/v49
4	Websites	www.sas.com www.xlstat.com www.stata.com www.ibm.com/software/analytics/spss/
5	Journals	Journal of Statistical Software

Semester	II	Specialization	NA
Course Code	209	Type	Generic - Elective
Course Title	MS Project Lab		

Course Objectives:	
1	To understand basics of project management and learn how to use MS Project 2007 to:
A	Create a New Project
B	Build Tasks
C	Create Resources & Assign Costs
2	To understand use of MS Project 2007 to track Project Progress

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to MS Project 2007 :** Understanding Projects, Managing Projects & Project Management Software, Taking a first look at Project – Starting Project, Entering Information, Changing Views, What's new in Project 2007	2
2	**2.1 Creating a New Project:** Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering tasks, Adding subtasks, Saving Project files, Working with Project Outline – Adjusting tasks in an outline, Copying tasks	3 + 2
3	**3.1 Building Tasks:** Establishing Timing for Tasks, Assigning Task Timing, Using Recurring Tasks, Establishing Constraints and Deadline Dates, Manipulating Gantt Chart to View Timing, Entering Task Notes, Establishing Dependencies Among Tasks, Viewing Dependencies	4 + 2
4	**4.1 Creating Resources & Assigning Costs:** Understanding Resources, Creating Resource List, Modifying Resource Information, Using Resources and Tasks, Handling Unusual Cost Situations **4.2 Understanding Basics of Views:**What is a View?, Examining Indicators, Admiring Views – Calendars, Detail Gantt, Gantt Chart, Leveling Gantt, Tracking Gantt, Multiple baselines Gantt. Resource Allocation **,** Resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up Views, Task Details Form, Task Entry, Task Form, Task Name Form, Task Sheet, Task Usage, Printing Project.	5 + 3
5	**5.1 Tracking Project Progress I:**Understanding the Principles of Tracking, Using Baseline, Changing the Baseline, Viewing Progress with the Tracking Gantt Chart View – Interpretation, Task Variance Table, Task Cost Table, Task	6 + 3

	Work Table, Understanding Tracking Strategies **5.2 Tracking Project Progress II:** Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for Updating, Reviewing Progress.	

Learning Resources:		
1	Text Books	Microsoft Office Project 2007 Bible by Elaine Marmel, Wiley Publishing Inc, 2007
2	Reference Books	-
3	Supplementary Reading Material	PMBOK Guide by PMI
4	Websites	www.pmi.org.in http://www.project-blog.com/
5	Journals	Project Management by Koehler, Brandon. OfficePro. Mar/Apr2012, Vol. 72 Issue 2, p36-37

Semester	II	Specialization	NA
Course Code	210	Type	Generic - Elective
Course Title	Life Skills		

Course Objectives:	
1	To encourage students to develop and use balanced self-determined Behavior.
2	To help students in enhancing self, increasing life satisfaction and Improving relationships with others.
3	To develop new ability to practice new problem solving skills in group and use these skills in personal life.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Definition of Life Skills , Assumptions about Life Skills, Concept of skill in Life Skills, Concept of Skill in Life Skills, Primary goal of Life Skills programme, Life Skills Process model, Group development and group behaviors.	5 + 1
2	Cognition, Meaning , Piaget's theory of Cognitive Development, role of Goal Orientation, Meaning, Big Five personality characteristics, extraversion, Openness to experience, emotional stability, consciousness and agreeableness, Personal knowledge management, meaning, Wright's model, Four domains, Analytical, information, social and learning.	5 + 1
3	Coping, Meaning, Types of coping strategies, 1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy, meaning and definitions, Difference between empathy and sympathy, Anger and distress, Meaning, overcoming.	5 + 1
4	Moral development, Meaning, Interpersonal influences on Moral development, Moral development and social exclusion, Morality and culture, Morality and Intergroup attitudes, moral emotions.	5 + 1
5	Study Skills, Meaning, Types of study skills, Methods based on : Memorization such as rehearsal and role learning Communication Skills e.g. reading, listening, Cues e.g. flashcard training Condensing information, summarizing and use of key words..	5 + 1

	Visual imagery Exam strategies Time management, organization and life style changes.	

Learning Resources:		
1	Text Books	Critical thinking skills : developing effective analysis and argument by Stella Cottrell Academic writing: a handbook for international students by Stephen Bailey Effective Study Skills: Step-by-Step System to Achieve Student Success by Semones
2	Reference Books	Critical thinking and analysis by Mary Deane Developing and applying study skills : writing assignments, dissertations and management reports by Donald Currie Assignment and thesis writing by Jonathan Anderson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	II	Specialization	NA
Course Code	211	Type	Generic - Elective
Course Title	Geopolitics & the World Economic System		

Course Objectives:	
1	To expose students to the relationship between political power and geographic space amidst world economic system.
2	To help students understand various facets of international political economy & national system political economy.
3	To develop abilities to appreciate the interrelationship between the trading system, international financial system and the participants in the changed economic system

Syllabus:

Unit Number	Contents	Number of Sessions
1	**International Political Economy:** Distribution of Wealth and Economic Activities - National Autonomy - Politics of International Regimes - Theory of Hegemonic Stability - Governance of the Global Economy	5 + 1
2	**National Systems of Political Economy:** Differences among National Economies - Market-Oriented Capitalism- Developmental Capitalism- Social Market Capitalism – Comparative Analysis	5 + 1
3	**The Trading System:** Debate over Free Trade – Functions of WTO and GATT - The Uruguay Round and World Trade Organization – Trade Blocs such as SAARC, ASEAN, NAFTA - Threats to Open Trading System	5 + 1
4	**International Monetary System:** The International Financial System - Reform of International Monetary Affairs - Nature of Financial Crises - Controversy over Regulation of International Finance	5 + 1
5	**The State and the Multinationals:** An International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	5 + 1

Learning Resources:		
1	Text Books	Global Political Economy – Robert Gilpin, Princeton University

		PressInternational Economics with MyEconLab by Paul Krugman, Maurice Obstfeld andMarc Melitz, Pearson, Global Edition, 9th Edition
2	Reference Books	Managing World Economic Change: International Political Economy by Robert A. Isaak, Pearson, 3rd Edition,
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Economist – Magazine
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Economic Systems Research.

Semester	II	Specialization	NA
Course Code	212	Type	Generic - Elective
Course Title	Business Systems and Procedures		

Course Objectives:	
1	To understand Business as an integrated system
2	To develop process thinking for developing procedures.
3	To make students aware of various business functions & responsibilities.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Systems and Procedures – Concept and need - Characteristics of a good procedure. Writing a Standard Operating Procedure (SOP)– Procedure Identification - Information Gathering–Interviewing – Analysis – Writing – Implementation – Review- Fine-tuning. Process Mapping Tools – Aid Memoir – Flowchart – Swim Lane Diagrams – Flow Charting Software – Using MS Word and Excel for Flowcharting - Case Studies.	+ 1
2	Understanding accounting procedures for Cash Sales - Credit Sales - Cash Receipts – Donations – Travelling Expenses – Writing off Bad Debts – Sale of Scrap. Principles of Internal Control – Study of Internal Control in Select Procedures such as Recruitment, Payment of Salaries and Wages, Verification of Inventories and Work in Progress, Verification of Fixed Assets and Investments	5 + 1
3	Lean Office – Re-engineering information flow and paper flow – Process Mapping for Current and Future State Map. Digital Office –Overview of Office Automation Systems – Use of technologies such as Bar Coding, RFID, Biometry and Mobile Computing for redesigning office procedures.	5 + 1
4	Study of the following Systems and underlying Procedures. Point of sale (POS) system in an organized retail store, Purchase Order System in a manufacturing organization, Attendance Recording System in a factory, Kitchen Order Ticket (KOT) System in a Restaurant, Just in Time Inventory System in a manufacturing organization.	5 + 1
5	Presentation of individual/group projects in Process Mapping, Improvement and Writing SOP's for an entire range of activities for a segment in a manufacturing/ service organization.	5 + 1

Learning Resources:		
1	Text Books	Business Process Management – A Rigorous Approach by Martyn A Ould ,

		British Computer Society, First South Asia Edition.
2	Reference Books	-
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	II	Specialization	NA
Course Code	213	Type	Generic - Elective
Course Title	Computer Aided Personal Productivity Tools Lab		

Course Objectives:	
1	To give students mastery of MS Office.
2	To enhance personal productivity through advanced features of MS Word, MS Excel & MS PowerPoint
3	To impart skills of using MS Outlook and basic social networking tools.

Syllabus:

1	1.1 Collaboration - Protect your document with passwords, permission, and other restrictions, Save a document to SharePoint from Office 2010, The purpose of IRM and its limitations, Mail Merge	1
	1.2 Tracking changes and comments - Turn track changes on or off, Review tracked changes and comments	1
	1.3 Formatting - Add, change, or delete WordArt, Add or remove text effects, Adjust the spaces between letters, lines or paragraphs, Set the default font, Language, Apply, customize, and save a document theme in Word	1
	1.4 Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index	1
	1.5 Checking Spelling, grammar, and thesaurus	1
	1.6 Managing Headers, footers, and page numbers, Links	
	1.7 Inserting Page breaks and section breaks, Applying Multiple headers, page layouts	1
	1.8 Tables Tools, Illustrations, Equations, Symbols	
2	**POWERPOINT**	6 + 1
	2.1 Working with text & SmartArt graphics - Add alternative text to a shape, picture, chart, table, SmartArt graphic, or other object, Wrap text around an object in PowerPoint 2010, Adjust the indent in a bulleted or numbered list on the ruler, Change the look, position, or function of bulleted or numbered lists in your presentation	1
	2.2 Organizing and formatting slides, Using masters - Understanding a slide master, Create or customize a slide master, Apply one or more slide masters to a presentation	1
	2.3 Working with animation, sounds & Movies - Turn your presentation into a video, Embed or link to a video from your presentation, Set the 'Play' options for a video in your presentation, Trim a video, Compress your media files, Tips for improving audio and video playback and compatibility	1
	2.4 Working with hyperlinks and action buttons	1
	2.5 Reviewing and adding comments - Show markup and add Comments	
	2.6 Creating support materials - Notes and Notes Master, Printing Notes	1
	2.7 Delivering your presentation - Using Presenter's Mode, Optimising Handouts	1

	2.8 Embedding Presentation - Multiple presentations & Slides and files on the slide	
3	**MSEXCEL**	6 + 1
	3.1 Excel Basics Review - Using Keyboard, Importing and Exporting Data (Access, SPSS)	1
	3.2 Excel For Marketing & Statistics - Creating Business Solutions	1
	Excel & HRIS - Database Creation, Analysis & reporting	1
	3.4 Excel for Finance - Analysing Financial Statements e.g. Balance sheet, Ratio Analysis, Using Applications e.g. PROWESS, AceEquity, Creating Excel Dashboard	3
4	MS Outlook	2 + 1
	4.1 MS Outlook - Start using the Outlook Social Connector, Stay up-to-date in the People Pane, Assign a colour category to an e-mail message, Customize the appearance of task lists, Turn the Reading Pane on or off, Introduction to Conversations, Create and add a message signature, Manage messages by using rules, Automate common or repetitive tasks	2
5	Media for Social Connectivity	5 + 1
	5.1 Using Google + & Google Docs	2
	5.2 Using Twitter for networking and Business	1
	5.3 Creating Blogs, Using LinkedIn, and other academics and Business websites. Networking, Surveys, Discussions, Business Information	2

Note:
Emphasis should be on hands on experience. All sessions should be conducted in the IT laboratory.

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb TysonJohn Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlookby Joan Lambert III and Joyce Cox(Apr 8, 2011) Microsoft Word 2010 Step by Stepby Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depth by Faithe Wempen Microsoft Word 2010 Plain & Simple by Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen,

		Lisa A. Bucki Business Analysis with MS Excel by Conard Carlberg, Pearson Education
3	Supplementary Reading Material	http://prezi.com/recyyolzxm3e/how-to-create-a-great-prezi/ http://chandoo.org/wp/excel-dashboards/
4	Websites	http://www.lifeoptimizer.org/2010/07/05/productivity-tools/ http://toshibathrivetabletreview.com/how_tablet_pcs_are_actually_great_productivity_tools http://www.seozap.com/top-10-organizational-content-management-productivity-tools
5	Journals	http://www.inderscience.com/browse/index.php?journalID=177

Semester	II	Specialization	NA
Course Code	214	Type	Generic - Elective
Course Title	Foreign Language – II Lab		

Course Objectives:	
1	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
2	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Listening:** Understand Simple Questions and Instructions. **Reading:** Understand Single Words and Sentences but also Signposts, Signs and Posters. **Speaking:** Provide Short Information about the Job and the Person. **Writing:** Fill in Forms and Provide Information About Name, Address, Nationality etc.	5 + 1
2	**Listening:** Understand Information about the Person and the Work. **Reading**: Understand Simple Letters, Appointments, Invitations and Information in Short Texts. **Speaking:** Answer Simple Questions About One's Working Field. **Writing:** Write Faxes and e-mails	5 + 1
3	**Listening:** Understand Standard Information Related to the Working Field. **Reading:** Understand Standard Letters and Texts about Working Processes and Product Descriptions. **Speaking:** Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone. **Writing:** Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.	5 + 1
4	**Listening:** Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.	5 + 1

	Reading: Understand Reports and Contracts with a Company-related Content. **Speaking:** Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings. **Writing:** Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.	
5	**Grammar**: Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl , genders; mas. /fem. Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense, The idea of auxiliary verb; prepositions; pronouns-subject, interrogative, relative, possessive, emphatic ; adjectives, adverbs	5 + 1

Note:
Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:		
1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

Semester	II	Specialization	NA
Course Code	215	Type	Generic - Elective
Course Title	Industry Analysis - Desk Research		

Course Objectives:	
1	To help the students understand the dynamics of a specific industry.
2	To acquaint students with various issues particular to an industry.
3	To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Industry Analysis – the Basics:** Nature of the Industry, Players in the industry. Nature of competition from an economist's perspective. Market shares of top 3 & bottom 3 players. Possible Classification of players into Leaders, Challengers, Followers, Nichers. Positioning & Differentiation strategies of key players. Branding strategies. Pricing Policies, Cartelization if any and comments thereon. Capacity analysis – total capacity of the industry and break up capacity amongst key players, Planned future capacity additions. Geographical spread of plants/facilities/ capacities (Domestics as well as Global). Demand Supply balance in the industry, Key factors affecting demand. Key supply side constraints. Professional Trade bodies of the Industry. Business Functions carried out Online by the key players. Online presence.	25 + 5
2	**Promoters & Management Ethos:** Backgroundof promoter groups of top 3 and bottom 3 players in the industry.	

	Management ethos and philosophy. Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights. Detailed profile of one distinguished top management personnel each from any two players in the Industry. CSR policy. Corporate Governance Initiatives. Initiatives towards social inclusion. Initiatives towards environment conservation.	
3	**External Environment:** Controlling ministry and / or regulator if any for the Industry Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against irregularities , legal violations if any. Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players. Key National and Global issues affecting the industry. Key initiatives by the Government to promote the industry. Environmental issues.	
4	**Financials:** Profitability, Revenues, Margins of top 3 & bottom 3 players over the last 3 years and trends/changes therein. Sick players if any and their turnaround strategies, if any. Key factors contributing to costs. Ratio analysis of financial data for last 3 years for top 5 and bottom 5 companies in the industry.	
5	**Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein. Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have	

	significant import components. Key Alliances in the past 5 years and their performance & impact on other players in the industry. Mergers & Acquisitions, if any. Technological developments. Labourunrest if any –reasons thereof and impact on the particular player and the industry as a whole. Emerging first generation entrepreneurs, if any, in the industry. Corporate wars & feuds in the industry, if any.	

Note:

Students should work in groups of 3 to 5 each under the guidance of a faculty.

Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.

Focus shall be the comparative and historical analysis across the players in the industry.

Students shall submit a structured detailed report.

The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:

Report – 20 Marks

Presentation – 15 Marks

Question & Answer – 15 Marks

Learning Resources:

1	Text Books	--
2	Reference Books	--
3	Supplementary Reading Material	Annual reports of various companies Economic Times Business Standard

		Business Line Business Today Business India
4	Websites	Websites of various companies Websites of various ministries of the Government of India Websites of various trade bodies Websites of stock exchanges
5	Journals	Economic and Political Weekly

MBA SYLLABUS: SEMESTER III

Semester	III	Specialization	NA
Course Code	301	Type	Generic - Core
Course Title	Strategic Management		

Course Objectives:	
1	To expose participants to various perspectives and concepts in the field of Strategic Management
2	To help participants develop skills for applying these concepts to the solution of business problems
3	To help students master the analytical tools of strategic management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Understanding Strategy**: Concept of strategy, Corporate, Business and Functional Levels of Strategy. **1.2 Introduction to Strategic Management:** Meaning and Characteristics of strategic management, strategic management Vs. operational management. **1.3 Four Phases in Strategic Management Process:** Stakeholders in business and their roles in strategic management. **1.4 Hierarchy of Strategic Intent:** Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). **1.5 Analyzing Company's External Environment:** Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). **Analyzing Industry Environment:** Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.	7 + 2

2	**2.1 Analyzing Company's Internal Environment:** Resource based view of a firm, meaning, types & sources of competitive advantage**,** analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis. **2.2Value Chain Analysis Using Porter's Model:** primary & secondary activities. **2.3Organizational Capability Profile:** Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering. **2.4Portfolio Analysis:** Business Portfolio Analysis - BCG Matrix **–** GE 9 Cell Model.	7 + 2
3	**3.1 Generic Competitive Strategies:** Meaning of generic competitive strategies,Low cost, Differentiation, Focus – when to use which strategy. **3.2Grand Strategies**: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	7 + 2
4	**4.1 Strategy Implementation:** Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework. **4.2Organization Structures for Strategy Implementation:** entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, **4.3Changing Structures & Processes**: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). **4.4Corporate Culture**: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM). **4.5 Strategy Evaluation:** Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.	7 + 2
5	**5.1 Blue Ocean Strategy**: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four	7 + 2

	Action framework. **5.2 Business Models:** Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. **5.3 Sustainability & Strategic Management:** Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.	

Learning Resources:		
1	Text Books	Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition.
2	Reference Books	Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed., Strategic Management by Dr. Yogeshwari L. Giri
3	Supplementary Reading Material	The Essentials, Harvard Business Press, 2011 Edition Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980 Competing for the Future by Gary Hamel & C.K. Prahlad, TMGH. Blue Ocean Strategy by Kim & Mauborgne
4	Websites	http://www.thepalladiumgroup.com http://www.mckinsey.com
	Journals	Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec2005, Vol. 30 Issue 4 Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? byMooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2 The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1

		Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12 From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring88, Issue 2 Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3 What Is Strategy? byPorter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6 The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1 The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1 The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1 Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3 The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4 Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2 Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3

Semester	III	Specialization	NA
Course Code	302	Type	Generic - Core
Course Title	Enterprise Performance Management		

Course Objectives:	
1	To acquaint the students with a perspective of different facets of management of an enterprise
2	To provide inputs with reference to the Investment Decisions along with the techniques for those decisions
3	To inculcate the evaluation parameters of enterprise in terms of expenses, control systems and pricing
4	To develop the knowledge of the concept of auditing and its applicability as performance management tool

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Performance Management:** Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. **1.2Performance Evaluation Parameters:** Financial – Responsibility Accounting –Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numericals Not expected – Interpretation only) Limitations of Financial Measures. **1.3Performance Evaluation Parameters:** Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. **1.4Measuring SBU Level Performance:** Concept, Need, Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing.	7 + 2
2	**2.1 Capital Expenditure Control:** Concept, Need, Process of Capital Budgeting, Types of capital expendituredecisions – pre-sanction, operational and post-sanction control of capital expenditure. **2.2Tools & Techniques of Capital Expenditure Control:** Performance Index, Technical Performance Measurement, Post completion audit.	7 + 2
3	**3.1 Performance Evaluation Parameters for Banks:** Customer Base, NPAs, Deposits, RoI, Financial Inclusion, Spread, Credit Appraisal, Investments. **3.2 Performance Evaluation Parameters for Retail:** ABC analysis, Sell	7 + 2

	Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost.	
4	**4.1 Performance Evaluation Parameters for Projects:** Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action**,** Schedule variance (time overruns), Project Cost Variance (cost overruns). **4.2 Performance Evaluation Parameters for Non-Profit:** Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit..	7 + 2
5	**Audit Function as a Performance Measurement Tool:** Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective).	7 + 2

Learning Resources:		
1	Text Books	Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd., 12th Edition Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication, 7th Edition Retailing Management by Swapna Pradhan, TMGH, 3rd Edition
2	Reference Books	Project Management by K.Nagarajan, New Age International Publications, 2nd Edition Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. Financial Management by Prasanna Chandra, TMGH, 7th edition
3	Supplementary Reading Material	Management Control Systems by R.C. Sekhar, TMGH
4	Websites	-
5	Journals	IUP journal of Business strategy- by ICWFI Enterprise and Society- International journal of business history by Oxford University.

Semester	III	Specialization	NA
Course Code	303	Type	Generic - Core
Course Title	Startup and New Venture Management		

Course Objectives:	
1	To instill a spirit of entrepreneurship among the student participants.
2	To provide an overview of the competences needed to become an entrepreneur
3	To give insights into the Management of Small Family Business

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Concept and Definitions**: Entrepreneur & Entrepreneurship, Entrepreneurship and Economic Development; A Typology of Entrepreneurs; **1.2 Entrepreneurial Competencies:** The Entrepreneur's Role, Task and Personality - Entrepreneurial Skills: creativity, problem solving, decision making, communication, leadership quality; McClelland's N-Ach theory, self – analysis, personal efficacy, culture & values, risk-taking behaviour, technology backup. **1.3 Factor Affecting Entrepreneurial Growth:** Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; **1.4 Traits/Qualities of an Entrepreneurs:** Entrepreneur; Manager Vs. Entrepreneur, The Early Career Dilemmas of an Entrepreneur, Defining Survival and Success , Entrepreneurship as a Style of Management , The Entrepreneurial Venture and the Entrepreneurial Organization. Entrepreneurial Process. **1.5 Steps of entrepreneurial process:** Deciding – Developing – Moving – Managing – Recognizing.	7 + 2
2	**2.1 Opportunity / Identification and Product Selection:** Entrepreneurial Opportunity Search and Identification; **2.2 Product Selection:** Criteria to Select a Product **2.3 Conducting Feasibility Studies:** Project Finalization; Sources of Information. **2.4 Entry strategies:** New product, Franchising, Partial Momentum, Sponsorship and Acquisition. **2.5 Intellectual Property:** Creation and Protection.	+ 2

3	**3.1Small Enterprises and Enterprise Launching Formalities:** Definition of Small Scale; Rationale;Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC fromPollution Board; Machinery and Equipment Selection. **3.2Project Report Preparation:** Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal **-** economic viability and market feasibility, requirements of financial institutions, projected financial statement preparation.	7 + 2
4	**4.1 Role of Support Institutions and Management of Small Business:** Director of Industries; DIC;SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; StateFinancial Corporation SFC; Information : assistance from different organizations in setting up a new venture, technology parks, industrialcorporations, directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Corporation / Board. DGS & DNSIC, export & import, how to apply for assistance – procedure, forms, proceduresfor obtaining contract from Railways, Defence, P & T etc., SIDBI. **4.2 Laws :**Liabilities under the Factories Act, Shops & Establishment Act, Industrial Employment (Standing Orders) Act,Environment Protection Act, Sale of Goods Act, maintenance & submission of statutory records & returns, understanding labour - management relationship.	7 + 2
5	**Case Studies: Diagnostic** case studies of successful / unsuccessful entrepreneurs, key variables explaining success /failures, industrial sickness, industrial reconstruction, technology obsolescence, technology, transfer.	7 + 2

Learning Resources:		
1	Text Books	The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts,

		R.M. Cengage Press. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi. Indian Entrepreneurial Culture by A Gupta, New Age International.
2	Reference Books	Entrepreneurship: New Venture Creation by David H. Holt Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta Project management by K. Nagarajan. Entrepreneurship: Strategies and Resources by Marc J. Dollinger The Culture of Entrepreneurship by Brigitte Berger. Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd Entrepreneurship As Strategy by G. Dale Meyer, Kurt A. Heppard New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay,M.S.Chhikara Entrepreneurship and Small Business Management by Siropolis Lead like an Entrepreneur by Neal Thornberry Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare
3	Supplementary Reading Material	The Creation of Wealth - A Tata Story by R M Lala , IBM Publishing B K Birla : A Rare Legacy, Image Inc. Family Business in India by Sudipta Dutta Innovation and Entrepreneurship by Peter F. Drucker You Too Can Become an Entrepreneur by Nalinaksha Mutsuddi Intraprenuership by Gifford Pinchot III The Entrepreneurial Connection by Gurmeet Naroola Thought Leaders by Steven Brandt. Corporate Entrepreneurship by Vijay Sathe Corporate Entrepreneurship: Entrepreneurial Development Inside

		Organizations by Michael H.Morris, Donald F.Kuratko
4	Websites	www.nenonline.org/ www.tie.org/
5	Journals	Who is an entrepreneur? Is the wrong question, Gartner, W. (1988), American Journal of Small Business, 12(4), 11-32. Becoming an entrepreneur - a question of personality structure?; Hermann B.; Journal of Economic Psychology 18 (1997) Pp. 157 Entrepreneurial Folklore; Brockhaus, Robert H.; Journal of Small Business Management. Milwaukee: Jul 1987. Vol. 25, Issue3; p. 1 Do You Want to Keep Your Customers Forever?, B. J. Pine II, D. Peppers, and M. Rogers (1995), HBR (Reprint No. 95209) The Spirit of Entrepreneurship; Abdnor, James; Journal of Small Business Management. Milwaukee: Jan 1988. Vol. 26, Issue 1; p. 1 Opportunities and Entrepreneurship, Eckhardt, J., & Shane, S. (2003), Journal of Management, 29: 333-349. Why Entrepreneurship? A Worldwide Perspective; Shapero, Albert; Journal of Small Business Management. Milwaukee: Oct 1985. Vol. 23, Issue. 4; p. 1 Creating entrepreneurs in India; Leo Paul Dana; Journal of Small Business Management. Milwaukee: Jan 2000. Vol. 38, Issue. 1; p. 86 Some Empirical Aspects of Entrepreneurship; Evans, David S.; Leighton, Linda S.; American Economic Review, Jun 89, Vol. 79 Issue 3, p519 Survival Chances of Newly Founded Business Organizations; Bruderl, Josef, Preisendorfer, Peter, Ziegler, Rolf. American Sociological Review. Albany: Apr 1992. Vol. 57, Issue. 2; p. 227. A Conceptual Framework for Describing the Phenomenon of New Venture Creation; Gartner, William B.; The Academy of Management Review. Briarcliff Manor: Oct 1985. Vol. 10, Issue. 4; p. 696 Some Thoughts on Business Plans, William A. Sahlman, HBS Note# 897101 The Five Stages of Small Business Growth, Neil C. Churchill, Virginia L. Lewis, HBR # 83301

Semester	III	Specialization	NA
Course Code	304	Type	Generic –Core**[6 Credits]**
Course Title	Summer Internship Project		

Course Objectives:	
1	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2	To provide means to immerse students in actual supervised professional experiences.
3	To give an insight into the working of the real organizations.
4	To gain deeper understanding in specific functional areas.
5	To appreciate the linkages among different functions and departments.
6	To develop perspective about business organizations in their totality.
7	To help the students in exploring career opportunities in their areas of interest.

Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology.

SIP may be a research project – based on primary/ secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

1. Introduction/ Executive Summary.
2. Objectives of the Study.
3. Company/ Organization profile (including Organization Chart).
4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design.
5. Data analysis, Data Interpretation & Hypothesis Testing.
6. Relevant activity charts, tables, graphs, diagrams, etc.
7. Suggestions & Recommendations.
8. Conclusions.
9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
10. Appendix (Questionnaire, Data Sheets etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

- Actual work undertaken by the student
- Student's understanding of the organization and business environment
- Outcome of the project
- Utility of the project to the organization
- Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

MBA SYLLABUS: SEMESTER III
MARKETING MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Marketing
Course Code	305MKT	Type	Subject – Core
Course Title	Contemporary Marketing Research		

Course Objectives:	
1	To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.
2	To design and produce, evaluate a research proposal & understand the quality of research studies.
3	To learn the basic skills to conduct professional marketing research.
4	To understand the applications of business research tools in Marketing decision making.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Marketing Research & Applications of Research Designs:** Meaning & role of Marketing Research, Role of Information in Marketing Decisions, Marketing Research – Sequence of Steps, Meaning & Types of Research Designs – Exploratory, Descriptive & Causal, concept of validity & reliability of a research study. Problem Formulation, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, Preparing & Evaluating Marketing Research proposal. Formulating hypotheses using exploratory research techniques like literature survey, experience survey & analysis of cases. Meaning of Qualitative research & applications of Depth Interviews & Focus Groups in marketing Applications of longitudinal studies in consumer panels, retail shop audit, media audience tracking studies like TRP, brand tracking studies.	6+2
2	**Data Collection – Questionnaires & Scaling:** Designing questionnaires & observation forms for different marketing research situations – study of consumer behavior, advertising copy research, media research like readership surveys, opinion polls, retail surveys to understand market potential, channel behavior, mystery shopping etc. Scale Construction, Specifying domain, generating scale items, Basic Scaling Issues like number of scale points, odd number Vs. even number of options, balanced Vs. unbalanced scale, forced Vs. unforced scale, verbal & pictorial	8+2

	description of response categories. Scale Purification Process, Deleting scale items using correlations with total score, Reliability Testing using Chronbach Alpha, Validity Testing – Face Validity, Content Validity, Construct Validity, Convergent Validity & Discriminant Validity. Applications of Likert, Semantic Differential & Staple Scales for positioning research, brand research, attitudinal studies, customer satisfaction research.	
3	**Experimental Designs & Sampling:** Experimentation in Marketing Research, Basic/ classical designs: before – after, before – after with control group, after only with control group, four groups – six study design. (Applications expected with interpretation of data) Statistical Designs, Randomized Block Design, Latin Square Design, Factorial Design, Applications related to Test Marketing, study of effectiveness of advertising & sales promotional campaigns. Case studies on sampling decisions like defining universe, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods & choice of final sample by using appropriate sampling methods in a step by step manner.	6+2
4	**Data Analysis – I:** Testing hypothesis for one mean, two means, two proportions. (Numerical expected with practical examples) Chi Square Test, Observed & Expected Frequencies, ANOVA – One & Two way (numerical expected with practical examples) Conjoint Analysis, Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected) Factor Analysis, Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (Question on interpretation of output is expected)	7+2
5	**Data Analysis – II:** Cluster Analysis, Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (Question on interpretation of output is expected)	8+2

	Multi- dimensional Scaling & Perceptual Mapping,Conceptual basis, type of data required, key decision- attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (Question on interpretation of output is expected) Discriminant Analysis (Two Group Case), Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (Question on interpretation of output is expected)	

Learning Resources:		
1	Text Books	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Marketing Research by Churchill, Jr, G.A. and D. Iacobucci (2005), South Western: Cengage, 9th Edition. Marketing Research, Zikmund, Babin, Cengage Learning
2	Reference Books	Marketing Research by Boyd, H.P., R. Westfall and S. F. Stasch. (2004), Delhi: A.I.T.B.S., 7th Edition. Marketing Research by Burns, G.A. and D. Bush (2006), South Western: Cengage, 9th Edition. Marketing Research by Green, P.E., Tull, D.S. and G. Albaum (2007), New Delhi: Prentice Hall of India, 5th Edition.
3	Supplementary Reading Material	Marketing Research by Luck, D.J. and R.S. Rubin (2005), New Delhi: Prentice Hall of India, 7th Edition. Marketing Research by Tull, D.S. and D.I. Hawkins (2004), New Delhi: Prentice Hall of India, 6th Edition.
4	Websites	http://www.nielsen.com/in/en.html http://www.ipsos.com/ https://www.globalopinionpanels.com/home www.jdpower.com/ http://www.ncaer.org/ http://www.marketresearch.com/
5	Journals	A Paradigm for developing Better Measures of Marketing Constructs, by Churchill, G. A., Jr. , Journal of Marketing Research, 26 (February) 1979, pp.64-

		73. A Comparison of Multidimensional Scaling Methods for Perceptual Mapping by Bijmolt, Tammo H. A.; Wedel, Michel. Journal of Marketing Research (JMR). May99, Vol. 36 Issue 2, p277-285. A survey of the challenges and pitfalls of cluster analysis application in market segmentation by Tuma, Michael N.; Decker, Reinhold; Scholz, Soren W., International Journal of Market Research. 2011, Vol. 53 Issue 3, p391-414. Improving the Predictive Power of Conjoint Analysis: The Use of Factor Analysis and Cluster Analysis by Hagerty, Michael R., Journal of Marketing Research (JMR). May85, Vol. 22 Issue 2, p168-184. An Examination of the Factors Influencing Consumers' Attitudes Towards Social Media Marketing by Akar, Erkan; Topcu, Birol, Journal of Internet Commerce. Jan-Mar2011, Vol. 10 Issue 1, p35-67. Setting Sales Quotas with Conjoint Analysis by Darmon, René Y., Journal of Marketing Research, Feb1979, Vol. 16 Issue 1, p133-140.

Semester	III	Specialization	Marketing
Course Code	306MKT	Type	Subject - Core
Course Title	Consumer Behaviour		

Course Objectives:	
1	To highlight the importance of understanding consumer behavior in Marketing.
2	To study the environmental and individual influences on consumers
3	To understand consumer behavior in Indian context.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Environmental Influences on Consumer Behaviour** **Basics:**Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing **Culture & Sub- Culture:** Meaning, Characteristics & Relevance to Marketing Decisions **Social Class:** Meaning, Measurement, Effect on Lifestyles **Social Groups:** Meaning & Group Properties & Reference Groups **Family:** Family Life Cycle & Purchasing Decisions **Marketing Mix :**Influence of marketing mix variables	10 + 2
2	**Individual Determinants of Consumer Behavior** **Personality & Self Concept:** Meaning of Personality, Influence on Purchase Decisions **Motivation & Involvement:** Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement **Learning & Memory:** Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall **Attitudes:** Meaning & Characteristics, Strategies for Changing Attitudes, Intensions& Behaviors	9 + 2
3	**Consumer Decision Making Process** **Problem Recognition:** Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information	8 + 2

	Search & Evaluation: Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications Situational Influences on Purchase Decisions **Purchasing Process:** Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns. **Post-purchase Evaluation & Behavior:** Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance.	
4	**Consumer Behavior Models** Howard Sheth Model Engel – Blackwell – Miniard Model	4 + 2
5	**Indian Consumer** Demographic & Socio-economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers.	4 + 2

Learning Resources:		
1	Text Books	Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition Consumer Behaviour, Hawkins, Mothersbaugh, Tata McGraw Hill Consumer Behaviour, Batra, Kazmi, Excel Books
2	Reference Books	Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition Consumer Behaviour by Engel, Blackwell & Miniard Consumer Behavior - An Indian perspective by Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House.

		Why we Buy: The Science of Shopping by Paco Underhill, Simon and Schuster Paperbacks.
3	Supplementary Reading Material	We are like that only by Rama Bijapurkar, Penguin The Marketing White Book, Business World Economic Times, Business Standard, Mint, Business world.(Brand equity & Brand wagon)
4	Websites	http://www.censusindia.gov.in/default.aspx http://www.ncaer.org/ http:// www.consumerpsychologist.com
5	Journals	The Disciplinary Status of Consumer Behavior: A Sociology of Science Perspective on Key Controversies by Macinnis, Deborah J.; Folkes, Valerie S., Journal of Consumer Research. Apr2010, Vol. 36 Issue 6, p899-914. Consumer Learning and Its Impact on Store Format Selection- Detail Only by van Waterschoot, Walter; Kumar Sinha, Piyush; Van Kenhove, Patrick; De Wulf, Kristof. Journal of Retailing & Consumer Services. May2008, Vol. 15 Issue 3, p194-210. Interpersonal Influence on ConsumerBehavior: An Attribution Theory Approach by Calder, Bobby J.; Burnkrant, Robert E. Journal of Consumer Research. Jun77, Vol. 4 Issue 1, p29-38. 10p. Satisfaction Attributions and Consumer Complaint Behavior by Krishnan, S.; Valle, Valerie A., Advances in Consumer Research. 1979, Vol. 6 Issue 1, p 445-449.

Semester	III	Specialization	Marketing
Course Code	307MKT	Type	Subject - Elective
Course Title	Integrated Marketing Communications		

Course Objectives:	
1	To provide an overview of the range of tools available for Marketing Communications
2	To provide an understanding of the basic principles of planning and execution in Marketing Communications
3	To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
4	To sensitize students to the various facets of advertising, public relation and promotion management.
5	To develop a managerial perspective and an informed decision-marking ability for effective and efficient tackling of promotional situations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction of IMC:** IMC; IMC components – the foundation, advertising tools, promotional tools, integrated tools, refining the IMC program; The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising; The role of IMC	5 + 1
2	**Advertising:** Overview of advertising management; Advertising and IMC process; Choosing an advertising agency; Advertising planning and research; Advertising goals – building brand images, providing information, persuasion, supporting marketing efforts, encouraging action; Advertising budget; Media Selection; The Creative Brief – objective, target audience, message theme, support, constraints; Advertising design; Advertising media selection.	5 + 1
3	**Sales Promotion:**The scope and role of sales promotion; Consumer oriented sales promotion; Trade oriented sales promotion; Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling	5 + 1
4	**Public Relations, Publicity and Corporate Adverting:**Public Relations Publicity and Corporate adverting; Public Relations functions; Creating positive image building activities; Preventing or reducing image damage; sponsorship and event marketing; Role of internet in PR.	5 + 1
5	**Evaluation Monitoring and Control:**Measuring the effectiveness of promotional program; Conducting research to measure advertising effectiveness; Testing process; Establishing the program for measuring the	5 + 1

	advertising effects; Measuring the effectiveness of other program elements	

Learning Resources:		
1	Text Books	Integrated Advertising, Promotion and Marketing Communication by Clow, Kenneth & Black, Donald, Pearson Education, New Delhi. Advertising and Promotion by Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
2	Reference Books	Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi. Advertising and Promotions, Semenik Allen, Cengage Leaning Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill
3	Supplementary Reading Material	Advertising Principles and Practice by Wells, William, Burnett, John ad Moriarty, Sandra, Pearson Education, New Delhi.
4	Websites	http://www.ascionline.org/ http://www.aaaindia.org/ http://www.jpssm.org/
5	Journals	The Evolution of IMC: IMC in a Customer-driven Marketplace, by Schultz, Don E., Patti, Charles H. Journal of Marketing Communications. Apr2009, Vol. 15 Issue 2/3, p75-84. Comparing the Application of Integrated Marketing Communication (IMC) In Magazine Ads across Product Type and Time, by Grove, Stephen J., Carlson, Les, Dorsch, Michael J. Journal of Advertising. Spring2007, Vol. 36 Issue 1, p37-54. The Brand Capability Value of Integrated Marketing Communication (IMC), by Ratnatunga, Janek, Ewing, Michael T. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p25-40 Performance Auditing of Integrated Marketing Communication (IMC) Actions and Outcomes, by Reid, Mike. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p41-54 Integrated Marketing Communication (IMC) and Brand Identity As Critical Components Of Brand Equity Strategy, by Madhavaram, Sreedhar, Badrinarayanan, Vishag, McDonald, Robert E. Journal of Advertising. Winter2005, Vol. 34 Issue 4, p69-80

		IMC: Has anything really changed? A new perspective on an old definition, by Luck, Edwina, Moffatt, Jennifer. Journal of Marketing Communications. Dec2009, Vol. 15 Issue 5, p311-325. Perceptions of IMC after a Decade of Development: Who's at the Wheel, and How Can We Measure Success? By Swain, William N., Journal of Advertising Research. Mar2004, Vol. 44 Issue 1, p46-65. The Self-Activation Effect of Advertisements: Ads Can Affect Whether and How Consumers Think about the Self by Trampe, Debra, Stapel, Diederik A., Siero, Frans W. Journal of Consumer Research. Apr2011, Vol. 37 Issue 6, p1030-1045 How Advertising Affects Sales: Meta-Analysis of Econometric Results by Assmus, Gert, Farley, John U., Lehmann, Donald R. Journal of Marketing Research (JMR). Feb1984, Vol. 21 Issue 1, p65-74. The March to Reliable Metrics by Smit, Edith G., Neijens, Peter C. Journal of Advertising Research. Mar2011 Supplement, Vol. 51, p124-135.

Semester	III	Specialization	Marketing
Course Code	308MKT	Type	Subject - Elective
Course Title	Product Management		

Course Objectives:	
1	To make the students appreciate the various facets of the job of a product manager.
2	To highlight the strategic role of product management in organizational and functional context.
3	To emphasize the financial and other metrics of effective product management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Product Management:** Product management as a basis of marketing organization structure. Role of product manager, skills required for product management. Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans	3 + 1
2	**Defining Competitive Set & Category Attractiveness Analysis** Levels of Market Competition & Its Product Strategy Implications: product form level, product category level, generic level, budget competition Methods of Determining Competitors: managerial judgment & customer based measures, competitor selection, sources of competitor information – primary & secondary sources Assessing competitors' current objectives & strategies, differential advantage analysis, Predicting competitors' future strategies. Category attractiveness analysis through aggregate market factors & category factors	6 + 1
3	**Understanding Consumer Needs & Converting into Products** **3.1** Capturing consumer voice , converting it into ideas, concepts & products, Using QFD & Kano diagram for new product development, Selecting product – price performance levels, **3.2** New Product Failure	5 + 1

4	**Developing Product Strategy:** **4.1**Elements of a product strategy, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability **4.2**Packaging & Labeling design **4.3** Positioning: Choice of customer targets, competitor targets & core strategy – cost/price, non-price strategies **4.4** Product strategy over the life cycle – strategies for introduction, growth, maturity & decline stages	6 + 1
5	**Financial Analysis & Performance Appraisal for Product Management** **5.1** Sales Analysis: Overview, Value of sales analysis, roadblocks. **5.2** Profitability Analysis: Conventional product profit accounting, Contribution oriented systems, Using the contribution margin rate. **5.3** Strategic Framework for Control: Price-quantity decomposition, penetration – Market size decomposition **5.4** Capital Budgeting for Product Strategy:Overview and Basics **5.5** Marketing Metrics: Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics, Web Metrics.	5 + 1

Learning Resources:		
1	Text Books	Product Management by Lehmann & Winer, TMGH, 4th Edition Product & Brand Management, U.C. Mathur, Excel books
2	Reference Books	Product Management by Dr. C. Anandan, TMGH
3	Supplementary Reading Material	Selling Blue Elephants by Moskowitz and Gofman, Wharton School Publishing, Pearson Power. Twenty-one Immutable Laws of Marketing by Ries & Trout
4	Websites	http://www.entrepreuner.com/ http://www. ibef.org/
5	Journals	A Combined QFD and Integer Programming Framework to Determine Attribute Levels for Conjoint Study by Chaudhuri, Atanu; Bhattacharyya, Malay, International Journal of Production Research. Dec2009, Vol. 47 Issue 23,

		p6633-6649. The Application of Quality Function Deployment (QFD) in Product Development - The Case Study of Taiwan Hypermarket Building by Shih-Shue Sher., Journal of American Academy of Business, Cambridge. Mar2006, Vol. 8 Issue 2, p292-295. QFD Analysis: From Customer Needs to Design Specs by Gould, Lawrence S., Automotive Design & Production. Jun2006, Vol. 118 Issue 6, p56-57. Virtual Product Experience and Customer Participation—A Chance for Customer-centred, Really New Products by Füller, Johann; Matzler, Kurt., Technovation. Jun/Jul2007, Vol. 27 Issue 6/7, p378-387. Developing New-to-the-Firm Products: The Role of Micro-political Strategies by Sethi, Rajesh; Iqbal, Zafar; Sethi, Anju, Journal of Marketing. Mar2012, Vol. 76 Issue 2, p99-115. 17p. 1 The Impact of Product Market Strategy-Organizational Culture Fit on Business Performance by Yarbrough, Larry; Morgan, Neil; Vorhies, Douglas, Journal of the Academy of Marketing Science. Aug2011, Vol. 39 Issue 4, p555-573 Transforming the Nature and Scope of New Product Development by Pitta, Dennis; Pitta, Elizabeth, Journal of Product & Brand Management. 2012, Vol. 21 Issue 1, p35-46. 12p Why Most Product Launches Fail? by Schneider, Joan; Hall, Julie. Harvard Business Review. Apr2011, Vol. 89 Issue 4, p21-23. Do You Need a New Product-Development Strategy? by MacCormack, Alan; Crandall, William; Henderson, Paul; Toft, Peter., Research Technology Management. Jan/Feb2012, Vol. 55 Issue 1, p34-43. The Impact of the Corporate Mind-set on New Product Launch Strategy and Market Performance by Talke, Katrin; Hultink, Erik Jan., Journal of Product Innovation Management. Mar2010, Vol. 27 Issue 2, p220-237. Evolution of Firms' Product Strategy Over the Lifecycle of Technology-Based Industries: A Case Study of the Global Mobile Phone Industry, 1980-2009 by Giachetti, Claudio; Marchi, Gianluca., Business History. Dec 2010, Vol. 52 Issue 7, p1123-1150. Competitive Strategies For NewProduct Marketing Over The Life Cycle by Kotler, Philip, Management Science. Dec1965, Vol. 12 Issue 4, pB-104-B-119. Assessing Marketing Performance: Don't Settle for a Silver Metric by Ambler, Tim; Roberts, John H. Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p733-750. Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions by Srinivasan, Shuba; Hanssens, Dominique M. Journal of Marketing Research

		(JMR). Jun2009, Vol. 46 Issue 3, p293-312. 20p. Taking on the Metrics Challenge by Patterson, Laura. Journal of Targeting, Measurement & Analysis for Marketing. Sep2007, Vol. 15 Issue 4, p270-276. 7p. 1

Semester	III	Specialization	Marketing
Course Code	309MKT	Type	Subject - Elective
Course Title	Strategic Brand Management		

Course Objectives:	
1	To introduce different approaches to measuring brand equity.
2	To provide conceptual framework for managing brands strategically.
3	To emphasize the role of brands, the concept of brand equity and the advantages of creating strong brands.
4	To provide insights into how to create profitable brand strategies by building, measuring and managing brand equity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Brand Management:** What is a brand? Why do brands matter? Branding challenges and opportunities , Brand equity concept , Strategic brand management process , Identifying and establishing brand positioning, Planning and implementing brand marketing programs, Measuring and interpreting brand performance, Growing and sustain brand equity **1.2 Brand Equity Models:** Brand Asset Valuation, Aaker Model, BRANDZ ,Brand Resonance	6 + 1
2	**2.1 Identifying and Establishing Brand Positioning and Values:** Customer based Brand equity , Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image, The Four steps of brand building, Creating customer value, Identifying and establishing brand positioning, Positioning guidelines	5 + 1
3	**3.1 Planning and Implementing Brand Marketing Programs:** Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity	5 + 1

	Endorsements	
4	**4.1 Measuring and Interpreting Brand Performance:** The brand value chain, Designing brand tracking studies, Capturing customer mind set through quantitative research techniques	4 + 1
5	**5.1 Growing and Sustaining Brand Equity:** Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions-advantage and disadvantage, Reinforcing brands, Revitalizing brands, Brand failures.	5 + 1

Learning Resources:		
1	Text Books	Strategic Brand Management by Kevin Lane Keller, Pearson, 3rd Edition Strategic Brand Management by J N Kapferer, Kogan Page, 4th Edition.
2	Reference Books	Building Brand Equity by Aaker Branding Concepts & Process by Debashish Pati Brand Positioning Strategies for Competitive Advantage by Subrato Sen Gupta Managing Indian Brands by S. Ramesh Kumar Product & Brand Management, U. C. Mathur, Excel Books
3	Supplementary Reading Material	The Economic Times – Weekly Brand Equity Supplement The Financial Express - Weekly Brand Wagon Supplement The Business Standard – Weekly Strategist Supplement
4	Websites	http://www.ibef.org/ http://www.brandequity.com/
5	Journals	How Important Are Brands? A Cross-Category, Cross-Country Study by Fischer, Marc; Völckner, Franziska; Sattler, Henrik, Journal of Marketing Research (JMR), Oct2010, Vol. 47 Issue 5. Increasing shareholder value through building Customer and Brand Equityby Bick, Geoffrey N. C., Journal of Marketing Management, Feb2009, Vol. 25 Issue 1/2 Conceptualizing, Measuring, Managing Customer-Based Brand Equity by Keller, Kevin Lane., Journal of Marketing, Jan1993, Vol. 57 Issue 1. Assessing long-term brand potential by Keller, Kevin Lane; Lehmann, Donald

		R., Journal of Brand Management, Sep2009, Vol. 17 Issue 1. Measurement of Brand Equity of Brand India by Patel, Pratik C. Journal of Marketing & Communication, Jan2010, Vol. 5 Issue 3. Exploring Customer Brand Engagement: Definition and Themes, by Hollebeek, Linda. Journal of Strategic Marketing. Nov 2011, Vol. 19 Issue 7, p555-573.

Semester	III	Specialization	Marketing
Course Code	310MKT	Type	Subject - Elective
Course Title	Personal Selling Lab		

Course Objectives:	
1	To outline the areas in which sales executives make decisions
2	To emphasize the role of sales executives as planners of sales operations and a key figure in implementing marketing strategies.
3	To give hands on inputs on the selling process.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Personal Selling & Salesmanship:** Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethics in Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals-Physical, Mental, Social and Character Traits. **1.2 Introduction to Theories of Selling:** AIDA, Right set of circumstances theory of selling , Buying Formula theory of selling, Behavioral Equation theory	5 + 1
2	**Personal Selling Process-I:**Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non-directive questions, rephrasing, redirect questions;	5 + 1
3	**Personal Selling Process–II:** Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management.	5 + 1
4	**Personal Selling Skills:** Negotiation, Communication, Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts & Postures, Follow up Calls, Writing Effective Sales Letters and e-mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing	5 + 1

	Yourself and Time, Cold Call Mechanism.	
5	**Personal Selling: Applications and Situations:** Selling of services- financial, IT and telecommunication, advertising, education (Coaching and institutions); Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers/ Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups.	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi, World Class Selling by Roy Chitwood, JAICO Publishing House
2	Reference Books	Successful Selling Solutions by Julian Clay, Viva Books Value Added Selling by Tom Reilly, TMGH 2004 Edition. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations. Sales Essentials by Stephan Schiffman, Avon Massachusset
3	Supplementary Reading Material	Smarter Selling by Keith Dugdale & Lambert, Prentice Hall. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books. Successful Selling Skills by Richard Denny, The Sunday Times. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press, 1982. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books, 1983.
4	Websites	www.professionalsalestips.com www.eyeonsales.com www.semi.org www.salescareersonline.com

5	Journals	Journal of Personal Selling &Sales Management Journal of Consumer Marketing Sales and Marketing - Nielsen Business Media

Semester	III	Specialization	Marketing
Course Code	311MKT	Type	Subject - Elective
Course Title	Qualitative Marketing Research		

Course Objectives:	
1	To introduce the qualitative research applications in Marketing
2	To familiarize commonly used strategies in qualitative research

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Qualitative Research** Meaning & role of Qualitative Research, Situations in which QR is needed, concept of validity & reliability in qualitative research, limitations Difference between qualitative & quantitative research, career opportunities in Qualitative Research, Skills required Depth Interviews:Concept,Use,Techniques to elicit data Focus Groups: Role & qualities of a Moderator, Setting, Number of groups, Number of participants & composition, Duration of focus groups	6+1
2	**Projective Techniques** Principle of projection, applications Association, construction, expression based techniques How to design & interpret Zaltman's Metaphor Elicitation Techniques	3+1
3	**Observation Methods in Qualitative Research** Types of Observations Designing Observation forms	6+1

4	**Ethnography & Grounded Theory:** Concept Overview, Methodological details, Types, Applications, Limitations.	6+1
5	**Physiological Measures:** Developments in neuro-sciences, applications in marketing research & marketing	4+1

Learning Resources:		
1	Text Books	An Introduction to Qualitative Research by Uwe Flick, 4th Edition, SAGE Research Methods in the Social Sciences by Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India
2	Reference Books	Qualitative Research Methods in Public Relations and Marketing Communications by Christine Baymon & Immy Holloway, 1st Edition, Routledge
3	Supplementary Reading Material	Qualitative Journeys –Minichiello& Kottler, SAGE
4	Websites	http://www.qualitative-research.net/ http://slu.edu/organizations/qrc/QRjournals.html/
5	Journals	Methodology or "Methodolatry"? An evaluation of focus groups and depth interviews, by David Stokes; Richard Bergin, Qualitative Market Research: An International Journal. Feb2006, Vol. 9 Issue 1, p26-37. A Critical Comparison of Offline Focus groups, Online Focus groups and e-Delphi, by Brüggen, Elisabeth; Willems, Pieter., International Journal of Market Research. 2009, Vol. 51 Issue 3, p363-381 Quantification of Transcripts from Depth Interviews, Open-ended Responses and Focus Groups by Schmidt, Marcus, International Journal of Market Research. 2010, Vol. 52 Issue 4, p483-508. Interpreting Consumer Perceptions of Advertising: An Application of the Zaltman Metaphor Elicitation Technique, by Coulter, Robin A.; Zaltman, Gerald; Coulter, Keith S., Journal of Advertising. Winter2001, Vol. 30 Issue 4, p1-21. Using the Zaltman Metaphor Elicitation Technique to Understand Brand Images, by Coulter, Robin Higie; Zaltman, Gerald, Advances in Consumer Research. 1994, Vol. 21 Issue 1, p501-507. Hanging Around with People. Ethnography in Marketing Research and Intelligence Gathering, by Boddy, Clive R., Marketing Review. Summer2011, Vol. 11 Issue 2, p151-163 Doing Sensory Ethnography in Consumer Research, by Valtonen, Anu; Markuksela, Vesa; Moisander, Johanna, International Journal of Consumer Studies. Jul2010, Vol. 34 Issue 4, p375-380. The Influence of Information about Labour Abuses on Consumer Choice of Clothes: A Grounded Theory Approach, by Valor, Carmen, Journal of Marketing Management. Sep2007, Vol. 23 Issue 7/8, p675-695.

Semester	III	Specialization	Marketing
Course Code	312MKT	Type	Subject - Elective
Course Title	Customer Relationship Management		

Course Objectives:	
1	To introduce the core concepts of CRM paradigm
2	To emphasize CRM as a business strategy
3	To highlight the role of appropriate business process and technology management capabilities in managing customer relationships.
4	To help the students understand the organizational context of CRM.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Fundamentals of CRM:** **1.1 Understanding Relationships:** What is a relationship? Relationship Quality, Why companies want relationships with customers? Why companies do not want relationships with customers? Why customers want relationships with suppliers? Why customers do not want relationships with suppliers? Customer satisfaction – loyalty – business performance linkage, Satisfaction-profit chain, Relationship management theories. **1.2 Introduction to CRM:** Introduction , Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.	5 + 1
2	**Managing the Customer Life Cycle:** **2.1 Customer Acquisition:** What is a new customer? Understanding Customer Value, Sources of Customer Value, Customization, Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Making the right offer, Operational CRM tools, Support from CRM Analytics. **2.2 Customer Retention & Development:** What is customer retention? Managing Customer Retention or Value Retention? Economics of Customer Retention, Which Customers to retain? Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating	5 + 1

	Customer Relationships.	
3	**CRM Mechanics:** **3.1 CRM Enablers:** Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts , Data Access and Interrogation, Data Mining, Privacy Issues. **3.2 Customer Portfolio Management:** What is a portfolio? Who is the Customer? Basic disciplines for CPM, Market Segmentation, Sales Forecasting, Activity Based Costing, Lifetime Value Estimation, CPM in the B2B context, Strategically Significant Customers, Seven Core Customer Management Strategies. **3.3 Customer Relationship Management and Customer Experience Management:** What is meant by Customer Experience? Experiential Marketing Strategies and Tactics, Customer Experience and the role of CRM.	5 + 1
4	**Managing Networks for CRM:** What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, SCOPE of CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.	5 + 1
5	**Organizational Issues and CRM:** Organizational roles and CRM, Strategic goals of CRM, Conventional customer management structures, Network and Virtual organizations, Person-to-person contacts, Key Account Management, Team Selling, Employees and Internal Marketing, Empowerment, Employee Relationship Management.	5 + 1

Learning Resources:		
1	Text Books	Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier Relationship Management – Text and Cases, S. Shajahan, TMGH.
2	Reference Books	Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications. Customer Relationship Management – Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, joePeppard and Lynette Ryals, Elsevier.

		Total Relationship Management by Evert Gummesson, Elsevier. Understanding CRM, Seema Girdhar, Excel Books
3	Supplementary Reading Material	Relationship Marketing edited by Adam Lindgreen, ICFAI books. Customer Relationship Management in Indian Banking Industry by R K Uppal, New Century Publications, 2008, 1st Edition.
4	Websites	http://www.crm.com/ http://www.crmondemand.oracle.com/
5	Journals	Customer Relationship Management: Emerging Practice, Process, and Discipline by Parvatiyar, Atul; Sheth, Jagdish N., Journal of Economic & Social Research. 2001, Vol. 3 Issue 2, p1. A Strategic Framework for Customer Relationship Management by Payne, Adrian; Frow, Pennie. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p167-176. Customer Relationship Management: from Strategy to Implementation by Payne, Adrian; Frow, Pennie. Journal of Marketing Management. Feb2006, Vol. 22 Issue 1/2, p135-168. Making Customer Relationship Management Work: The Measurement and Profitable Management of Customer Relationships by Ryals, Lynette. Journal of Marketing. Oct2005, Vol. 69 Issue 4, p252-261. The Role of Customer Gratitude in Relationship Marketing by Palmatier, Robert W; Jarvis, Cheryl Burke; Bechkoff, Jennifer R; Kardes, Frank R. Journal of Marketing. Sep2009, Vol. 73 Issue 5, p1-18. Important Elements in Customer Relationship Management byMandic, Miroslav. International Journal of Management Cases. Sep2011, Vol. 13 Issue 3, p347-351. Types of Customer Relationship Ending Processes by Michalski, Silke. Journal of Marketing Management. Nov2004, Vol. 20 Issue 9/10, p977-999. Building Service Relationships: It's All About Promises by Bitner, Mary Jo. Journal of the Academy of Marketing Science. Fall95, Vol. 23 Issue 4, p246-251 Referral Programs and Customer Value by Schmitt, Philipp; Skiera, Bernd; Van den Bulte, Christophe. Journal of Marketing. Jan2011, Vol. 75 Issue 1, p46-59. Customer Lifetime Value Measurement by Borle, Sharad; Singh, Siddharth S.; Jain, Dipak C. Management Science. Jan2008, Vol. 54 Issue 1, p100-112. Undervalued or Overvalued Customers: Capturing Total Customer Engagement Value. By Kumar, V.; Aksoy, Lerzan; Donkers, Bas; Venkatesan, Rajkumar; Wiesel, Thorsten; Tillmanns, Sebastian. Journal of Service Research. Aug2010,

		Vol. 13 Issue 3, p297-310.

Semester	III	Specialization	Marketing
Course Code	313MKT	Type	Subject - Elective
Course Title	Marketing and the Law		

Course Objectives:	
1	To understand the pervasive impact of the Law and our legal system on marketing activities.
2	To highlight how decisions of marketing executives raise issues which should be carefully evaluated as to their legal consequences before they are implemented?
3	The underline that a failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm
4	To address National Laws and court decisions that relate to the four main areas of marketing study, the so-called "four P's" of marketing: product, price, place and promotion.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Legal Issues Relating to Product Quality and Material Movement:** Conditions and warranties, Implied Conditions, Rule of Caveat Emptor [Buyer Beware], Transfer of Title, Nemo Dat Quod Non Habet, Sea Transit: FOB, CIF, Ex. Ship, Rights of Unpaid Seller, Lien, Stoppage in Transit, Right to Resale, Remedies. **1.2 Laws Relating to Services Marketing:** Concept of Service, Deficiency in Service, Real Estates, Hospital, Carrier, Courier, Bank, Transport Service	5 + 1
2	**Legal Aspects of Unfair Trade Practices and Some Aspects of Advertisement:** False and Misleading Representation, Bait Advertising and Bargain Price, Offering Gifts and Prizes and Conducting Promotional Contests, Withholding Information about Final Results of scheme, Hoarding and Destruction of Goods, Spurious Goods	5 + 1
3	**3.1 Legal Aspects of Restrictive Trade Practices:**Salient features of MRTP Act, Tie-in Sales or Full Line Forcing, Price Fixing, Predatory Pricing, Exclusive Dealing, Territorial Restriction, Refuse to Deal **3.2 Restraint of Trade:** Knock–Out Agreement, Trade Combination, Solus or Exclusive Dealing Agreements, Restraints upon Employees	5 + 1
4	**4.1 Laws Relating to Common Carrier:** Definition of Common Carrier, Distinction between Common Carrier and Pvt. Carrier, Liabilities of Common Carrier **4.2 Legal Aspects of Delivering Goods for Carriage and Warehousing:**	5 + 1

	Rights of Warehouse, Duties and Liabilities of Warehouse	
5	**Competition Law:** Introduction, Meaning, Anti-competitive Agreement, Anti-competitive Agreement: Competition Commission of India (CCI) Competition within India & Effects Doctrine, Anti-competitive Agreement: Horizontal, Anti-competitive Agreement: Fixing Prices - Cartels, Anti-competitive Agreement: Vertical Agreements, Anti-competitive Agreement: Limiting and Controlling Production & Investment.	5 + 1

Learning Resources:		
1	Text Books	Elements of Mercantile Law, N.D. Kapoor, 32nd Edition , Sultan Chand
2	Reference Books	Sale of Goods Act, by Avtar Singh Consumer Protection, by Dr. V.K. Agarwal Competition Law, by D.P. Mittal Legal aspects of Marketing Strategy, by Louis W. Stern / Thomas L. Eovaldi Law of Contract, by Avtar Singh Law of Carriage, by Avtar Singh
3	Supplementary Reading Material	Bare Acts of Sale of Goods Act 1930 (Unit one) Consumer Protection Act, 1986 (Unit two) The Monopolies & Restrictive Trade Practices Act (Unit three) Sale of Good Act1930 &The Carriers Act, 1865(Unit four) The Competition Act,2002 (Unit five) All India Reports (AIR)
4	Websites	http://www.ebc-india.com www.lawmin.nic.in www.mca.gov.in/Ministry/mrtpc.html www.eximguru.com http://www.wto.org http://www.indianembassy.org/policy/WTO

		http://www.indlii.org http://www.caiindia.org/ www.cci.gov.in
5	Journals	Journal of Consumer Affairs Journal of Consumer Marketing Indian Law Journal Legal news & views(Magazine with latest articles) LawZ (Magazine)

Semester	III	Specialization	Marketing
Course Code	314MKT	Type	Subject - Elective
Course Title	Finance for Marketing Professionals		

Course Objectives:	
1	To understand the marketing – finance interdependence
2	To learn about the cost implications in marketing decisions

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Marketing Finance Interface:** Marketing Finance Interdependence – Cost Revenue Investment Framework in Marketing	5 + 1
2	**Marketing Planning :** Marketing Organization for Planning - Corporate Planning and Marketing – Budgetary Control in Marketing – Product Planning and Development	5 + 1
3	**Marketing Decisions:** Cost Analysis in Marketing Decisions – Marginal Costing and Break-even Analysis – Investment and Capital Budgeting Decisions related to Marketing	5 + 1
4	**Performance Evaluation in Marketing:** Measures for Marketing Performance – Evaluation of Salesmen Performance – Evaluation of Advertisement Expenditure and Advertisement Effectiveness – Evaluation of Distribution – Evaluation of Marketing Research – Marketing Audit	5 + 1
5	**Marketing Control :** MIS and Control Systems in Marketing - Control on Working Capital – Receivables Management – Profit Control – Product Line Accounting and Variance Analysis – Product Life Cycle Profitability – Customer Life Cycle Profitability – Evaluation of Pricing Strategy	5 + 1

Learning Resources:		
1	Text Books	Marketing Management – A Finance Emphasis by B K Chatterjee, Jaico Books Marketing Finance, Turning Strategies into Shareholder Value by Keith Ward, Elsevier Butterworth Heinemann
2	Reference Books	Financial Management by Prasanna Chandra, TMGH, 7th Edition
3	Supplementary Reading Material	Market Opportunity Analysis: Text and Cases by Stevens, Sherwood, Dunn and Loudon, Jaico Books.

4	Websites	http://www.marketingdecisions.net/
5	Journals	Marketing Performance Measurement Systems: Does Comprehensiveness Really Improve Performance? by Homburg, Christian; Artz, Martin; Wieseke, Jan., Journal of Marketing. May2012, Vol. 76 Issue 3, p56-77. Marketing Performance Measurement Ability and Firm Performance by O'Sullivan, Don; Abela, Andrew V., Journal of Marketing. Apr2007, Vol. 71 Issue 2, p79-93. The Management Challenge of Marketing Costs by Culliton, James W., Harvard Business Review. Jan1948, Vol. 26 Issue 1, p74-88 Improved Efficiency and Reduced Cost in Marketing by Parker, Donald D., Journal of Marketing. Apr1962, Vol. 26 Issue 2, p15-21. The marketing accounting interface -- lessons and limitations by Sidhu, Baljit K.; Roberts, John H., Journal of Marketing Management. Sep2008, Vol. 24 Issue 7/8, p669-686. The Marketing Budgeting Process: Marketing Management Implications by Piercy, Nigel F., Journal of Marketing. Oct87, Vol. 51 Issue 4, p45-59. New Approaches to Analyzing Marketing Profitability by Mossman, Frank H.; Fischer, Paul M.; Crissy, W. J. E., Journal of Marketing. Apr1974, Vol. 38 Issue 2, p43-48. Price-Cost Planning by Fogg, C. Davis; Kohnken, Kent H., Journal of Marketing. Apr1978, Vol. 42 Issue 2, p97-106. Determining marketing costs and returns in alternative marketing channels by Hardesty, Shermain D.; Leff, Penny., Renewable Agriculture & Food Systems, Mar2010, Vol. 25 Issue 1, p24-34. Marketing Audits and Auditing: Diagnosis through Intervention by Brownlie, Douglas., Journal of Marketing Management. Jan-Apr1996, Vol. 12 Issue 1-3, p99-112. The Marketing Audit and Organizational Performance: An Empirical Profiling by Taghian, Mehdi; Shaw, Robin N., Journal of Marketing Theory & Practice. Fall2008, Vol. 16 Issue 4, p341-349. Improving Marketing Accountability through Better Management of the Market Research Process by Shaw, Robert; White, Carolyn., Journal of Marketing Management. Nov99, Vol. 15 Issue 8, p857-880.

Semester	III	Specialization	Marketing
Course Code	315MKT	Type	Subject - Elective
Course Title	Marketing of Financial Services – I		

Course Objectives:	
1	Familiarizing the students with the various financial services and products in the liberalized Indian economy.
2	To provide an in-depth perspective of the equity and bond markets.
3	Equipping the students with the practices and processes in the Mutual Fund and Insurance Industry.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Financial Market Fundamentals:** **Equity Markets:** Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets. **Bond Markets:** Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) **Debt Instruments:** Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.),	5 + 1
2	**Mutual Funds:** Mutual Funds and their importance, Various entities of a Mutual Fund and their respective roles - Basic understanding of NAV and calculation of a Fund - NAV, Types of Loads and Commissions charged on Mutual Funds and their significance Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses	5 + 1

	incurred by a Fund Guidelines for Investment Advisors while selling Mutual Funds to the clients.	
3	**Insurance:** **Basics of Insurance:** Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. **General Insurance:** Types of liabilities covered, extent of insurance value, and conditions **Life Insurance:** Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. **Marketing Channels in Insurance Markets:** Various channel members in the Industry such as Insurance Agents, Distributors, etc. **Basic Understanding**: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.	5 + 1
4	**Other Financial Services:** **Leasing / Hire Purchase:** Definition, meaning, types, process, advantages, limitations, financial implications **Housing Finance:** Major institutions involved, types, rate of interest, advantages, scenario in India **Credit Cards:** Meaning, types, growth, advantages and disadvantages, growth in India. **Credit Rating Services:** Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India. **Other Services:** Factoring, forfeiting, bill discounting, consumer finance and venture capital	5 + 1
5	**Marketing of Financial Services:** **Importance of Financial Planning:** identification of investment needs for retail investors, studying investment behavior - Houeshold Vs. Institutional Investors **Alternate Investment Products:** Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view **Career opportunities in Marketing of Financial Services**	5 + 1

Learning Resources:		
1	Text Books	Financial Services & Markets by Dr. Punithavathy Pandian, Vikas Publication, 2012 Edition
2	Reference Books	Financial Services by Nalini Prava Tripathy, Prentice Hall of India Private Limited, 2008 Edition
3	Supplementary Reading Material	Financial Services by M Y Khan, Tata McGraw-Hill, 5th Edition
4	Websites	http://www.irda.gov.in http://www.financeindia.org http://www.sebi.gov.in
5	Journals	Indian Journal of Finance Indian Journal of Marketing Prabandhan – Indian Journal of Management

Semester	III	Specialization	Marketing
Course Code	316MKT	Type	Subject - Elective
Course Title	Tourism Marketing		

Course Objectives:	
1	To familiarize the students with the basics of tourism marketing.
2	To teach the students about formulating marketing plans for tourism and other related hospitality organizations.
3	To acquaint the students with alternative promotional approaches to tourism marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Tourism:** What is Tourism? Definitions and Concepts, tourist destination, Future of Tourism. General Tourism Trends. Types of Tourists, Visitor, Traveler, and Excursionist–Definition and differentiation. Tourism, recreation and leisure, their inter–relationships. **1.2 Introduction to Tourism Industry:** Nature, Characteristics and Components of Tourism Industry. Why it is different from other types of consumer product? Elements and characteristics of tourism product. Tourism product production system, Tourism Product Life Cycle, typology of tourism products.	6 + 1
2	**Tourism Marketing:** Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism.	3 + 1
3	**Types and Forms of Tourism:** Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, Medical Tourism, Senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' tourism and VFR.	5 + 1
4	**Analysis and Selection of Market:** Measuring and forecasting tourism demand; Managing capacity and demand. Market segmentation and positioning (STP), Customer satisfaction and related strategies in internal and' external marketing; Interactive and relationship marketing.	4 + 1
5	**Planning Marketing Programs:** Product and product strategies; Product line, Product mix Branding and packaging. Pricing considerations. Promotional strategies. Distribution channels and strategies. Online Channels, Web Portals Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other	7 + 1

	tourism related services-Challenges and strategies.	

Learning Resources:		
1	Text Books	Successful Tourism Management by Seth, P. N., Sterling Publishers Pvt. Ltd. 2006 Tourism Marketing, by Sinha P.C., Anand Publication, 1998
2	Reference Books	Marketing Management & Hospitality and Tourism Marketing by Kotler, Philip, Pearson Education. Hospitality Marketing by Vearne, Morrisson Alison
3	Supplementary Reading Material	Tourism Policies of Central Government & Different State Government Promotional Policies of Airlines, Hospitality Industries.
4	Websites	http://tourism.gov.in www.incredibleindia.org
5	Journals	Sustainable Tourism Marketing at a World Heritage Site, by Gilmore, Audrey; Carson, David; Ascenção, Mário, Journal of Strategic Marketing. May2007, Vol. 15 Issue 2/3, p253-264. Place-product or Place Narrative(s)? Perspectives in the Marketing of Tourism Destinations, by Lichrou, Maria; O'Malley, Lisa; Patterson, Maurice, Journal of Strategic Marketing. Feb2008, Vol. 16 Issue 1, p27-39. Proposing a Sustainable MarketingFramework for Heritage Tourism**,** by Chhabra, Deepak, Journal of Sustainable Tourism. 2009, Vol. 17 Issue 3, p303-320. Critical Success Factors in Destination Marketing**,** by Baker, Michael J.; Cameron, Emma, Tourism & Hospitality Research. Feb2008, Vol. 8 Issue 2, p79-97. The Marketing of Tourism**,** by Meidan, Arthur, Service Industries Journal. Nov84, Vol. 4 Issue 3, p166-186. Marketing Culture and Customer Retention in the Tourism Industry, by Appiah-Adu, Kwaku; Fyall, Alan; Singh, Satyendra., Service Industries Journal. Apr2000, Vol. 20 Issue 2, p95-113 Managing Destination Brands: Establishing a Theoretical Foundation, by Hankinson, Graham., Journal of Marketing Management. Feb2009, Vol. 25 Issue 1/2, p97-115. Destination Branding: Tracking Brand India, by Khanna, Monica., Synergy

		(0973-8819). Jan2011, Vol. 9 Issue 1, p40-49. Marketing UK Towns and Cities as Shopping Destinations**,** byWarnaby, Gary; Bennison, David; Davies, Barry J.; Hughes, Howard., Journal of Marketing Management. Dec2002, Vol. 18 Issue 9/10. Destination Marketing: Future issues — Strategic challenges, by Fyall, Alan; Leask, Anna., Tourism & Hospitality Research. Nov2006, Vol. 7 Issue 1, p50-63. Case Study: Uttarakhand as a Spiritual Tourist Destination: An Emerging Research, by Himadri, Phukan., Advances in Management. May2012, Vol. 5 Issue 5, p42-48. From Destination Brand to Location Brand, by Kerr, Greg., Journal of Brand Management. Apr/Jun2006, Vol. 13 Issue 4/5, p276-283.

Semester	III	Specialization	Marketing
Course Code	317MKT	Type	Subject - Elective
Course Title	**Agricultural Marketing**		

Course Objectives:	
1	The Agricultural sector, offers immense opportunities for the employment. This sector requires managerial talent for both input and produce side. The course will prepare the students to be employable in agricultural marketing
2	Understand the functions performed by agricultural marketing system
3	Develop strategies to manage the marketing of agriculture organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Agricultural Marketing:** Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets.	5 + 1
2	**2.1 Market Information**: Role, importance and concepts of market intelligence, critical review of market intelligence and news service, role of IT and telecommunication, on line market information service, electronic auctions, commodity information system, e-chaupal model, dissemination of market intelligence through various media, market information schemes, cyber trading/e-commerce, market Information Service (AGMARKNET), Directorate of Marketing and Inspection (DMI).	5 + 1
3	**3.1 Marketing of Agricultural Inputs:** Meaning of Agricultural Inputs, Agriculture inputs with special reference to fertilizers, seeds, pesticides and other agricultural inputs (Farm Machinery, irrigation system equipment)	5 + 1
4	**4.1 Agri-produce Marketing**: Food grains, Vegetables, Oil seeds, Fruits, Flowers and ornamental plants, milk and milk products, other animal products , Grade determination techniques; AGMARK, BIS Grades and standards prevailing in other countries. **4.2 Quality Standards of Agricultural Commodities:** Domestic and Export Markets; ISO 14000; ISO 9000; Quality Assurance in the Domestic / Export Markets for Agricultural Products. **4.3 Institutional Setup:** Role of APMC, APEDA, WTO Agri produce marketing	5 + 1
5	**5.1 Pricing of Agricultural Commodities Pricing Decisions:** Agricultural price terminology, administered prices including support prices, Factors	5 + 1

	influencing pricing decisions. Determination of agricultural prices and marketing margins, Role of agricultural price commission Various pricing strategies. **5.2 Pricing Mechanisms:** Role of Institutions in determination of prices of agricultural commodities, Commodity exchanges, Concept of Value and Value Addition; Pricing in Competitive Environment.	

Learning Resources:		
1	Text Books	Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9thEdition. Agriculture Marketing in India by S.S.Acharya & N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4thEdition
2	Reference Books	New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education.
3	Supplementary Reading Material	Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka & Mandal , Deep & Deep Publication Pvt. Ltd. Agricultural Communications Changes & Challenges by Kristina Boone, Terry Meisenbach and Mark Tucker, Surjeet Publication
4	Websites	http://agmarknet.nic.in/ www.hpsamb.nic.in/ www.rsamb.rajasthan.gov.in/ www.agritech.tnau.ac.in www.delagrimarket.nic.in/ www.ams.usda.gov/
5	Journals	Journal of International Food & Agribusiness Marketing Indian Journal of Agricultural Marketing Agricultural Marketing American Journal of Agricultural Economics Agricultural Economics &Marketing Journal Agricultural Economics Research Review

		Journal of Farm Economics Journal of Marketing

Semester	III	Specialization	Marketing
Course Code	318MKT	Type	Subject - Elective
Course Title	Business to Business Marketing		

Course Objectives:	
1	To familiarize students with the terms, concepts, and nature of Business-to-Business Marketing.
2	To expose the students to the industrial marketing functions of firms.
3	The course introduces to the participants the specifics of marketing mix for Business-to-Business Marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Business-to-Business Marketing** **Introduction to Business-to-Business Marketing:** Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business &Business-to-Consumer Marketing. Buying Situations, Buy grid Framework, Role of Buying Centre , Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making	5 + 1
2	**Segmentation, Targeting & Positioning for B2B Markets:** **Market Segmentation Bases:** Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. **Target Markets:** Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market**.** **Positioning**	5+ 1

3	**Product Pricing Strategy for B2B Markets:** **Industrial Products:** Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of – Projects, Industrial Services, High technology products. **Pricing:** Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing	8 + 1
4	**Personal Selling & Promotions for B2B Markets:** **Personal Selling**: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers. **Promotions:** Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, Advertising,	4 + 1
5	**Industrial Distribution Channels:** Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.	3 + 1

Learning Resources:		
1	Text Books	Industrial Marketing by Havaldar
2	Reference Books	Industrial Marketing by Hill, Alexander & Cross, Irwin Industrial Marketing by Mukerjee, Excel Book
3	Supplementary Reading Material	Marketing White Book (Latest edition)
4	Websites	http://www.commerce.nic.in/
5	Journals	Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex.,Journal of Management& Public Policy. Jul-Dec2009, Vol. 1 Issue 1, p57-88. My years with B2B Marketing in India: Reflections and Learnings from A Journey of 40 Years by Sarin, Sharad.,Journal of Business &Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168

		Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad.,Journal of Business &Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541 The Marketing Mix Revisited: Towards the 21st Century Marketing byConstantinides, E.,Journal of Marketing Management. Apr2006, Vol. 22 Issue 3/4, p407-438 Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki.,Journal of Product Innovation Management. May2011, Vol. 28 Issue 3, p360-373

MBA SYLLABUS: SEMESTER III
FINANCIAL MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Finance
Course code	305 FIN	Type	Specialization - Core
Course Title	Direct Taxation		

Course Objectives:

4. To understand the basic concepts in Income Tax Act, 1961.
5. To Calculate Gross Total Income and Tax Liability of an Individual.
6. To acquaint with online filling of various forms and Returns.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Introduction:** Income Tax Act, 1961 – Definitions and concepts (Section1 to 4), Scope of Total income and Residential Status (Sections 5 to 9) Income do not form part of Total Income and Tax liability (Sections 14, 14A, 288A & 2888B).	**(Hours: 6+2)**
Unit – 2	Income under the Head "Salaries" - (Section 15 to 17)	**(Hours: 7+2)**
Unit – 3	a. Income under the Head "Income from House Property" (Section 22 to 27). b. Income under the Head "Capital Gain" (Section 45 to 55A). c. Income under the Head "Income from other Sources" (Section 56 to 59).	**(Hours: 7+2)**
Unit – 4	4.1 Income under the head "Profit and Gains of Business or Profession" (Section 28 to 44D). 4.2 Income of other Person Included in Assessee's Total Income – (Section 60 to 65). 4.3 Set off or carry forward and set off of loses (Section 70 to 80). 4.4 Agriculture Income and its Tax Treatment (Section 2(1A) to 10(1)).	**(Hours: 7+2)**
Unit – 5	5.1 Deductions to be made in Computing Total Income (Section 80A to 80U) (Chapter VI) 5.2 Assessment of Individual / Computation of Total Taxable Income and Income Tax. 5.3 Advance Tax Payment (Section 207 to 211,217 & 219). 5.4 Deduction of Tax at Source (Sections 190 to 206AA).	**(Hours: 8+2)**

	5.5 Return of Income (Sections 139 to 140A). 5.6 E-filling of Income Tax Return.	
	Note: 1. The Problems will be asked on Income from Salary, Income from House Property, Profits and Gains of Business or Profession and Computation of Taxable Income, Tax Liability of an Individual. Weightage for Numerical will be 70% and for Theory 30%. 2. Students have to do practicals on TDS, Advance Tax and E-filling of IT Returns in the Computer lab as a part of their Concurrent Evaluations.	

Learning Resources:		
1	Text Books	Direct Taxes – Ravi Kishore Direct Taxes – J.P.Jakhotiya Direct Taxes – Ahuja Direct and Indirect Tax Planning & Management – Bangar Yogendra, Bangar Vandan Direct Taxation – Dr. E. B. Khedkar and Dr. D.B. Bharati
2	Reference Books	Students Guide to Income Tax- Dr. Vinod & Kapil Singhania Students Handbook on Taxation – T.N. Manoharan & G.R. Hari Students Guide to Income Tax – Gupta & Ahuja Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
3	Supplementary Reading Material	Direct Taxes – Law and Practice – Dr. Vinod and Kapil Singhania Income Tax Law and Practice – N Hariharan
4	Websites	www. incometaxindia.gov.in www.tin.nsdl.gov.in www.aaykarsamparkkendra.gov.in
5	Journals	The chartered Accountant Taxman Journal

Semester	III	Specialization	Finance
Course Code	306 FIN	Type	Specialization - Core
Course Title	**Financial Systems of India, Markets & Services**		

Course Objectives:	
1	To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

Syllabus:

Unit Number	Contents	Number of Sessions
Unit – 1	1.1: Financial System – functions of financial system – meaning and importance – Role of financial system in economic development – Structure and Components of financial system in India – Introduction to financial Institutions – Banking – Non Banking Institutions. 1.2: Financial Markets – Money Market and Capital Market – Financial Instruments on the basis of Term of instruments – Types of Securities, Financial services – fund based services and fee based services.	**(Hours: 6+2)**
Unit – 2	2.1: Regulators of Financial System in India -The RBI as a Central Bank, Functions and working 2.2: SEBI- Purpose – Objectives, structure – functions and powers of SEBI – SEBI guidelines with respect to IPO, Anti Money laundering, listing and delisting of securities , FMC (Forward Market Commission of India) – Structure and Function. 2.3: PFRDA (Pension Fund Regulatory and Development Authority) – Structure and Functions – National Pension System- Understanding and benefits, IRDA- (Insurance Regulatory and Development Authority) – Role and Functions.	**(Hours: 8+2)**
Unit – 3	3.1: Financial Market Functions – Classification – Money Markets – Structure and components of money market – Participants in Indian Money Market – Money Market Instruments – Features of the Instruments – Recent Developments in Indian Money Market. 3.2: Capital Markets – Characteristics – Components of Capital Markets – Primary Market Operations – Functions- Methods of Raising Funds in Primary Market (Viz- Public Issue, offer for sale, Right Issue, Private Placement of Securities and other methods such as Tender Method, Bonus shares) Methods of determining prices of new shares viz – Fixed Offer Method and Book Building Method. New Instruments in Capital Market. 3.3: Stock Exchange – Characteristics and functions of stock exchanges, listing	**(Hours: 6+2)**

	of securities, Major Stock Exchanges in India- Important Stock Indices in India, BSE and NSE Sensex.	
Unit – 4	4.1: Financial Services: Concept, Nature and scope of financial Services – Regulatory Frame work of Financial Services – Growth of Financial Services in India. 4.2: Merchant Banking – Meaning – Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking In India. 4.3: Venture Capital – Growth of Venture capital in India – Financing Pattern under venture capital, 4.4: Factoring, Forfeiting, Securitization (Concepts and Applications): Types of factoring Arrangements – Factoring in the Indian Context. 4.5: Mutual Fund, Concept and Objectives, Guidelines for Mutual Funds, Working of Mutual Finds in India. 4.6: Loan Syndication, De-materialization of Services – need and operations – other types of funding –Crowd Funding, Asset Backed Finance, Depository Services – Role of NSDL and CSDL.	**(Hours: 7+2)**
Unit – 5	5.1: Financial Institutions in India : Functions and working of Banking – Commercial Banks- Cooperative Banks- Urban Cooperative Banks – Post Office Saving Banks, Functions & Working of Non Banking Companies – Finance Companies Investment Trusts, Housing Companies, Functions and working of Development Institutions NABARD, SIDBI, NHB, EXIM Bank, BIFR and SFC's. 5.2: Credit Rating Agencies – CRISIL and ICRA. 5.3: Insurance Companies in India – LIC and GIC – Features and functions.	**(Hours: 8+2)**
	Note: Theoretical questions will be asked on all topics.	

Learning Resources:		
1	Text Books	Financial Services by Shashi K Gupta and Nisha Agarwal (Kalyani Publications_ Merchant Banking and Financial Services by Guruswamy, Third Edition (TATA McGraw Hill) Indian Financial Services – M.Y.Khan Indian Financial System in the World Monetary Order – H. Y. Kulkarni.

2	Reference Books	Indian Financial System and Markets by Siddhartha Sankar Saha (TATA McGraw Hill) Company Law by N D Kapoor Indian Financial System – Vasant Desai
3	Supplementary Reading Material	Financial Institutions and Markets by Madura
4	Websites	RBI, IRDA, SEBI
5	Journals	Journals on Indian Financial Systems

Semester	III	Specialization	Finance
Course Code	307 FIN	Type	Subject - Elective
Course Title	**Strategic Cost Management**		

Course Objectives:	
1	To acquaint students with various techniques used for Strategic Cost Management
2	To develop an understanding of the adoption of various techniques of Strategic Cost Management for obtaining sustainable competitive advantage
3	To make the student familiar with the integration of various techniques in decision making.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Meaning And Scope:** Strategic Cost Management – meaning and importance, difference between cost reduction and cost management – objectives of strategic cost management. Strategic positioning and SCM.	5 + 1
2	**Techniques Of SCM:** Various techniques of strategic cost management – life cycle costing – kaizen costing – target costing.	5 + 1
3	**Activity Based Costing:** Activity Based Costing – Activity Based Management – utility and importance – role of activity based costing and activity based management in decision making.	5 + 1
4	**Value Based Organization:** Value based management - Value Chain costing – meaning and application – through put costing and theory of constraints – Balanced Scorecard and its application in cost management.	5 + 1
5	**Learning Curve Theory:** Concept, phases and application **Lean Management:** Lean cost management – utility and application	5 + 1

Note:

1 Case study approach is recommended.

Learning Resources:		
1	Text Books	Cost Management- Ravi Kishore
2	Reference Books	Strategic Management Accounting: Theory and Practice by Kumar Dynamics of Profit-Focused Accounting: Attaining Sustained Value and Bottom-Line Improvement by Northrup Cost and Management Accounting: Colin Drurry Cost Accounting – A Managerial Emphasis: Horngreen, Datar and Foster
3	Supplementary Reading Material	Cost Management – A strategic Emphasis - Blocher, Chen, Cokins, Lin
4	Websites	Institute of Cost Accountants of India
5	Journals	The Management Accountant - Journal of ICAI (formerly ICWAI)

Semester	III	Specialization	Finance
Course Code	308 FIN	Type	Subject - Elective
Course Title	**Corporate & International Financial Reporting**		

Course Objectives:	
1	To acquaint the students with the framework of financial reporting and emerging trends.
2	To make students familiar with the analytical tools used for financial analysis.
3	To understand the accounting aspects.
4	To get acquainted with the concept of IFRS
5	To have knowledge of convergence of Indian Accounting Standards with IFRS.
6	To know the comparative analysis of Indian GAAP and IFRS.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1: Financial Reporting:** Financial Reporting – meaning and importance – concept of capital and capital maintenance. 1.2: Financial Statements As Per Indian Companies Act: Various forms of Corporate Financial Reporting – Understanding of Financial Statements as per Indian Companies Act – Cash Flow Statements- director's report – management outlook and analysis-notes to accounts.	5+1
2	2.1: Regulatory Framework: Regulatory framework of Financial Reporting – Overview of Accounting Standards – Indian and International – GAAP – Introduction to IFRS. 2.2: Corporate Governance: Corporate Governance and Financial Reporting – SEBI norms regarding interim reporting.	5+1
3	Preparation and presentation of financial statements for single companies: Income statement, Balance sheet, Statement of changes in equity, Reporting comprehensive income, Segmental reporting, Accounting policies, Fair view treatment, Cash flow statements, Preparation of published accounts complying with accounting standards.	5+1
4	4.1: Basic Concept of Accounting Standards, GAAP for UK, USA and India. International Accounting Standards, Financial Statements - Role of Financial Reporting, Emergence of International Financial Reporting Standards.	5+1

	4.2: IFRS Composition: Major areas in IFRS and their role in Financial Reporting – Presentations, Cash Flows, Inventory, Foreign Currency, Joint Ventures, Insurance Contracts, Financial Instruments, Compatibility with IAS Regulatory Framework and Agencies involved, Formation and role in IFRS - Standing Interpretations Committee, International Financial Reporting Interpretations Committee, International Accounting Standards Committee, International Standards Accounting Board, Standards Advisory Council, Institute of Chartered Accountants of India, Institute of Cost Accounts of India,Institute of Company Secretaries of India.	
5	Joining IFRS – Indian Perspective – A path to convergence, various deadlines and required amendments in Indian Accounting Standards, Problems faced, different deadline dates for different sectors to join IFRS, Uniformity in Financial Reporting – Benefits and detriments to Indian and Foreign Companies Comparative Analysis between Indian GAAP& IFRS.	5+1

Note:	
1	Case study approach is recommended for better understanding of financial reporting
2	Problems on preparation of financial statements.

Learning Sources:		
1	**Text Books**	Advanced Accountancy – ShuklaGrewal – S. Sultan Chand & Co. Financial Accounting: Reporting And Analysis by Stice Financial Reporting and Management Accounting by Understanding IFRS Fundamentals: International Financial Reporting Standards – Dr. T.P. Ghost, Nandkumar Ankarath, Kalpesh Mehta, Dr. Yass A.Alkafaji - John Wiley & Sons Global Financial Reporting and Analysis by Alexander
2	**Reference Books**	Financial Management: Prasanna Chandra, Indian Accounting Standards& GAAP Books– Dolphy D'Souza – Snow White Publications Accounting Standards – Rustagi R.P. – Galgotia Publications, Advanced BooksFinancial Accounting & Software – Jayaprakash Reddy – APH Publication
3	**Supplementary Reading Material**	E Learning Modules developed by Deloitte, The Management Accountant Reading Material
4	**Websites**	www.ifrs.org, www.ifrs.com
5	**Journals**	Journal of Accountancy, The Chartered Accountant

Semester	III	Specialization	Finance
Course Code	309 FIN	Type	Subject - Elective
Course Title	**Corporate Finance**		

Course Objectives:	
1	To acquaint students with advanced treatment of various concepts and tools and techniques used in Financial Management
2	To highlight the importance of various decision making areas of financial management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Goals and governance of the firm: Corporate Investment and Financial Decisions (Investment decisions and financing decisions), Goals of the corporations.	5+1
2	Business Valuation: Concept of Valuation, Different Concept of Value - Book Value, Market Value, Intrinsic Value, Liquidation Value, Replacement Value, Salvage Value and Fair Value. Major approaches to valuation of business – Asset based, Earning based, Market value based, Fair value based. EVA and MVA.	5+1
3	Corporate Value based Management System: Shareholders value, Concept and features of value based management, Need for value based management, Need, benefits and approaches of value based management system, Concept of Corporate Governance, Criteria for good Corporate Governance, Corporate Governance in India, Corporate governance (Clause 49 Listing Agreement), Models of Corporate Governance.	5+1
4	Dividend Decisions: Meaning, Types of Dividend, Important Considerations in Dividend Policy, Theories on Dividend Policies (Walter's Approach, Gordon's Approach and Modigliani-Miller's Approach).	5+1
5	Corporate Restructuring: Concept of restructuring, Reasons for restructuring, broad areas of restructuring, Techniques of corporate restructuring – Expansion	5+1

	technique, divestment technique, other techniques, Strategies for restructuring.	

Note:	
1	Numerical problems will be asked on the following topics only – Business Valuation & Dividend Decisions, The weightage of theory questions will be 60% and numerical problems 40%

Learning Sources:		
1	**Text Books**	Financial Management by Khan & Jain (TATA Mc Graw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pande (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication)
2	**Reference Books**	Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) Principles of Corporate Finance by Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty (Tata McGraw Hill) Financial Management by Mr. Ravi Kishore (Taxman)
3	**Supplementary Reading Material**	Principles of Corporate Finance by Megginson /Smart Reading Corporate Finance: A Focused Approach by Ehrhardt Material Strategic Corporate Finance by Weaver
4	**Websites**	NSE, BSE, Institute of Cost Accountants, Institute of Chartered Accountants
5	**Journals**	Journal of Finance, ICFAI Journals on Finance

Semester	III	Specialization	Finance
Course Code	310FIN	Type	Subject – Elective
Course Title	Corporate Financial Restructuring		

Course Objectives:	
1	To know the concept of Financial Restructuring in Companies.
2	To get acquainted with the factors leading to financial distress of the organization.
3	To understand alternative sources of capital and planning of the same.
4	To know the significance of the Corporate Governance in the overall functionality of the organization.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basics:** Concept of Internal & External Restructuring, Financial perspective in restructuring, Reorganization strategies in corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows.	6 + 1
2	**Mergers & Acquisitions:** Difference and commonalities of the concepts, differentiation with regard to Take Over, Strategic & Financial Aspects, Hostile vs. Friendly Takeovers, Defense Tactics, Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control.	5 + 1
3	**Risk Management in Mergers & Acquisitions:** Collars, Role of Arbitragers in Mergers & Acquisitions, Interpretation of Arbitrage Spreads, Earn Out and CVRs, Pre Closing & Post Closing M&A Risks, Management of M&A Risk with the help of Collars, Fixed Collar Offers Vs. Floating Collar Offers.	6 + 1
4	**Methods of Enterprise Valuation:** Weighted Average Cost of Capital, Discounted Cash Flows Model, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis.	5 + 1
5	**Corporate Governance:** Significance in the Indian context, Reference of CG in Indian Companies Act (Amended) 2013, Role of Board of Directors, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report.	3 + 1

Learning Resources:		
1	Text Books	Business Environment – Justin Paul – Tata McGraw Hill, Business Environment – A.C. Fernando – Pearson Education
2	Reference Books	Corporate Restructuring: Lessons from experience - Michael. Pomerleano, William Shaw Creating Value Through Corporate Restructuring: Case Studies in Bankruptcies, Buyouts, and Breakups (Wiley Finance) - Stuart C. Gilson, Edward I. Altman Valuation: Mergers, Buyouts and Restructuring (Wiley Finance) - Enrique R. Arzac
3	Supplementary Reading Material	Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press, Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press
4	Websites	www.sebi.gov.in www.mca.gov.in
5	Journals	Journal of Restructuring Finance

Semester	III	Specialization	Finance
Course Code	311FIN	Type	Subject – Elective
Course Title	**Equity Research, Credit Analysis & Appraisal**		

Course Objectives:
1. To understand the importance of equity research. 2. To understand how excel can be leveraged for better analysis of a company. 3. To give recommendation based on fundamental and technical analysis

Syllabus:

Unit Number	**Contents**	**No. of Sessions**
Unit – 1	1.1: Equity Research – Concept & Definition: Meaning and Scope of Equity Research, Fundamental Analysis (Economy analysis, Industry Analysis, Company Analysis), and Technical Analysis. Developing a Financial Model: Input all the financial data from the annual report of the company, Concepts of standardization and regrouping of data as per the need of the analyst, development of a model. 1.2: Introduction of financial modeling design, create a common-size statement and analysis of past performance in excel, trend analysis, Ratio analysis, creating input & forecast assumptions sheet, output & report sheet, sensitivity analysis, Company Valuation: equity stock valuation model – Discounted Cash Flow Method, Relative valuation & Dividend Discount Model.	**6 +1**

Unit – 2	2.1: Company Analysis Using Market Information: Concept of oscillators and calculation of oscillators from the data of 5 years prices, High, low, average price, moving averages - simple, exponential, rate of change indicators (ROC) , relative strength index, (RSI), Moving average convergence and divergence(MACD). 2.2: Company Analysis Using Technical Analysis: Understanding various charts - bullish trend, bearish trend, price chart, line chart, bar chart, Japanese candle stick chart, Chart Patterns - support and resistance, reversal pattern, head and shoulder formation, Inverse head and shoulder formation, Continuation Patterns - Triangles, Flags and Pennants, Overall decision making for purchase/ sale of share of a company.	**6+1**
Unit – 3	Writing Equity Research Report : Structure for writing equity research report & presentation of the report with recommendation.	**4+1**
Unit – 4	Principles of Credit Management: Principles of Lending – Evaluation of Borrower – Sanction limit-Principles of good lending, Objectives of Credit Management: Credit Allocation – Credit Evaluation Financial statement analysis- Cash flow analysis – Projections- Management of the firm and other factors- Feasibility study- Fundamental credit issues -Borrower study and bankers opinion -Credit Discipline- Credit Monitoring. Credit Policy in Banks: Need for Credit Policy – Components of Credit Policy – Credit Policy -Credit Culture- Credit institutions - Types of Credit – Bank Credit for Various Sectors.	**5+1**
Unit – 5	Documentation: Importance of Documentation – Security of Documentation – Renewal of Documents – Security Offered for Documents. Credit Monitoring: Financial Supervision – Financial Follow-up – Financial Follow- up Reports- - Physical Follow – up.- Identifying Problem Loans – Loan Classification – NPA management.	**5+1**

Learning Resources:		
1	Text Books	➢ Mastering Financial Modeling in Microsoft Excel – Alastair L. Day ➢ Business Data Analysis using excel – David Whigham ➢ Practical Financial Modeling – Jonathan Swan ➢ Credit Appraisal, Risk Analysis and Decision Making – D.D.Mukherjee - Snow o White Publications ➢ Banking Strategy, Credit Appraisal, and Lending Decisions – Hrishike Bhattacharya – Oxford University Press ➢ Shekar and Shekar " Banking Theory and Practice "
2	Reference Books	Business analysis with Microsoft excel – Conrad Calbarg Understanding and analyzing balance sheets using excel worksheet – Rube. J

		Bodhanwal Vishwanathan R. " Industrial Finance " Macmillan, New Delhi Prasad K, Nirmala and Chandradas. " Banking and Financial System"
3	Supplementary Reading Material	W. Koch Scott, Timothy. " Bank Management" Research report of various broking firms can be referred. Crisil Database, ACE Equity, Bloomberg Capital Markets Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.reuters.com www.bloomberg.com RBI Website
5	Journals	Risk Management International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	312FIN	Type	Subject – Elective
Course Title	Rural Financial Institutions		

Course Objectives:	
1	To understand various avenues of finance available for the development of rural area.
2	To understand the role of financial institutions in rural India

Syllabus:

Unit Number	Contents	Number of Sessions
1	Regulation of Rural Financial Services: Regulatory framework of RFIs – Reserve Bank of India and its policy and functions in rural banking – National Bank for Agriculture and Rural Development – Impact of economic liberalization and deregulation of interest rates in RFIs, Introduction to Islamic Banking.	5 + 1
2	Co-operative Banks: Concept, Structure and special features of co-operatives banking – draft co-operatives bill – primary level credit institution, their functioning and problems – business development plans – District Central Co-operative Banks – structure and functions –– Deregulation of interest rates, Land Development Banks- Structure and functions.	5 + 1
3	Regional Rural Banks: Genesis and need – problems of RRBs - structural weaknesses – working group of RRBs (Kelkar committee report) – Recommendations of committee on Financial sector reforms – recent policy changes relating to RRBs – Deregulation of interest rates and prudential norms	5 + 1

	– Turnaround strategies – DAP/MOU for revamping and re-structuring.	
4	Rural Banking in Commercial Banks: Rural lending by commercial banks- problems of rural branches of commercial banks – transaction cost and risk cost of rural financing – impact of recent policy changes.	5 + 1
5	Local Area Banks / Other Financial Institutions: Emerging Trends Genesis – RBI Guidelines on Local Area Banks / Other financial Institutions like private banks, Non- Banking Financial Companies, Linkages with Private Money Lenders, Emerging Trends in rural banking, Microcredit, NGO involvement. Reforms in rural credit system.	5 + 1

Learning Resources:		
1	Text Books	Banking – Dharmaraj E – Scitech Publications
2	Reference Books	Indian Economy – Datt, Sundaram – S.Chand& Sons, Indian Economic Problem – Amitabh Bhattacharya – Metropolitan Publications,
3	Supplementary Reading Material	Microfinance – Rajagopalan – ICFAI Press,
4	Websites	www.nabard.org www.banknetindia.com www.rbi.org.in www.iba.org
5	Journals	Asian Journal of Agricultural & Rural Development Journal of Industrial and Rural Development

Semester	III	Specialization	Finance
Course Code	313FIN	Type	Subject – Elective
Course Title	Banking Operations – I		

Course Objectives:	
1	To understand the basics of Banking and the emergence of Banking in India.
2	To get acquainted with the functionality of the Banks.
3	To know the meaning and use of commonly used technologies in Banking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basic Concepts**: Banking, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy.	6 + 1
2	**Regulatory Framework:** Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks.	4 + 1
3	**Types of Banks& Banking:** Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking, MUDRA Bank and Payment Banks.	4 + 1

4	**Funding & Recovery:** Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non-Performing Assets, Effect of NPA on bank's profitability.	4 + 1
5	**Concepts in Banking and Accounting of transactions:** Accounting in banks, Final Accounts of Banks, Management of Assets and Liabilities, Provision for NPAs, Income Recognition and Asset Classification Norms, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET.	7 + 1

Learning Resources:		
1	Text Books	The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House
2	Reference Books	Indian Financial System – M Y Khan – Tata McGraw Hill Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan
3	Supplementary Reading Material	Reserve Bank Bulletins Economic Times Business Standard
4	Websites	www.bankingandfinancereview.com
5	Journals	Journal of banking and finance International Journal of Banking Accounting and Finance

Semester	III	Specialization	Finance
Course Code	314FIN	Type	Subject – Elective
Course Title	Treasury Management		

Course Objectives:	
1	To understand the concept of treasury management.
2	To understand the management of funds.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Scope and Function of Treasury Management:** Objectives of Treasury, Structure and Organization, Responsibilities of Treasury Manager, Function of treasury, Role and Functions of RBI, Recent Developments in the RBI's Policy Framework.	5 + 1
2	**Short, Medium and Long term Funding, Cost Centre / Profit Centre:** Financial Planning and Control, Capital Budgeting, Risk Analysis	5 + 1
3	**Cash Management:** Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Liquidity Management: Objectives, Sources & Maturity Concerns: Short term and Long term Liquidity.	5 + 1

4	**Internal Control:** The Need and Importance – Financial and Operational risks – Internal v/s External Control, The Need and Significance of Internal and External Audit.	5 + 1
5	**Treasury's role in International Banking:** Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives, Moral and Ethical aspects.	5 + 1

Learning Resources:		
1	Text Books	Financial Management – Ravi Kishore
2	Reference Books	Cost Accounting & Financial Management – Ravi Kishore – Taxman Publication, Corporate Finance & Investment –R. Pike and B Neale – Prentice Hall of India, International Corporate Finance – Ghosh Roy - Mac Milan India
3	Supplementary Reading Material	Effective Management Workout – V.K.Singh – Himalaya Publishing House
4	Websites	www.treasury-management.com www.iibf.org.in www.icai.org,
5	Journals	Journal of Corporate Treasury Management (JCTM) Journal of Accountancy

Semester	III	Specialization	Finance
Course Code	315FIN	Type	Subject – Elective
Course Title	Futures and Options		

Course Objectives:	
1	To develop an understanding of financial derivatives and the institutional structure of the markets on which they are traded.
2	To have an understanding of the analytical tools necessary to price such instruments.
3	To highlight the role of financial derivatives in the modern capital markets, in particular for risk management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Definition of Derivative, Brief History of Derivatives, Participants in Derivative Market, Economic functions of derivative market, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of Derivative Market - Forwards, Futures, Options, Swaps, etc. Reasons for Trading: Risk Management, Speculation and Arbitrage.	5 + 1

2	**Market Characteristics:** Futures and Options Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications. Mark to Market using Margin Accounts, Familiarizing with Market Quotes, Trading Strategies involving Options and Futures, Interest Rate Derivatives, Contractual Specifications - Floating and Fixed Rate, Valuation of Interest Rate Derivatives.	5 + 1
3	**Derivatives Pricing Theory:** Option Pricing: Option Payoffs, Black-Scholes formula for Option Pricing, Futures Pricing: Pricing by Arbitrage: Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price.	5 + 1
4	**Risk Analysis and Management:** Risk Measurement and Management Framework. Delta/Theta/Vega & Gamma risks of options, Hedging with Futures, Derivatives Disclosure: Accounting Issues in Derivatives.	5 + 1
5	**Options and Futures Applications in India:** Structure of Indian Stock Markets and the Operational Efficiency of Options and Futures, Determination of the Fair Value of Futures and Options Prices, Interactions between Spot Equity Trading and Trading in Derivatives. Index Options and Futures, Constructing an Index, Methodology of Construction, Trading an Index. Conditions necessary to Improve the Market Structure in India and Policy Interventions.	5 + 1

Learning Resources:		
1	Text Books	Futures & Options – A.N.Sridhar Financial Derivatives – S.L.Gupta Financial Derivatives – S.S. Kumar Options, Futures & Other Derivatives – John C. Hull Option Volatility & Pricing – Sheldon Naten Berg The New Options Market – Max Ansbacher
2	Reference Books	Futures & Options – ND Vohra, B.R.Bagr Derivatives & Risk Management Basics – Don. M. chance, Robert Brooks. Derivatives & Risk Management – Jayanth Rama Varma
3	Supplementary Reading Material	NCFM Modules on Derivatives
4	Websites	www.nseindia.com www.bseindia.com www.iijournal.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance

		International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	III	Specialization	Finance
Course Code	316FIN	Type	Subject – Elective
Course Title	Financial Instruments & Derivatives		

Course Objectives:	
1	To provide students with an introduction to the theory and practice of financial instruments.
2	To develop an understanding and importance of financial derivatives and institutional structure of the market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Capital and Money Market Financial Instruments:** Meaning, definition need and importance, types of various financial instruments.	5 + 1
2	**Money market Instruments:** Call/money, Treasury Bills, Term money,	5 + 1

	Certificate of Deposits, Commercial papers, Inter banks term money.	
3	**Capital market instruments:** Equity shares, Preference shares, No voting shares, Convertible Cumulative Debentures, Fixed Deposits, Warrants Debentures and Bonds, GDR, ADR.	5 + 1
4	**Derivatives:** Meaning and characteristics, types of derivatives, Spot, forward and future contracts, stock index futures, Commodity derivatives markets.	5 + 1
5	**Option Contract:** Call and Put option Capital Asset pricing Model, SWAP, Currency derivatives and Risk management in derivatives.	5 + 1

Learning Resources:		
1	Text Books	Indian Financial Services – M.Y.Khan Marketing of financial Services – V.A. Avdhani Relevant text of SEBI Guidelines
2	Reference Books	Bhole,L.M. Financial Institutions And Markets, TATA Mc Graw-Hill,New Delhi Clifford Gomez, Financial Markets, Institutions and financial Services PHI Learning
3	Supplementary Reading Material	Securities and Exchange Board of India Act,1992 NabhiManual of SEBI Guidelines (1994):NabhiPublications,New Delhi
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

MBA SYLLABUS: SEMESTER III
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Information Technology
Course Code	305IT	Type	Specialization - Core
Course Title	**IT Management & Cyber Laws**		

Course Objectives:	
1	To understand legal provisions of Information Technology Act, 2000.
2	To know Case Law and practical ramifications of the Act
3	To develop understanding of managerial aspects so as to use Information technology effectively and efficiently.
4	To appreciate IT Management as an independent and important field of work, different from IT for Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Hardware & Network Management**– Computer Peripherals - Input – Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement of Hardware – Networking Trends – Overview of Networking Alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Networking protocols	7+2
2	**Application Software Management** - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-Commerce, CRM, Scientific and Engineering Programs. **System Software Management**–Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software	7+2
3	**(a) Security Management**–Need, Case Studies – Types of Computer Crime – Cyber Law - Tools of security Management - Security Defences – System Controls and Audit **(b) People Management**-- I.T. Organization of a large corporation – Selection and Recruitment – Training – Retention – Performance Measurement	7+2
4	**Cyber Laws: Object and Scope:** Genesis, Object, Scope of the Act	7+2

	Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption **Digital Signature (DS):** Technology behind Digital Signature - Creating & Verifying a DS - DS and PKI – Digital Signature and the Law. **E-Governance and IT Act 2000:** Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies.	
5	**Certifying Authorities:** Need for Certifying Authority and Powers - Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate. **Domain Name Disputes and Trademark Law :** Concept of Domain Names - New Concepts in Trademark – Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute **Cyber Crimes:** Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate.	7+2

Learning Resources:		
1	Text Books	Cyber Law in India by Farooq Ahmad – Pioneer Books Management Information System Laudon, Laudon and Dass 11th Edition Pearson Management Information Systems Obrien, Marakas, Behl 9h EditionTata McGraw Hill Management Information Systems W S Jawadekar, 4th Edition Tata McGraw Hill
2	Reference Books	Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd. The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi. Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi

		IT system Management by Rich Schiesser Enterprise Computing by Alan R. Simpson
3	Supplementary Reading Material	Hand book of Cyber & E-commerce Laws by P.M. Bakshi & R.K.Suri – Bharat Law house New Delhi. The Influence of IT Management Practice on IT Use in Large Organizations Journal MIS Quarterly Author: Boynton Andrew, Zmud Robert & Jacobs Gerry
4	Websites	www.cyberlawindia.net www.asianlaws.org www.csus.edu, whatis.techtarget.com
5	Journals	Cyber Times, MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India

Semester	III	Specialization	Information Technology
Course Code	306IT	Type	Specialization - Core
Course Title	**E Business and Business Intelligence**		

Course Objectives:	
1	To appreciate e-Business as a significant business segment of the future
2	To develop capacity to initiate/lead an e-business venture/ business segment
3	To understand principles of BI and Analytics at conceptual level
4	To develop skills to design BI and Analytics projects

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction,** Background and Current Status, Case studies, e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology.	6+2
2	**e-Business Infrastructure** - e-Business Design, Capacity Planning, Performance Modeling- Mobile commerce- framework and models e-Business Models - e-Marketing, e-CRM, Internet advertising - e-Business. Security/Payment Services - e-SCM, e-Procurement - Portals- Search Engines – Online Community building.	7+2
3	**e-Business Strategy** into Action, Challenges, Legal Issues - Business Plan Presentation and Demonstration "Launching e-Business: From Idea to Realization".	7+2
4	**Business Intelligence:** definition , concept and need for Business Intelligence, Case studies **BI Basics :** Data, information and knowledge, Role of Mathematical models.	8+2
5	BI Applications in different domains- CRM, HR, Production.	7+2

Learning Resources:		
1	Text Books	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson E-business by Rayudu, Himalaya Publication

2	Reference Books	Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007 Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez Knowledge Management by Jawadekar, McGraw-Hill e-Commerce A Manager's Guide to e-Business by Parag Diwan & Sunil Sharma
3	Supplementary Reading Material	The Great Mind Challenge for Business, Vol. 1 and 2, IBM (I) Pvt. Ltd, Bangalore E-Government, E-Business, and National Economic Performance Journal: Communications of AIS , Shirish Shrivastava
4	Websites	www.sas.com www.smartdatacollection.com e-business.com www.ecommercetimes.com
5	Journals	International Journal of Business Intelligence Research Journal of Electronic Commerce Research International Journal of Electronic Commerce

Semester	III	Specialization	Information Technology
Course Code	307IT	Type	Subject - Elective
Course Title	Software Engineering with System Analysis & Design		

Course Objectives:	
1	To develop theoretically sound understanding of Software Engineering Methods
2	To develop understanding of object oriented software Engineering
3	To develop ability to represent diagrammatically and in descriptive form, software engineering schemas

Syllabus:

Unit Number	Contents	Number of Sessions
1	Nature of Software, Software Engineering, Software Process, Unique Nature of WebApps, Basic System Development Life Cycle	6+1
2	Different approaches and models for System– Generic Process Model, Waterfall, Spiral, Prototyping, RAD, JAD	6+1
3	Requirements Anticipation, Requirements Investigation, Requirements Specifications	6+1
4	Use-case Driven Object oriented Analysis - Use case Diagram, Activity Diagram, Sequence diagram, Collaboration Diagram and Class Diagram	8+2
5	User Interface design	4

Learning Resources:		
1	Text Books	Software Engineering Pressman, TMH,7th Edition
2	Reference Books	System Analysis and Design Jalote, Narosa Publication, 3rd Edition Software Engineering W S Jawadekar, TMH. System Analysis & Design Elias Awad, Galgotia Publication Object Oriented Analysis and Design with Applications by Grady Booch., Benjamin / Cummings , 1994., Pearson,3rd Edition
3	Supplementary Reading Material	Management Information System for Enterprise Applications, Adamantions Koumpis
4	Websites	www.unesco-ihe.org

5	Journals	International Journal of Software Engineering & Knowledge Management TSE - IEEE Transactions on Software Engineering SPE - Software - Practice and Experience

Semester	III	Specialization	Information Technology
Course Code	308IT	Type	Subject - Elective
Course Title	Mobile Computing with Android		

Course Objectives:	
1	To understand technical aspects of M-computing
2	To appreciate impact of M-computing on Information Technology scenario
3	To understand M-computing applications; initiate new applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:**Generations of mobile computing, Spectrum allocation, Standard Bodies, Players in the Wireless Space, three tier architecture of mobile computing, Mobile Computing through Internet, Basic cellular system, concept of frequency reuse channels, hand-off mechanism, cell splitting	5+1
2	**GSM &GPRS :**GSM features and Architecture , Network Aspects in GSM, GSMFrequency Allocation, Mobility management, hand-off mechanisms, cell splitting, Security issues used in GSM, GPRS features and architecture, network operations, data services in GPRS, applications and limitations, SMS and MMS services architecture and operation details	5+1
3	**Emerging Telecommunication Technologies :**Introduction, Bluetooth, EDGE, UMTS, Wireless Broadband (WiMAX),Mobile IP, Java Card, WLAN, Ad-hoc Networks, Sensor Networks, SpreadSpectrum technology, CDMA, Third generation networks and applications,WAP: Model, architecture & protocol stack.	5+1
4	**Security Issues in Mobile Computing:**Introduction, Information security, Security techniques and Algorithms,security Protocols, Public Key Infrastructure, Trust, Security Models, SecurityFrameworks for Mobile Environment.	4+1
5	**M-Commerce :**Introduction to m-commerce :Emerging applications, different playersin m-commerce, m-commerce life cycleMobile financial services, mobile entertainment services, and proactive serviceManagement **Management of mobile commerce services:**Content development and distribution to hand-held devices, contentcaching, pricing of mobile commerce services The emerging issues in mobile commerce: The role of emerging wireless LANs and 3G/4G wireless networks, personalized content	6+1

	management, implementation challenges in m-commerce, futuristic m-commerce services.	

Learning Resources:		
1	Text Books	Mobile Computing (Technology, Applications and Service Creation) , Asoke. K Talukder and Roopa R. Yavagal. Tata McGraw Hill
2	Reference Books	Mobile Communication : Jachan Schiller, Adison-Wesley.Wireless and Mobile Network Architecture : Yi-Bing Lin, Wiley Mobile Commerce: Technology, Theory and Applications by BrianMennecke and Troy J. Strader, Idea Group Publishing
3	Supplementary Reading Material	
4	Websites	techbits.co.in www.zslinc.com
5	Journals	Wireless communication & mobile computing IEEE Transactions on Mobile Computing

Semester	III	Specialization	Information Technology
Course Code	309IT	Type	Subject - Elective
Course Title	RDBMS with Oracle /MS-SQL Server		

Course Objectives:	
1	To understand theoretical concepts in Relational Data Base Management
2	To develop working level proficiency for writing SQL commands
3	To develop capability to design applications for a real life DBMS problem

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of DBMS :** Architecture, Data models, constraints	3
2	**Relational model concept**: Relational model constraints ,relational Algebra, Relational database language, Data definition in SQL, Views and Queries in SQL, Specifying constraints and Indexes in SQL, Specifying constraints management systems,	6+1
3	**SQL Functions:** Date - Sys_date , next_day, Add_months, last_day, months_between. Numeric - round, trunc, abs, ceil, cos, exp, floor. Character - initcap, lower, upper, ltrim, rtrim, translate, length, lpad. rpad, replace. Conversion - to_char, to_date, to_number. Miscellaneous - Uid, User, nvl, vsize, decode, rownum. Group function - avg, max, min, sum, count, with Group by and Having Clause. Nested functions.	6+1
4	**Joins:** Simple join Equi join Non equi join Self join Outer join Set operators (Union, union all, intersect, minus) Sub queries and Correlated query DML statements (Insert, Update, Delete with whereclause) TCL (Commit, Rollback, Saveint)	5+1

5	**Tables** Create, Alter, Drop, Truncate, Rename Constraints (Primary key, Foreign Key, Unique Key, Check, Defult, Not Null, On delete, Cascade) Column level and Table level constraints **Oracle Objects** Views, Sequences, Synonyms, Index (Define, Alter and Drop)	6+1

Learning Resources:		
1	Text Books	Data Base System Concept by Korth, TMH, 5thEdition Oracle by Ivan Bayros
2	Reference Books	Introduction To Database Systems By C.J.Date, Pearson. Data Management Systems by Alexis Leon, Mathew Leon Principles of Database Management by James Martin, PHI. SQL - The complete Reference by Groff James & Weinberg Paul., TMH,2nd Edition.
3	Supplementary Reading Material	Oracle 7 by Ivan Bayross, BPB Pub.
4	Websites	www.thinkoracle.in
5	Journals	Development of a Relational Database Management System

Semester	III	Specialization	Information Technology
Course Code	310IT	Type	Subject - Elective
Course Title	Software Quality Assurance & CMM Levels		

Course Objectives:	
1	To understand concepts and methodology related to Software Quality Assurance
2	To Know software Quality standards specifies by regulatory authorities
3	To develop capability to design Quality Testing processes in software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Software quality -** Definition Software errors, software faults and software failures Software quality assurance – definition and objectives Software quality assurance vs. software quality control The objectives of SQA activities	5+1
2	**Pre-project SQA Components** Contract Review Development and Quality Plan	5+1
3	**SQA components in Project life cycleactivities assessment.** Verification and Validation Various types of Reviews Inspections Walkthrough Software testing Impact of CASE Tools	5+1
4	**Software Quality Factors** Mccall's Quality Model Product, Process quality metrics	5+1

5	**Standardization** ISO 9001 and ISO 9000-3 SEI-CMM IEEE 1012 standard ISO/IEC 12207 standard.	5+1

Learning Resources:		
1	Text Books	Handbook of Software Quality Assurance Software Quality Assurance: Principles and Practices by Nina Godbole
2	Reference Books	Software Quality Assurance from theory to implementation – Danial Galin Software Project management - Edwin Bennatan Project Management Body of Knowledge – PMI
3	Supplementary Reading Material	Software Engineering Roger S. Pressman, TMH, 7th Edition.
4	Websites	www.softwarecertifications.org www.softwareqatest.com
5	Journals	Software Quality Journal

Semester	III	Specialization	Information Technology
Course Code	311IT	Type	Subject - Elective
Course Title	E-Learning Tools & Methods		

Course Objectives:	
1	To understand e-learning as an emerging educational technology
2	To learn use of tools/ technologies used for e-learning based pedagogy
3	To develop capability to initiate e-learning project(s)

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:e-**learning- definition. Why e-learning? Elements of e- learning, e-learning content- dimensions, Risks in e-learning, ROI , e- learning cycles, Implementation.	5+1
2	**Types of e-learning and technologies required:**Learner- led e-learning Facilitated e-learning, Instructor- led e-learning, Embedded e-learning Tele-mentoring and e-coaching, Categories of software tools	5+1
3	**Hardware and Networks for e-learning:**Selection of **e-**learning Hardware, network for **e-**learning, types of networks, private network, private networks, internet, TCP/IP , wireless internet connection.	5+1
4	**Tools for accessing e-learning:**Web browsers, media players and viewers **Tools for offering e-learning:**Web servers, LMS- Learning Management Systems , Learning Content Management Systems, Collaboration tools, Virtual- School systems, media servers **Tools for creating e-learning content:**Course authoring tools, web site authoring tools, how they work?, an overview of popular web site authoring tools, alternatives to web authoring tools, blogging tools, testing and assessment tools **Other Tools:**Media Editors, Content Converters	5+1
5	**Standards For e-learning:**Standards for packaging, communication, Metadata, Quality standards , other standards and regulation	5+1

	Trends in e-Learning: Always Online, All information online, All Media digital, Emergence of HDTV video standard, Force or haptic feedback, Telepresence, immersive simulations, embedded system.	

Learning Resources:		
1	Text Books	E- learning strategies – How to get implementation and delivery right first time by Don Morrison, John Wiley and sons Ltd. Methodologies, Tools and New Developments for E-Learning
2	Reference Books	Delivering E- learning : A complete strategy for design, application and assessment **–** by Kenneth Fee , Kogan Page London and Philadelphia, 2009 E- Learning Tools and Technologies a consumer's guide for trainers, teachers, educators and instructional designers **–** William Horton, Katherine Horton, Wiley.
3	Supplementary Reading Materia	
4	Websites	www.e-learningconsulting.com www.elearningnc.gov
5	Journals	**Journal of e-Learning and Knowledge Society**

Semester	III	Specialization	Information Technology
Course Code	312IT	Type	Subject - Elective
Course Title	Software Marketing		

Course Objectives:	
1	To understand facets of software marketing as a field of study
2	To develop in depth of understanding of Software Marketing Practices
3	To assist in developing capability to market the software

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Global and Indian Software Industry Environment:** Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry	5+1
2	**Services Marketing Mix:** 7 Ps of Services Marketing – Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage - Segmenting, Targeting and Positioning.	5+1
3	**Promotion:** Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software	5+1
4	**Distribution:** Place – Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. **Pricing:** Factors involved in pricing software Products, Price estimating for Software Projects	5+1
5	**Customer Satisfaction & Service Quality:** Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services	5+1

Learning Resources:		
1	Text Books	Services Marketing - Zeithaml, Bitner, Gremler&Pandit, TMGH, 4th Edition.

2	Reference Books	Services Marketing – Rampal& Gupta Software That Sells : A Practical Guide to Developing and Marketing your Software Project, Edward Hasted
3	Supplementary Reading Material	Services Marketing - Christopher Lovelock
4	Websites	www.softwaremarketingresource.com www.softwareceo.com
5	Journals	Journal of Services Marketing

Semester	III	Specialization	Information Technology
Course Code	313 IT	Type	Subject - Elective
Course Title	IT for Retailing & Online Shopping		

Course Objectives:	
1	To understand IT in Retail as an important field of practice
2	To know concepts and technologies related to IT in retail

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:**Role of IT in Retail Trade**,** Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, limitations of using IT, Essential Requirements of an Information System for retail.	5+1
2	**Applications of IT in Retail Management:**Inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, CPFR- Collaborative Planning, Forecasting and Replenishment. Capturing and transmitting data at POS , advantages, elements of data capture – coding system code symbology Means of data capture Database marketing, Data Mining, Data Mart	5+1
3	**Technology for retail Management:**POS - Point of Scale Technologies available Barcode scanning, electronic shelf tags, self-checkouts, RFID tags, fingerprint authentication. **Evolution of Retail Management Systems:** Introduction to self-service, supermarkets, atomistic retail to regional networks/ chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.	5+1
4	**Web based retailing/ E- Retailing/ E Commerce (B2C):** Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e- retail business, limitations of the web.	5+1

	Emergence of eBay, Amazon and others, comparison of web based retailing and other forms of retailing.	
5	**Future trends :** Smart cards, E-cash, Multimedia kiosks, Customer specific offers, Electronic body scanners, Electronic shelf front **Retail management Systems in the market:**ERP systems like SAP and PeopleSoft, Specialized retail software providers like JDA, Retek, Essentus, SANDMAR RM 6000 and others, Open source software.	5+1

Learning Resources:		
1	Text Books	Information Technology for retailing by Khurana Pub McGraw Hill
2	Reference Books	Retail Business Management by R. Perumalsamy, Anmol Publications, 2010 Retail Managementby Arif Sheikh and Kaneez Fatima , Himalaya Publishing House , 2008.
3	Supplementary Reading Material	Advanced Technologies Management for Retailing - Framework and Cases by Eleonora Pantano and Harry Timmermans, Business Science Reference , 2011
4	Websites	www.retailsystems.com
5	Journals	Journal of Retailing and Consumer Services

Semester	III	Specialization	Information Technology
Course Code	314IT	Type	Subject - Elective
Course Title	Technical Writing		

Course Objectives:	
1	To understand Technical Writing at conceptual level
2	To learn tools and techniques as well as approaches to technical writing
3	To develop expertise with a view to taking up technical writing as a career

Syllabus:

Unit Number	Contents	Number of Sessions
1	What is technical writing? – Case studies Role of technical writer- creating user guides, reference, readme, release notes, documentation procedure technical presentations, training slides, online help (preparation and integration.)marketing brochures, web pages, concept note, specs, project proposals company newsletter, CVs, effective emailing guidelines	5+1
2	Quality Characteristics for technical writing Ease of use: Task orientation, Accuracy, Completeness Easy to understand: Clarity, correctness, strike Easy to find: Organization, Retrievability, Visual effectiveness	5+1
3	Audience analysis: tailoring documents for a specific audience. Creating a thesis statement, developing an outline, pre-writing, refinement. Overcoming writer's block/writer's anxiety. Adding emphasis in writing. Annotated bibliographies. Avoiding plagiarism. Conciseness, clarity. Establishing arguments. Paragraphs and paragraphing. Quoting, paraphrasing, and summarizing. Sentence variety. Using appropriate language. Proofreading your writing; parallels in proofreading and debugging.	5+1
4	Writing white paper/ technical report, research paper, report abstracts, manuals and documentation. Effective workplace writing: accentuating the positives, prioritizing your concerns for effective business writing; memo writing, email etiquette, revision in business writing, tone in business writing, model letters for various purposes.	5+1
5	**(a)Document types to be covered** Business Writing – RFI (Request for	5+1

	information) and RFP (Request For proposal) structure, Writing RFI ,RFP Contents of an Installation manual , Writing an Installation manual Contents of a s/w user manual , Writing a s/w user manual What is a white paper? Contents of a white paper , writing white papers CBT(Computer based training) , Structure of CBT, Preparing CBT Preparing a tutorial **(b)Tools of technical writing** MS Word, Ms Excel, Ms- PowerPoint, TechSmith SnagIT, Adobe PDF, Adobe Robohelp	

Learning Resources:		
1	Text Books	Technical Writing, Process and Product, Sharon Gerson, Steven Gerson, Pearson
2	Reference Books	Engineers Guide to technical writing by Kenneth G. Budinski, ASM International , 2001 Science and Technical Writing A Manual of style edited by Philip Reubens, Routledge The Best Software Writing I selected and introduced by Joel Spolsky, Apress, 2005 Technical Communication' by Mike Markel
3	Supplementary Reading Material	Developing Quality Technical Information A Handbook of Writers and Editors, IBM Press, 2004
4	Websites	The Online Writing Labs (OWL) family of websites http://owl.english.purdue.edu/; specially, http://owl.english.purdue.edu/workshops/hypertext/ http://www.twin-india.org/ - Twinbook 1.chm and Twinbook2.chm http://techwhirl.com www.tc.eserver.org-The most comprehensive virtual library for technical communicators on the Web. http://mysite.verizon.net/resnx4g7/ http://www.greatuserdocs.com http://www.io.com/~hcexres/textbook/ - Basic online textbook on technical

		writing. http://en.wikiversity.org/wiki/Technical_writing -Provides a basic online course in technical writing. http://www.indexers.org.uk -Indexing user manuals http://www.g2meyer.com/gallery/ -Collection of screen captures of various online help systems. http://www.itauthor.com
5	Journals	Journal of Technical Writing and Communication Editor: Charles H. Sides

MBA
SYLLABUS: SEMESTER III
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Operations Management
Course Code	305OPE	Type	Specialization –Core
Course Title	Planning & Control of Operations		

Course Objectives:	
1	To give an overview of Planning & Control of Operations
2	To explain the role of forecasting in the operations planning process.
3	To explain the need for aggregate planning and the steps in aggregate planning.
4	To explain how is capacity planning done in organizations and what is its relationship with MRP.
5	To highlight the importance of scheduling in operations management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Planning & Control of Operations:** Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.	7 + 2
2	**Demand Forecasting:** Forecasting as a planning tool, Why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.	7 + 2
3	**Aggregate Production Planning:** Planning Hierarchies in operations, Aggregate Production planning, Need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.	7 + 2
4	**Resources Planning:** Dependent Demand Attributes, Planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.	7 + 2
5	**Scheduling of Operations:** Need for Scheduling, Scheduling – Alternative terms, Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in	7 + 2

	Mass production systems.	

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition.
2	Reference Books	Operations Management by Terry Hill, Palgrave, 2nd Edition The fundamentals of Production Planning and Control by Stephen Chapman, Pearson, 1st Ed.
3	Supplementary Reading Material	Operations Now by Byron Fitch, TMGH, 3rd Edition.
4	Websites	www.apics.org
5	Journals	Demand **F**orecasting and Smoothing Capacity Planning for products with high random demand volatility by Huang, M.-G.; Chang, P.-L.; Chou, Y.-C., International Journal of Production Research, Jun2008, Vol. 46 Issue 12 Adaptive Exponential Smoothing versus Conventional Approaches for lumpy Demand Forecasting: case of production planning for a manufacturing lineby Quintana, R.; Leung, M. T., International Journal of Production Research, Nov2007, Vol. 45 Issue 21, p4937-4957, 21p Forecasting Inventory: Using Demand to Determine Supply by Wilson, Eric., Journal of Business Forecasting, Fall2008, Vol. 27 Issue 3 Forecasting Demand for Single-period products: A case study in the Apparel Industry by Mostard, Julien; Teunter, Ruud; de Koster, René., European Journal of Operational Research, May2011, Vol. 211 Issue 1 Modeling of Multi-period Multi-product Production Planning considering ProductionRoutes by Mahdavi, Iraj; Taghizadeh, Kaveh; Bagherpour, Morteza; Solimanpur, Maghsud., International Journal of Production Research, Mar2012, Vol. 50 Issue 6 Forecasting AggregateDemand: An Analytical Evaluation of Top-down versus Bottom-up Forecasting in a Production Planning frameworkby Widiarta, Handik; Viswanathan, S.; Piplani, Rajesh. International Journal of Production Economics, Mar2009, Vol. 118 Issue 1 Making MRP Workby Diehl, Gregory W.; Armstrong, Aaron J.. Industrial Engineer: IE, Nov2011, Vol. 43 Issue 11

Semester	III	Specialization	Operations Management
Course Code	306OPE	Type	Specialization –Core
Course Title	Inventory Management		

Course Objectives:	
1	To give an overview of various aspects of inventory.
2	To explain the impact of types of inventory costs on inventory management decisions.
3	To explain the principles of JIT

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Elements of Inventory Management:** Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	7 + 2
2	**Inventory Control systems:** Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.	7 + 2
3	**Economic Order Quantity Models:** The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks, Service Level, Reorder point with variable demand, Computer Solution of Reorder point with MS Excel, Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel	7 + 2
4	**Just-In-Time:** Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory.	7 + 2
5	**Make Or Buy Decisions:** Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation, Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment:	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition. Operations Management-Process and Value Chains by Krajewski, Ritzman, Malhotra, Pearson, 8th Edition.
2	Reference Books	Operations Management: Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India. Introduction to Materials Management by J.R.Tony and Arnold.
3	Supplementary Reading Material	Inventory Control and Management by Donald Waters, Wiley Student Edition, 2nd Ed. Just-in-Time Manufacturing by Korgaonker, Macmillan Essentials of Inventory Management by Max Muller, JAICO Publishing, 1st Edition.
4	Websites	www.inventorymanagementreview.org www.effectiveinventory.com
5	Journals	Material Management Review- Institute of Material Management Production & Inventory Management - APICS

Semester	III	Specialization	Operations Management
Course Code	307OPE	Type	Subject - Elective
Course Title	Productivity Management		

Course Objectives:	
1	To understand and appreciate significance of productivity management
2	To study various productivity management methods
3	To learn applicability of popular productivity management tools

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction**: Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.	3+1
2	**Value Analysis and Value Engineering:** Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.	3+1
3	**Work Study**: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement **Method Study**: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams ,Principles of Motion Economy	6+1
4	**Work Measurement:** Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances	8+1
5	**Advanced Methods of Productivity and service level enhancements**: Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.	5+1

Learning Resources:		
1	Text Books	Productivity Measurement for Business Excellence by Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. Operations Management for Competitive Advantage by Richard B Chase,

		Jacobs, Aquilano, Agarwal, TMGH, 11thEdition.
2	Reference Books	Introduction to Work Study Edited by Geirge Kanawaty, Universal Publishing, 4th Edition.
3	Supplementary Reading Material	Production and Operations Management by S.N.Chary, TMGH, 4th Edition
4	Websites	www.npcindia.org
5	Journals	International Journal of Operations & Production Management International Journal of Business Performance Management Journal of Applied Economics International Journal of Management Journal of Management Information Systems

Semester	III	Specialization	Operations Management
Course Code	308OPE	Type	Subject - Elective
Course Title	Maintenance Management		

Course Objectives:	
1	To understand importance and role of Maintenance Management
2	To acquaint with various alternatives of Maintenance Management
3	To understand use of decision tools for Maintenance Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Need and Importance of Maintenance Management:** Maintenance versus Aggregate production planning, Maintenance versus Scheduling, Maintenance versus Quality Control, Equipment Life Cycle, Measures of Maintenance Performance – Mean Time Between Failure (MTBF) and Mean Time to Repair (MTTR) , Availability.	5 + 1
2	**Requirements for Effective Maintenance Management:** Catalogues of Equipment, Maintenance Policy, Maintenance Manual, Troubleshooting Mechanisms, Fault – tree Analysis, Maintenance Information Systems.	5 + 1
3	**Maintenance Alternatives:** Routine Inspection, Preventive Maintenance, Predictive Maintenance, Breakdown Maintenance, Planned Shutdowns / Major Overhaul, Equipment Replacement.	5 + 1
4	**Decision tools for Maintenance Management:** Optimum Preventive maintenance policy, group replacement policy, equipment replacement decision, Spare parts management: Types of spares, Vital Essential and Desirable, Inventory planning for spares.	5 + 1
5	**Total Productive Maintenance:** TPM Overall equipment effectiveness , TPM Methodology , TPM implementation, Technology in maintenance	5 + 1

Learning Resources:		
1	Text Books	Operations Management : Theory and Practice by Mahadevan, 2nd Edition, TMGH Operations Management by Norman Gaither & Greg Frazier, Cengage Learning, India Ed.
2	Reference Books	Production & Operations Management by Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd.
3	Supplementary Reading Material	Operations Management by Norman Gaither
4	Websites	www.lifetime-reliability.com www.authorstream.com
5	Journals	Empirical Analysis of MaintenancePerformance Measurement in Belgian Industries by Muchiri, Peter N.; Pintelon, Liliane; Martin, Harry; De Meyer, Anne-Marie., International Journal of Production Research. Oct2010, Vol. 48 Issue 20, p5905-5924 Development of Maintenance Function Performance Measurement Framework and Indicators by Muchiri, Peter; Pintelon, Liliane; Gelders, Ludo; Martin, Harry., International Journal of Production Economics. May2011, Vol. 131 Issue 1, p295-302 Measuring MaintenancePerformance: A Holistic Approach by Tsang, Albert H. C.; Jardine, Andrew K. S.; Kolodny, Harvey. International Journal of Operations & Production Management., 1999, Vol. 19 Issue 7, p691-715 Effect of Maintenance Policies on the Just-In-Time Production System by Abdulnour, G.; Dudek, R.A.; Smith, M.L., International Journal of Production Research. Feb1995, Vol. 33 Issue 2, p565. Effective Component Importance Analysis for the Maintenance of Systems With Common-Cause Failures by Liudong Xing; Amari, Suprasad V., International Journal of Reliability, Quality & Safety Engineering. Oct2007, Vol. 14 Issue 5, p459-478. Failure Reduction in Manufacturing Systems through the Risk Management Approach and the Development of a Reactive Maintenance Model by Karuppuswamy, P.; Sundararaj, G.; Devadasan, S. R.; Elangovan, D.; Savadamuthu, L., International Journal of Risk Assessment & Management. 2006, Vol. 6 Issue 4/5/6, p545-564. Plant-Level Maintenance Decision Support System for Throughput Improvement by Li, Lin; Ambani, Saumil; Ni, Jun., International Journal of Production Research. Dec2009, Vol. 47 Issue 24, p7047-7061.

		Measuring Efficiency of TotalProductiveMaintenance (TPM): A Three-Stage Data Envelopment Analysis (DEA) Approach by Jeon, Jeonghwan; Kim, Chulhyun; Lee, Hakyeon., Total Quality Management & Business Excellence. Aug2011, Vol. 22 Issue 8, p911-924. Relationship between TotalProductiveMaintenance and Performance by Brah, S. A.; Chong, W.K., International Journal of Production Research. 6/15/2004, Vol. 42 Issue 12, p2383-2401. Justification of TotalProductiveMaintenance Initiatives In Indian Manufacturing Industry for Achieving Core Competitiveness by I.P.S. Ahuja; J.S. Khamba. Journal of Manufacturing Technology Management. Jun2008, Vol. 19 Issue 5, p645-669. Operations and Maintenance Practices and Their Impact on Power Plant Performance by Shyong Wai Foon; Terziovski, Milé., Academy of Management Annual Meeting Proceedings. 2008, p1-6.

Semester	III	Specialization	Operations Management
Course Code	309OPE	Type	Subject - Elective
Course Title	Facilities Planning		

Course Objectives:	
1	To emphasize the importance of facilities planning in view of the size of investment.
2	To make the student understand the linkages of facilities planning with other activities
3	To underline the importance of facilities location

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Facilities Planning:** Facilities planning defined, Significance of Facilities Planning, Objectives of Facilities Planning, Long Range Capacity Planning, Facilities Planning process, Strategic Facilities Planning, Developing Facilities Planning Strategies, Examples of Inadequate Planning. Impact of Environmental Issues on Facilities Planning. Product, Process and Schedule Design: Introduction, Product Design, Process Design, Schedule Design, Facilities Design.	5 + 1
2	**Logistics and Facilities Location:** Logistics, Decisions related to Logistics, Issues in Facilities location – Market related factors, Cost-related factors, Regulatory and Policy Issues, Location Planning Methods – Location Factor rating, Centre-of-gravity method, Load-distance method, Transportation Model. Locating Service Facilities, Relocation aspects,	5 + 1
3	**Layout Planning:** Concept of Layout, Basic Layout Types, Layout Procedures, Algorithmic approach, Department Shapes and Aisles, Multi-floor facility layout, Commercial Facility Layout, Impact of change, Developing alternative layouts. Introduction to ALDEP and CORELAP. **Facilities design for various Facilities Functions:** Warehouse operations – Functions of Warehouse, Receiving and Shipping Operations, Dock Locations, Storage Operations, Order Picking Operations.	6 + 1
4	**Service Facilities Layout:** Nature of Services, Operational Classification of services, Structuring the service encounter, Service blueprinting and fail-safing, Role of floor manager in service sectors such as – Hospital, Hotel, Airlines and airports.	4 + 1
5	**Flow Space and Activity Relationships:** Departmental Planning, Activity Relationships, Flow Patterns, Flow Planning, Measuring Flow, Space Requirements.	5 + 1

	Personnel Requirements: Employee-Facility Interface, Restrooms, Food Services, Health Services, Barrier-Free Compliance, Office Facility Planning. **Material Handling:** Scope and Definition of Material Handling, Material Handling Principles, Designing Material Handling Systems, Unit Load design, Material Handling Equipment, Estimating Material Handling costs, Safety Considerations.	

Learning Resources:		
1	Text Books	Facilities Planning by Tompkins, White, Bozer and Tanchoco, Wiley India 3rd Edition. Operations Management – Theory and Practice by B Mahadevan, Pearson, 2nd Edition.
2	Reference Books	Operations and Supply Management by Chase, Shankar, Jacobs and Aquilano, TMGH, 12th Edition.
3	Supplementary Reading Material	Operations Management by Terry Hill, Palgrave, 2nd Edition. Operations Management – Quality and Competitiveness in a Global Environment by Russell and Taylor, Wiley India, 5th Edition
4	Websites	http://www.youtube.com/watch?v=zkKFf7iLph4 http://www.youtube.com/watch?v=zkKFf7iLph4&feature=results_main&playnext=1&list=PL7768A320362EA93D
5	Journals	Ergo-Centric Facilities, Dohrmann, Mark. Industrial Engineer: IE, Jun2009, Vol. 41 Issue 6 Organization of facilities management in relation to core business, Jensen, Per Anker. Journal of Facilities Management, 2011, Vol. 9 Issue 2 5 facility planning mistakes (and how to avoid them), Weitzner, Wendy M., May2006, Vol. 60 Issue 5 Facilities planning for greener hospitals by Scheeres, D. Junell. Industrial Engineer: IE, Mar2012, Vol. 44 Issue 3 A Conceptual model for barrier free facilities planning, Soares, Marcelo M.; Jacobs, Karen; Bittencourt, R.S.; de M.Guimarães, L.B. Work, 2012, Vol. 41

Semester	III	Specialization	Supply Chain Management
Course Code	310OPE	Type	Subject - Elective
Course Title	Manufacturing Resource Planning		

Course Objectives:	
1	To understand role and importance of Manufacturing Resource Planning (MRP II)
2	To know the inputs, processing and outputs of MRP II

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Master Production Scheduling (MPS):**Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a "Link between strategic and tactical planning", Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).	5 + 1
2	**Material Requirements Planning (MRP-I):**Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & where-used files.	5 + 1
3	**Capacity Management:**Introduction to 'Capacity' and 'Capacity management', Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop Calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies.	5 + 1
4	**Manufacturing Resource Planning (MRP-II)- (Module-I):**Introduction to MRP-II, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar.	5 + 1
5	**Manufacturing Resource Planning (MRP-II)- (Module-II):**Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT).	5 + 1

Learning Resources:		
1	Text Books	Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1st Edition Operations Management – Theory & Practice by B. Mahadevan , Pearson Pub., 2nd Edition
2	Reference Books	Plossl, George, Orlicky's Material Requirement Planning, McGraw-Hill, Inc, 2nd Edition, 1994
3	Supplementary Reading Material	Operations management by William J, Stevenson, Tata McGraw Hill Companies – 9th Edition
4	Websites	www.apics.org/
5	Journals	Materials and Capacity Requirements Planning: (APICS) CPIM Certification Review Course, Student Guide by John, Ralph E St., APICS, Revision 3, 1993 Managing in an Age of Modularity by Baldwin, Carliss Y and Kim B Clark, Harvard Business Review, Vol. 75, No. 5, September-October 1997 Assemble to Order Manufacturing: Implications for Materials Management by Wemmerlov, U, Journal of Operations Management, Vol. 4,(4), 1984 Shop floor Control edited by Wassweiler, William R in James H Greene (Editor), Production and Inventory Control Handbook, 3rd Edition, McGraw-Hill, 1997

Semester	III	Specialization	Operations Management
Course Code	311OPE	Type	Subject - Elective
Course Title	Technology Management		

Course Objectives:	
1	To highlight the role of technology and innovation as drivers of value and competitive advantage.
2	To provide conceptual foundations in managing innovation and technology.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction & Importance of Technology Management: Technology - Definition and** Characteristics, Technology trends, Market Based and Resource Based view, Impact of technology on business, Forms of technological change, Concept and significance of management of technology, Technological environment-meaning, importance : recent developments in Technological environment - Globalization, Time Compression, Technology integration, Induced & Autonomous changes in the Technological environment, Competitive advantages through new technologies.	5 + 1
2	**Innovation Management**: Concept of Innovation; invention and creativity: role and relationship with innovation, Drivers and process of innovation– firm & technology level, Classification of innovation management of innovation. Technology Evolution – S curve of technology evolution, Technology progression, Technology change agents, Evolutionary characteristics of technological change, uncertainty and technological insularity.	5 + 1
3	**Technology Sources and Research & Development Management:** Sources of technology, Process of new product development; Reasons of failures of hi-tech products: Strategy to avoid product failure in market. Process of bringing hi-tech product from development to market: Managing R& D Organization –issues and recent trends. Linkage between technology, development and competition, Significance of managing Intellectual Property Rights in context of technology management, strategic issues in managing IPR.	5 + 1
4	**Technological Forecasting**: Meaning of Technology forecasting, uses of Technology forecasting, Technology forecasting techniques : Exploratory and Normative: technique; Process and application of techniques like Delphi, Growth Curves, S- curve, Pearl Curve, Gompertz curve : Relevance Tree, Morphological Analysis, Mission Flow Diagram **Technology strategy**: concept, key principles, framework for formulating technology strategy, Linkage of technology strategy with business strategy, Issues	5 + 1

	in technology strategy,	
5	**Technology and Organizational Issues:** Technological change and Industrial Relations, Technology Assessment and Environmental Impact Analysis Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure.	5 + 1

Learning Resources:		
1	Text Books	Strategic Technology Management by Betz. F. , McGraw-Hill Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia Management of Technology by Tarek Khalli , McGraw-Hill Strategic Management of Technological Innovation by Schilling , McGraw-Hill, 2nd Edition
2	Reference Books	Strategic Management of Technology & Innovation by Burgelman, R.A., M.A. Madique and S.C. Wheelwright , Irwin Handbook Of Technology Management by Gaynor, McGraw Hill Managing New Technology Development by Souder, W.C. and C.M. Crawford, McGraw-Hill
3	Supplementary Reading Material	Managing Technological Innovation by Twiss, B., Pitman Bringing New Technology to Market by Kathleen R Allen, Prentice Hall India Management of New Technologies for Global Competitiveness by Christian N Madu, Jaico Publishing House
4	Websites	http://www.tifac.org.in/ http://ec.europa.eu/enterprise/policies/innovation/index_en.htm
5	Journals	The use of Manufacturing Technologies - An External Influence Perspective by Das, Ajay; Nair, Anand., International Journal of Production Research, Sep 2010, Vol. 48 Issue 17 Research on Technical Strategy for New Product Development based on TRIZ Evolution Theory by Fu-ying Zhang; Yan-shen Xu., International Journal of Product Development, 2007, Vol. 4 Issue ½ A Framework for the Assessment of an Organization's Innovation Excellence by Dervitsiotis, Kostas N., Total Quality Management & Business Excellence, Sep 2010, Vol. 21 Issue 9

Semester	III	Specialization	Operations Management
Course Code	312OPE	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements
5	To start executing and delivering project

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise-wide Deployment** **1.1 Six Sigma and Lean :** Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. **1.2 Business Process Management :** Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives	5 + 1
2	DMAIC model for implementing Six Sigma. **2.1 Define:** Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions **2.2 Measure:** Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions **2.3 Analyze:** Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's **2.4 Improve:** Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions	7 + 1

	2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities	
3	**Six Sigma Impact measurement** **Financial and Performance measurement:** Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	5 + 1
4	**Six Sigma in non-manufacturing environments:**MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:		
1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for SixSigma , Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and SixSigma, Shah, R.; Chandrasekaran, A.; Linderman, K.. International Journal of Production

		Research, Dec2008, Vol. 46 Issue 23 Critical analysis of SixSigma implementation , Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Operations Management
Course Code	313OPE	Type	Subject - Elective
Course Title	Designing Operations Systems		

Course Objectives:	
1	To give an overview of the various process options in Manufacturing and Services.
2	To give insights into factors that influence process choice.
3	To impart fundamental concepts in Job Design and Work Measurement.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Process Analysis:** Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Examples of Process Analysis, Process Throughput Time Reduction	5 + 1
2	**Job Design & Work Measurement:** Job Design Decisions, Behavioural Considerations in Job Design – Degree of Labour Specialization, Job Enrichment, Sociotechnical Systems, Work Measurement and Standards – Time Study, Work Sampling, Comparison	5 + 1
3	**Designing Manufacturing Processes:** Factors involved in making products, Types of Manufacturing processes – Project, Jobbing, Batch, Line& Continuous Processing. Product Categories & Manufacturing Processes- Relationship & Choices. Implications reflected in manufacturing process alternatives. Hybrid Processes – Batch Layout, Cellular Layout	5 + 1
4	**Designing Service Processes I:** Characteristics of Service Operations, Factors involved in delivering services – Nature of technology / people mix, Nature of service, Complexity of service, Volumes. Overall Design of Service Delivery System. Service Blueprinting and fail-safing. Service Delivery System – detailed design – Phase I:back office or front office, Phase II: The delivery system (Non repeat services, Repeat services, single step or multi step processes).	5 + 1
5	**Designing Service Processes II:** Three contrasting Service Designs – Production line approach, Self-service approach, Personal attention approach. Managing customer introduced variability, Applying behavioral Science to	5 + 1

	Service Encounters.	

Learning Resources:		
1	Text Books	Operations & Supply Management by Chase, Shankar, Jacobs, TMGH, 12th Edition. Operations Management – Terry Hill, Palgrave Macmillan, 2nd Edition.
2	Reference Books	Operations Management by Krajewski, Ritzman, Malhotra, Pearson, 8th Edition.
3	Supplementary Reading Material	Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://www.servicedesigntools.org/tools/35
5	Journals	How important is the batch splitting activity in scheduling of virtual manufacturing cells (VMCs)? by Kesen, Saadettin Erhan; Gungor, Zulal., International Journal of Production Research, Mar2011, Vol. 49 Issue 6 The method in work design. Some recommendations based on experience obtained in job design byde Jong, J. R. International Journal of Production Research, Jan1978, Vol. 16 Issue 1 Service delivery system design: characteristics and contingencies by Ponsignon, F.; Smart, P. A.; Maull, R. S. International Journal of Operations & Production Management, 2011, Vol. 31 Issue 3 Structuring front office and back office work in service delivery systemsby Zomerdijk, Leonieke G.; Vries, Jan de. International Journal of Operations & Production Management, 2007, Vol. 27 Issue 1 Impact of sequence of operations and layout of cells in cellular manufacturing by Logendran, Rasaratnam., International Journal of Production Research, Feb1991, Vol. 29 Issue 2 Customer-Introduced Variability in Service Operations by Frei, Frances X. Harvard Business School Cases, Mar 01, 2006

Semester	III	Specialization	Operations Management
Course Code	314OPE	Type	Subject - Elective
Course Title	Toyota Production System		

Course Objectives:	
1	To explain the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability.
2	To demonstrate how managers in every industry can improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Turning every employee into a quality control inspector

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Operational Excellence as a Strategic Weapon:** 4 P model of the Toyota Way. Toyota Production System (TPS) and Lean Production. Development of TPS & One Piece Flow. Waste Elimination. Traditional Process Improvement v/s Lean Improvement. TPS House	5 + 1
2	**14 Toyota Way Principles:** 1.Base Your Management Decisions on Long Term Philosophy 2. Create Continuous Process Flow 3. Use 'Pull" Systems to avoid Overproduction 4. Level out the Workload (Heijunka)	5 + 1
3	**14 Toyota Way Principles:** 5. Build a Culture of Stopping the Process to Build in Quality Right the First Time 6. Standardized Tasks for Continuous Improvement and Employee Empowerment 7. Use Visual Control so No Problems are hidden 8. Use only Reliable, Thoroughly Tested Technology	5 + 1

4	**14 Toyota Way Principles:** 9. Grow Leaders who thoroughly understand the Work 10. Develop Exceptional People and Teams 11. Respect Your Extended Network of Partners and Suppliers	5 + 1
5	**14 Toyota Way Principles:** 12. Go and See for yourself to thoroughly understand the Situation (Genchi Genbutsu) 13. Consensus based slow decision making but rapid implementation 14. Become a learning organization through relentless reflection (Hansei) and Continuous Improvement (Kaizen)	5 + 1

Learning Resources:		
1	Text Books	The Toyota Way by Jeffrey Liker,Tata McGraw Hill, 2004 Edition.
2	Reference Books	The Machine that Changed the World by Womack, Jones& Roos, Simon and Schuster UK
3	Supplementary Reading Material	The Toyota Way Fieldbook by Jeffrey Liker, David Meier, TMH, 2008 Reprint
4	Websites	http://www.toyotawayacademy.com/index.php
5	Journals	Empowering Kanban through TPS-principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre. International Journal of Production Research, Dec2010, Vol. 48 Issue 23 The Toyota Production System and Art: Making highly customized and creative products the Toyota way by Lander, E.; Liker, J. K., International Journal of Production Research, Aug2007, Vol. 45 Issue 16 The Toyota Way in Services: The Case of Lean Product Development by Liker, Jeffrey K.; Morgan, James M.. Academy of Management Perspectives, May2006, Vol. 20 Issue 2 Exploiting the DNA of the Toyota Production System by Towill, D. R., International Journal of Production Research, Aug2007, Vol. 45 Issue 16 Handshakes around the world [Toyota production system by Towill, Denis R., Manufacturing Engineer, Feb/Mar2006, Vol. 85 Issue 1

Semester	III	Specialization	Operations
Course Code	315OPE	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To provide the students with a holistic, integrative view of Project Management.
2	To highlight the role of projects in modern day business organizations.
3	To sensitize the students to complexities of project management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Project Management** **Basics of Project Management:** Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. **Project Definition:** Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.	5 + 1
2	**Project Planning** **Estimating Project Times and Costs:** Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. **Developing a Project Plan:** Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.	5 + 1
3	**Project Scheduling & Risk Management** **Scheduling Resources and Reducing Project Duration:** Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project	5 + 1

	duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations. **Managing Risk:** Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management.	
4	**Project Organization:** **The Project Manager:** Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. **Managing Project Teams:** The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.	5 + 1
5	**Project Evaluation** **Progress and Performance Management and Evaluation:** Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues. **Project Audit and Closure:** Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.	5 + 1

Learning Resources:		
1	Text Books	Project Management – The Managerial Process, Clifford Gray and Erik Larson, TMGH, 3rd Edition. Effective Project Management, Clements and Gido, Cengage – India Edition, 1st Indian Reprint.
2	Reference Books	The Practice of Project Management – A guide to business focused approach, Frigenti and Comninos, Kogan Page, 1st South Asian Edition
3	Supplementary Reading Material	Project Management by Mantel, Meredith, Shafer, Sutton and Gopalan, Wiley India, 1st Edition.
4	Websites	http://www.pmi.org.in/ http://www.infogoal.com/pmc/pmchome.htm

5	Journals	Journal of Project Management-Global Research Publication International Journal of Project Management-Elsevier Science

Semester	III	Specialization	Operations Management
Course Code	316OPE	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:	
1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Thinking Process:** Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	**2.1 Finance and Measures:** Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. **2.2 Project Management:** Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	**Drum-Buffer-Rope Solution:** Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	**Theory of Constraints in Supply Chain Management:** Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	**Cases:** Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:		
1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River

2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/
5	Journals	A Tutorial on Project Management from a Theory of ConstraintsPerspective by Blackstone, John H.; Cox, James F.; Schleier, John G., International Journal of Production Research, Dec2009, Vol. 47 Issue 24 Theory of Constraints at Uni Co: Analyzing The Goal as a fictional case study by Tibben-Lembke, Ronald S., International Journal of Production Research, Apr2009, Vol. 47 Issue 7 Implementing Theoryof Constraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by Umble, M.; Murakami, S., International Journal of Production Research, 5/15/2006, Vol. 44 Issue 10 Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by Ye, T.; Han, W., International Journal of Production Research, May2008, Vol. 46 Issue 10 Modified drum–buffer–rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by Sirikrai, V.; Yenradee, P., International Journal of Production Research, 9/1/2006, Vol. 44 Issue 17 Comparisons between drum–buffer–rope and Material Requirements Planning: a case study by Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., International Journal of Production Research, 8/1/2005, Vol. 43 Issue 15 Order review/release and lot splitting in drum-buffer-rope by Russell, G. R.; Fry, T. D., International Journal of Production Research, Mar 1997, Vol. 35 Issue 3 Scheduling using drum-buffer-rope in a remanufacturing environment by Guide, V.D.R., International Journal of Production Research, Apr96, Vol. 34 Issue 4 Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by Huff, Patricia. Management Accounting Quarterly, Winter2001, Vol. 2 Issue 2

MBA SYLLABUS: SEMESTER III
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	HRM
Course Code	305HR	Type	Specialization - Core
Course Title	**Labour & Social Security Laws**		

Course Objectives:	
1	To make the students understand rationale behind labour laws
2	To equip students with important provisions of various labour laws
3	To give students insight into the implementation of labour laws.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Labour Legislation :** Philosophy of Labour Laws, Labour Laws – Concept, evaluation, origin, objective, classification, Need, changing scenario, challenges & problems. International Labour Organization, Indian Constitution & Labour Legislations, Changing perspective of changing scenario of labour laws.	3 + 1
2	**Laws on Working Conditions :** **2.1 The Factories Act 1948 :** #1,3,5,6,7,10,15to20,23,31,40,40A,40B,41,42,44,45,46,47,48,49. All provisions under Chapter VI, VII, VIII.	8 + 2
3	**Wages & Labour Laws :** **3.1: The Payment of Wages Act 1936:** Sections # 1 to 26, 12A,13A,14A,15A,17A,17B,22A,25A, **The Minimum Wages Act 1948,** Sections # 1,2,11 to 18,20, **3.2: The Payment of Bonus Act 1965:** Sections # 2,4 to17,19,20,21,22,26,28,29,30,32	11 + 3
4	**Laws for Labour Welfare :** **4.1 The Payment of Gratuity Act 1972:**Sections# 2,4,6,7,8,10,11,12,14,15,16,17,18,20 **4.2 The Workmen's Compensation Act 1923:** Sections# 2 to 14, 16,22	8 + 2
5	**Social Security Laws :** **5.1 The Employee Provident Fund and Miscellaneous Provisions Act 1952 :** Sections# 2,5,6,7,8,11,12,14,15,16,17,18,20 (Latest Amendment) **5.2 The Employee State Insurance Act 1948:** Sections # 2 and All	5 + 2

	provisions in Chapter IV,V,VIII (Latest Amendment) **5.3 The Maternity Benefit Act 1961** (Latest Amendment)	

Learning Resources:		
1	Text Books	Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis Labour &Industrial Laws by S.N.Mishra, Central law publication Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com
5	Journals	Management & Labour Studies International Labour Review

Semester	III	Specialization	HRM
Course Code	306HR	Type	Specialization - Core
Course Title	**Human Resource Accounting & Compensation Management**		

Course Objectives:	
1	To orient the students with the concepts related to human resource accounting & compensation management.
2	To facilitate learning related to human resource accounting & compensation management for employees.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Human Resource Accounting Introduction :** Meaning, Definition, Importance, objectives, Development , Balance score card – HRA, Investment in Human Resources, Human Capital, Calculating the Market value of HR Assets	3 + 1
2	**Investment Approach :** Investment in HR, HR Value – concepts, Methods & Mechanics, Recruiting & Training Costs, Depreciation, Rates of Return, Human Capital Investment, Expenditure Vs Productivity – Training,	8 + 2
3	**HR Auditing & Accounting :** Design & Preparation of HR Accounting Process & Procedure for each of HR Sub System – Recruitment, Induction, PA, Training, Classification of Costs in HR Accounting, HRA Software, P& L Accounting & Balance Sheet, Experiences & Explorations on HRA	11 + 3
4	**Compensation Introduction**: Concepts, theories related to compensation Management (Wage Concepts & Wage theories) Establishing Pay variables & wage boards- group & individual incentives, executive compensation in MNC's.	8 + 2
5	**Issues Related to Compensation** : Dearness Allowance concept – emergence & growth in India, Fringe Benefits, Reward System Retirement Plans including VRS/ Golden Handshake Schemes.	5 + 2

Learning Resources:		
1	Text Book	1. Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House. 2. Human Resource Accounting: M.Saeed, D.K. Kulsheshtha, Anmol Publications. 3. Human Resource Accounting: D.Prabakara Rao, Inter India Publications
2	Reference Books	1. Human Resource Accounting: Advances in Concepts, Methods and Applications (Hardcover), "Eric G.Flamholtz"' Springer; 3 editions, ISBN: 0792382676. 2. How to Measure Human Resource Management (Hardcover), Jac Fitzenz, et al, McGraw Hill.
3	Supplementary Reading Material	Relevant Bare Acts
4	Websites	http://shrmindia.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	307HR	Type	Subject - Elective
Course Title	Employee Health, Safety		

Course Objectives:	
1	To learn the basic concepts of safety management
2	To study the various provisions of employee health and safety.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Health and Safety Organization and Administration :** Safety Organization, Safety Planning, Safety policies, Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping	8 + 1
2	**Occupational and Work Related Health and Safety:** Occupational health , Occupational Safety , Occupational Disease, Fire Basic Chemistry/Mechanism , Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association- Objective Formation, Scope and Significance	5 + 1
3	**Labour Welfare & Labour Welfare Officer:** Introduction & Origin, Welfare from Indian prospective, Objectives, principals, approaches, classification of welfare. Need, role, functions, duties, Qualification, disqualification, Duties under Maharashtra Welfare officers Rules 1966	6 + 2
4	**Statutory & Non Statutory welfare facilities :** Study of all statutory & Non statutory welfare facilities	3
5	**Environmental Pollution and Protection:** Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974 , The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution.	3 + 1

Learning Resources: Employee Welfare, Health & Safety		
1	Text Books	Industrial health and Safety Management byA.M. Sarma Aspects of Labour Welfare &Social Security by A.M. Sharma
2	Reference Books	T Safety Management: John V. Grimaldi, Rollin H. Simonds Industrial Safety Management by L.M. Deshmukh Labour Welfare, Trade Unionism by S.D. Punekar Labour Problems &Social Welfare by R.C.Tyagi
3	Supplementary Reading Material	BARE Acts APS Labour Digest
4	Websites	www.lawsinindia.com www.lawforyou.com www.articlesbase.com http://industrialrelations.naukrihub.com/employee-welfare.html
5	Journals	Management & Labour Studies International Labour Review International Journal of Human Resource Management Human Resource Management Journal

Semester	III	Specialization	HRM
Course Code	308HR	Type	Subject - Elective
Course Title	Compensation Mangaement		

Course Objectives:	
1	To make the HR PROFESSIONAL understand the nuances of the crucial issues in compensation management.
2	To study various techniques of employee retentions
3	To acquaint students with various salary structures

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage Salary Fixation– Statutory provisions governing different components of reward systems– Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI	4 + 1
2	Pay Grade, and understanding inter and intra-industry compensation differentials: Concept of Internal Equity, External Equity: Designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; Profit Sharing plans and pay for performance plans.	7 + 1
3	ISSUES RELATED TO COMPENSATION Dearness Allowance Concept - Emergence and Growth in India. Computation of CPI & Dearness Allowance. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.	4 + 1
4	Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates	5 + 1
5	EXECUTIVE COMPENSATION Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.	5 + 1

Learning Resources:		
1	Text Books	Belchor, David W. “Compensation Administration”, Prentice Hall, Englewood Cliffs. NT.

2	Reference Books	Henderson, R.I. Compensation Management in a Knowledge Based World. New Delhi: Pearson Education Department of Commerce, University of Delhi 38 Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata Mc Graw Hill, Special Indian Edition. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul
3	Supplementary Reading Material	Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi(latest) Relevant bare Acts and Rules.
4	Websites	www.articlesbase.com
5	Journals	Human Resource Management Journal

Semester	III	Specialization	HRM
Course Code	309HR	Type	Subject - Elective
Course Title	HR Audit		

Course Objectives:	
1	To provide a balanced and comprehensive exposition of the concept of HRD Audit
2	To learn the tools and techniques required for its implementation
3	To provide a balanced and comprehensive exposition of the concept of HRD Audit

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction :** Origins of HR Audit, HRD Audit Basic Concepts and Components, Elements of Good HRD	5 + 1
2	**HRD and HR Audit** : HRD Strategies, HRD Structure, HRD Systems , HRD Competencies	5 + 1
3	**HRD Audit Methodology :** HRD Audit Methodology –Interview- Individual, Group, HRD Audit Methodology-Observation-Physical facilities, Meetings, Discussions, and Transaction , Celebration and Events, HRD Score Card: Designing and Using HRD Audit for Business Improvement	7 + 2
4	**Effectiveness of HRD Audit as an Intervention** : Objective, Variables Used, Instruments Used, Tools of Data Collection, Major Findings and Conclusion	8 + 1

Learning Resources:		
1	Text Books	HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, Response Books
2	Reference Books	Human Resource Management by Gary Dessler, Pearson Publications
3	Supplementary Reading Material	---
4	Websites	http://www.expressindia.com/fe/daily/19980719/20055424.html http://strengthbasedstrategies.com/PAPERS/24%20TVRaoFormatted.pdf
5	Journals	International Journal of Human Resource Management Human Resource Management Journal

		Human Resource Management

Semester	III	Specialization	HRM
Course Code	310HR	Type	Subject - Elective
Course Title	Human Resource Information System		

Course Objectives:	
1	To learn fundamental principles of HRIS
2	Developing specific HRIS skills competencies needed by professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction To Human Resource Management And Human Resource Information Systems:** Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	5 + 1
2	**Determining Human Resource Information System's Needs:** Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment	5 + 1
3	**Resource Information Systems ImplementationAndAcceptance:** Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	3 + 1
4	**Human Resource Information Systems Applications:** Human Resource Administration and Human Resource Information Systems, Talent Management 1: Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	7 + 1
5	**Special Topics In Human Resource Information Systems:** Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology	5 + 1

Learning Resources:		
1	Text Books	Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite

2	Reference Books	Human Resource Information System by P.K.Gupta and Sushil Chaabra
3	Supplementary Reading Material	Human Resource Management by Gary Dessler, Pearson Publication
4	Websites	http://smallbusiness.chron.com/advantages-disadvantages-human-resource-information-system-2107.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	311HR	Type	Subject - Elective
Course Title	Outsourcing of HR		

Course Objectives:	
1	To learn the basic concepts of outsourcing
2	To enable the students to understand each stage of out sourcing process

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** What is Outsourcing? Factors Driving the Need to Outsource, Types of Outsourcing, Skills Needed to Manage Outsourcing Efforts, The Outsourcing Lifecycle, Stages of Outsourcing	7 + 1
2	**Outsourcing Strategies:** Four Elements of Strategic Assessment , Business Value Assessment, Risk Assessment	2 + 1
3	**Defining Needs and Vendor Assessment** : In-depth Look at Operational Assessment, Defining Needs, Conclusion in Checklist, Types of Vendors, The Process of Vendor Assessment, Common Errors while Choosing Vendors	5 + 1
4	**Negotiation and Contract Management** : Negotiation management, Contract Management, Project Initiation and Transition, Key Considerations	4 + 1
5	**Managing Relationships and Repeating the Processes:** Work Administration, Communication Management, Knowledge Management, Personnel Management and Financial Management, The Argument for Continuing the Exit Strategy, Outsourcing Management Maturity Model (OMMM), Relationship Management Office	7 + 1

Learning Resources:		
1	Text Books	The outsourcing Handbook: How to implement a Successful Outsourcing Process by Mark J. Power, Kevin c. Desouza, carlo Bonifazi
2	Reference Books	Human Resource Outsourcing- An IntroductionbyV.R. P. Kashyap, E. Mrudula, ICAFAI University Press
3	Supplementary Reading Material	Human Resources Outsourcing: Solutions, Suppliers, Key Processes and the Current Market : a Case-study-based Market Review by Ian Hunter, Jane Saunders, Gower Publishing, Ltd., 2007
4	Websites	http://www.induction.to/outsourcing/

		http://www.strategic-human-resource.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	312HR	Type	Subject - Elective
Course Title	Public Relations & Corporate Communications		

Course Objectives:	
1	To make students understand importance of effective communication in HR
2	To equip students with PR initiatives by the HR professional

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Public Relations & Corporate Communication :** Introduction to corporate communication, Public relations writing-writing to inform, writing to persuade, Design & lay out, Online public relations	4 + 1
2	**Media Relations:** Building maintaining relationship with credibility with media, Developing methodologies for successful practice of media relations	5 + 1
3	**Public Relations: C**oncept, theory, history & practice of public relations, Importance of PR for HR professionals, PR campaign & strategies for PR, Evaluating PR activities	5 + 1
4	**Communication Management** : Presentation skills, Developing strategic communication plan, Synthesizing internal & external initiatives, Event Management	4 + 1
5	**Field Study/ Desk Research:** Student along with faculty are expected to study PR activities and communication strategies designed & practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:		
1	Text Books	Public Relations by Phillip Henslowe, Chartered Institute of PR, 2nd Edition,
2	Reference Books	Public Affairs in Practice by Stuart Cengage & Stevee John, Chartered Institute of PR, 1stedition
3	Supplementary Reading Material	Develop your PR Skills by Neil Richardson& Lucy Laville, The Sunday Times, Creativity in PR by Andy Green, Chartered Institute of PR, 3rdedition, Running a PR Department by Mike Beard, Chartered Institute of PR, 2nd Edition
4	Websites	http://www.public-relations-india.blogspot.in/

5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	313HR	Type	Subject - Elective
Course Title	Quality Management System		

Course Objectives:	
1	To create an awareness of fundamental principles, significance and implementation of quality management
2	To use new concepts of TQM in the process of continuous improvement and learning

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** History of Total quality management, Principles of TQM, Features of TQM, Tool and techniques of TQM, TQM implementation, Barriers to TQM implementation	5 + 1
2	**Components of TQM:** Customer supplies relationship, Management leaders and leadership in TQM system, Values vision mission and goals in TQM, Cultural change for TQM, Continuous improvement and learning in TQM, Creativity and innovation, Communication.	7 + 1
3	**Quality Certification:** Evolution of ISO 9000 standard, Principles and objectives of ISO 9000 standard, Procedure for registration and certification of ISO 9000 Standards, ISO 9000 standard versus QS 9000	5 + 1
4	**5S for Quality Ambience:** Definition of 5S, Implementation of 5S	3 + 1
5	**Tools for Continuous Improvements:** PDCA process, Just in Time, Poka Yoke , Kaizen, Six Sigma.	5 + 1

Learning Resources:		
1	Text Books	Total Quality Management Principles and Practices by S.K Mandal
2	Reference Books	Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel
3	Supplementary Reading Material	Quality control & Total Quality Management by P.L. Jain, TMGH An Executive Handbook- World Class Quality by Suresh Lulla, TMGH
4	Websites	http://www.iso.org/iso/qmp

		http://www.stqc.gov.in/content/quality-management-system-qms
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	314HR	Type	Subject - Elective
Course Title	Lab in Recruitment and Selection		

Course Objectives:	
1	To give hands on experience to students on Recruitment advertisements, profiling techniques
2	To acquaint students with different interviewing methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Comparative study of 10 recruitment advertisements** (5 from Newspaper & 5 from job portals) & analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment	10
2	**Profiling Techniques :** Personality, Aptitude, Competency	10
3	**Interviewing:** Study of Interview modes, List of questions for interviewers, Personal, Telephonic	10

Learning Resources:		
1	Text Books	Human Resource and Personnel Management byK Aswathappa, Publisher, TMGH
2	Reference Books	Effective Recruitment and Selection Practices byAlan Nankervis, Robert Compton, Bill Morrissey, 5th Edition. Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development
3	Supplementary Reading Material	Successful Interviewing and Recruitment byRob Yeung, Kogan ,Page Publishers, 2008
4	Websites	www.articlebase.com
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	315HR	Type	Subject - Elective
Course Title	Lab in Job Design & Analysis		

Course Objectives:	
1	To give hands of experience to the students of designing jobs at various levels

Syllabus:

Unit Number	Contents	Number of Sessions
1	Faculty is expected to divide students in group of 5 students each & brief them about the process of Job design & Analysis	5
2	Each group assigned to design jobs at following levels from manufacturing/ service sector: Lower Level- 2 jobs , Middle Level- 2 jobs, Top level- 2 jobs	15
3	Presentation by the student & submission of assignment to the concern faculty	10

Learning Resources:		
1	Text Books	Job Analysis: Methods, Research, and Applications for Human Resource Management in the New Millennium by Michael T. Brannick
2	Reference Books	Human Resource Management by Gary Dessler
3	Supplementary Reading Material	Human Resource Management by K. Ashwathappa, TMGH
4	Websites	http://www.job-analysis.net/018.htm http://toolkit.ahpnet.com/Building-a-Recruitment-and-Retention-Plan/Step-3-Analyze-the-Selected-Job-Position http://www.icmrindia.org/courseware/Intro%20to%20Hrm/hrm-DS5.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	III	Specialization	HRM
Course Code	316HR	Type	Subject - Elective
Course Title	Lab in Training		

Course Objectives:	
1	To make students understand training need analysis
2	To help students design Training Programmes
3	To make students understand & design training methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	Students are divided in group of 5 students each. Faculty along with students identify 6 cadres at different levels & prepare Training Need Analysis	10
2	After this design training programme with reference to TNA	10
3	Design Training methods for the Training programme designed.	10

Learning Resources:		
1	Text Books	The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert Craig, McGraw-Hill.
2	Reference Books	Creative Training Techniques Handbook by Robert W. Pike, CSP
3	Supplementary Reading Material	Training & Development byDr. B. Janakiraman, Dreamtech Press, Indian Text Edition, 2007.
4	Websites	www.astd.org www.istdtrg.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Advances in Developing Human Resources

Semester	III	Specialization	HRM
Course Code	317HR	Type	Subject - Elective
Course Title	Lab in Labor Laws - I		

Course Objectives:	
1	To give students insight into the implementation of labour laws
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Calculations of: Bonus, Gratuity, Compensations under W.C. Act, Provident Fund, ESI contributions, Accident Report Writing	10
2	Inviting industry experts to understand calculations of the above in their respective organizations.	10
3	Students to be given assignments either realistic or hypothetical to calculate above	10

Learning Resources:		
1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws byAvatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com
5	Journals	--

Semester	III	Specialization	HRM
Course Code	318HR	Type	Subject – Elective
Course Title	Lab in Personnel Administration – Application & Procedure		

Course Objectives:	
1	To give students insight into the implementation of Personnel Administration Procedures
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Drafting of Interview Letters, Appointment orders, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)	10
2	Suspension orders show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal.	10
3	Superannuation, Gratuity & Bonus, TDS, Professional Tax, ESI & PF - Students to be given assignments to calculate above.	10

Learning Resources:		
1	Text Books	Guide on Labour Management forms and precedents (Law, Practice &

		Procedure) by S.D. Puri (Snow white publications)
2	Reference Books	Introduction to Labour & Industrial Laws byAvatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Personnel Admministration system and procedure by Dr. Pradip kumar Sinha, Nirali Prakashan Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.CiteHr.com
5	Journals	--

MBA SYLLABUS: SEMESTER III
INTERNATIONAL BUSINESS MANAGEMENT – SPECIALIZATION

Semester	III	Specialization	IB
Course Code	305IB	Type	Subject Core
Course Title	International Business Economics		

Course Objectives:	
1	To explore the students the relevance of various trade theories/models
2	To explore the students to understand deep current issues in International Trade
3	To enable students to use economic tools to analyze diversity of issues in the international economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Background for International Business Economics :** Globalization and International Business – The Emergence of Global Institutions – Drivers of Globalizations - The Globalization Debate - The Gains from Trade - Foreign Trade Multiplier - Balance of Payments	5 + 2
2	**The International Trade Theory :** The Law of Comparative Advantage – The– Demand and Supply, Offer Curves, and the Terms of Trade – Factor Endowments and the Heckscher – Ohlin theory – Implications of Trade Theories - Economics of Scale, Imperfect Competition, and International Trade.	6 + 2
3	a) **International Trade Policy :** Trade Restrictions - Tariffs , Non-Tariff Trade Barriers - Tariff vs. Quota - The New Protectionism – Economic Integration - Custom Unions and Free Trade Areas - Major Regional Trade Agreements b) **Foreign Exchange :** Foreign Exchange Market – Types of Foreign Exchange Transactions – Reading Foreign Exchange Quotations – Forward and Futures Market – Foreign-Currency Options – Exchange Rate Determination – Arbitrage – Speculation and Exchange-Market Stability	10 + 2

4	**World Financial Environment:** Global Foreign – Exchange Markets – Economic Theories of Exchange Rate Determination - International Regime for FDI and MNC- Do Global Corporations Pose a Threat? - Consequences of Economic Globalization	7 + 2
5	**International Banking : Reserves, Debt and Risk :** Nature of International Reserves – Demand for International Reserves – Supply of International Reserves – Gold Exchange Standard – Special Drawing Rights – International Lending Risk – The Problem of International Debt – Financial Crisis and the International Monetary Fund – Eurocurrency Market	7 + 2

Learning Resources:

1	Text Books	International Economics Theory and Policy , 6/E Paul Krugman, Maurice Obstfeld, Pearson Education International Economics, 9/E, Robert Carbaugh, Cengage – South Western International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson
2	Reference Books	Pugel, Thomas, International Economics, 13th edition, McGraw-Hill-Irwin, 2007. Friedman, Thomas, The World is Flat, 2nd edition, Farrar, Strauss and Giroux, New York, 2006 Edward Leamer, editor, International Economics, Worth Series in Outstanding Contributions, Worth Publishers, 2001 Jagdish N. Bhagwati, Arvind Panagariya, and T. N. Srinivasan, Lectures on International Trade, second edition (Cambridge, MA: MIT Press, 1998). Paul R. Krugman, Rethinking International Trade (Cambridge, MA: MIT Press, 1990).
3	Supplementary Reading Material	Irwin, D.A. 1996. "The United States in a New Global Economy? A Century's Perspective." American Economic Review 86(May): 41-46. Krugman, Paul “The Narrow and Broad Arguments for Free Trade,” American Economic Review, 83(2), pp. 362-366, may 1993. Economic Times Daily Business Standard Daily
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin

		Foreign Trade Review Global Business Review Global Journal of International Business Research International Business & Economics Research Journal International Business and Management International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	306IB	Type	Subject Core
Course Title	Export Documentation and Procedures		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	7 + 2
2	Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	7 + 2
3	Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	7 + 2
4	Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	7 + 2
5	Regulations for International Trade: Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	7 + 2

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures.
4	Websites	http://www.eximbankindia.com/
5	Journals	Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Law & Policy in International Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	307IB	Type	Subject - Elective
Course Title	International Management		

Course Objectives:	
1	To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms

Syllabus:

Unit Number	Contents	Number of Sessions
1	**International Management:** Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross - cultural values and business management; Business values ethics and social responsibilities.	5 + 1
2	**Challenges of Global Planning:** Economics, political, and strategic predisposition imperatives; Resource allocation and portfolio compositions of a global firm; Planning for linkages and synergies among business across borders; Locus of decision making; Headquarter-subsidiary relationships in international business enterprises.	5 + 1
3	**Organization and Control for international Competitiveness:**Organization design and structure of international companies; Global product division; Matrix and network structures; Managing communication across cultures; Managing for continuous innovations in trans-cultural context; Developing coordination; Systems of control in international operations.	5 + 1
4	**Management of Personnel with Different Social and Cultural Backgrounds:** Selection, training and development of people for global assignments; Compensation and reward practices among international firms; managing cultural and social diversities. Motivation and leadership in international Firms.	5 + 1
5	**Managing Political Risks:** Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.

		Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000.
2	Reference Books	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000. Hiltrop, Jean-M and Shiela Lidall, The Essence of Negotiation, Prentice Hall of India Pvt. Ltd., New Delhi.
3	Supplementary Reading Material	Hodgetts, R.M. and F. Luthans, international Management, McGraw -Hill, New York. Hoecklin, L., Managing Cultural Differences: Strategies for Competitive Advantage, Addison-Wesley, Washington. Holt, D. H., International Management: Text and Cases, The Dryden Press, Harcourt Brace College Publishers, New York. Porter, M.E., Competition in Global Industries, Harvard Business Press, New York, 1996. Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm, Routledge, London,1990. Rodrigues, Carl, International Management: A Cultural Approach, 2ndEd.,South Western College Publishing-Thompson Learning, Australia, 2001. Terence, J., Cross Cultural Management, Butterworth, Heinemann, London, 1995. Thakur, M., G. E. Burton and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw-Hill Publishers, Delhi. Vernon, R and L.T. Wells, Manager in the International Economy, Prentice – Hall Englewood Cliffs.
4	Websites	-
5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review

		International Business and Management Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development Journal of Asian Business Leadership Excellence South Asian Journal of Management World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	308IB	Type	Subject - Elective
Course Title	International Marketing		

Course Objectives:	
1	To help the students understand the peculiarities of international marketing
2	To develop the students' ability to devise marketing mix for international marketing

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Scanning and monitoring global marketing environment; International marketing information system; broad structure of an international marketing plan.	5 + 1
2	**International Market Segmentation and Positioning:** Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard. **International Product Planning:** Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	7 + 1
3	**Pricing for International Markets:** Pricing strategies; Factors affecting international price determination; environment factors affecting international prices; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International dumping; financing marketing transactions	3 + 1
4	**International Distribution Decisions:** The structure of international distribution systems; Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	5 + 1
5	**International Promotion Strategies :** International promotion mix; push and pull strategies; Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global	5 + 1

	media strategy; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.	

Learning Resources:		
1	Text Books	Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi Rajgopal, International Marketing, Vikas Publication, New Delhi
2	Reference Books	Doole Isobel and Robin Lawe, International Marketing Strategy, Cengage Learning Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi
3	Supplementary Reading Material	Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991. Cateora, Phillip R. and John L. Grahm, International Marketing, 10th Ed., Irwin McGraw Hill, Boston, 1999. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research

		International Journal of Marketing and Trade Policy Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Consumer Research Journal of Asian Business

Semester	III	Specialization	International Business Management
Course Code	309IB	Type	Subject - Elective
Course Title	International Marketing Research		

Course Objectives:	
1	To highlight the significance of International Marketing Research and provide a compressive understanding the research process
2	To develop an in-depth knowledge of the challenges associated in conducting market research internationally
3	To understand the simple and advanced data analysis for International Marketing Research
4	To make sound marketing decisions on the basis of collected and analyzed data

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).	5+1
2	**Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.	5+1
3	**Questionnaire preparation :** etic and emit dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.	5+1
4	**Multi – country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate da ta analysis techniques-Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.	5+1
5	**Cross-cultural Consumer research :** Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.	5+1

Learning Resources:		
1	Text Books	International Marketing Research by V. Kumar, Pearson Education, 1st ed. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son, New York, 2001. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.
2	Reference Books	International Marketing Research by Craig & Douglas, Wiley, 3rd ed. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi. Malhotra, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi
3	Supplementary Reading Material	Alex Rialp, Josep Rialp (2006), "International Marketing Research: Opportunities and Challenges in the 21st Century", International Marketing Research (Advances in International Marketing, Volume 17), Emerald Group Publishing Limited, pp.1-13 Douglas, S.P. and C.C. Samuel (2000) "Conducting International Marketing Research in the 21st Century", International Marketing Review Douglas, Susan P; Craig, C. Samuel (2006) "On Improving the Conceptual Foundations of **InternationalMarketingResearch"** Journal of **InternationalMarketing**. 2006, Vol. 14 Issue 1, p1-22. 22p Sarstedt, Marko; Schwaiger, Manfred; Taylor, Charles R (2011) "Introduction: Measurement And **Research** Methods In **InternationalMarketing"**. Advances in **InternationalMarketing**. 2011, Vol. 10 Issue 22, p3-7 Barnard, P. (1997), "Global developments and future directions in marketing research," Globalization and the Millennium: Opportunities and Imperatives, Marketing Science Institute, June 16-17, Brussels, Belgium
4	Websites	http://as.wiley.com http://drvkumar.com
5	Journals	International Journal of Market Research International Journal of Research in Marketing International Journal of Management and Marketing Research

Semester	III	Specialization	International Business Management
Course Code	310IB	Type	Subject - Elective
Course Title	International Financial Management		

Course Objectives:	
1	To make the students aware about the operations in foreign exchange market
2	To sensitize the student with complexities of managing finance of multinational firm
3	To understand the regulatory framework within which the operations can take place

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	5+1
2	**International Capital Budgeting:** Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	5+1
3	**International Working Capital Management:** Cash management; Receivables and inventory management. Dividend Policy for Multinational Corporations	5+1
4	**Currency and Interest Rate Risk Management:** Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.	5+1
5	**International Accounting:** Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. **International Taxation:** Key elements and issues; International tax environment; Bilateral treaties and tax heavens.	5+1

Learning Resources:		
1	Text Books	Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.
2	Reference Books	Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. Seth, A.K., International Financial management, Galgotia Publishing. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons, 2001.
3	Supplementary Reading Material	Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York. Levi, Maurice, International Finance, McGraw Hill Inc., New York. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati.
4	Websites	International Monetary Fund
5	Journals	Indian Journal of International Business and Finances Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Journal of International Business Research Harvard Business Review International Business & Economics Research Journal International Business and Management International Trade Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy

		World Affairs: the Journal of International Issues

Semester	III	Specialization	International Business Management
Course Code	311IB	Type	Subject - Elective
Course Title	Global IT Management		

Course Objectives:	
1	To understand scope and operational aspects of Global I.T. Management
2	To understand regulatory requirements concerning International IT governance
3	To learn to integrate International Business Management with Information Systems Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Information Systems Overview - Global Information Systems Architecture - Business Drivers and Challenges - Case Studies	5+1
2	Organizing Global Information Systems –Information Systems as a strategic fit with Global Business Strategies – Cultural, Political and Geo-economic Challenges - Role of Information Systems in organizing international business	5+1
3	Managing Global Systems – Problems of Globalization, Localization and Integration – Network Management, Cross Cultural, Regulatory, and Country oriented Issues – Impact of Outsourcing - Case Studies	5+1
4	Technology Issues and Opportunities for Global Value Chains – Computing Platforms and Systems Integration – Role of Internet – Ensuring Connectivity – Software Localization	5+1
5	International IT Governance - Compliance with ISO 17799 / ISO 27001 standards of Information Security – Sarbanes-Oxley regulatory compliance – Business Continuity Management – ISO/IEC 27001 Audit	5+1

Learning Resources:		
1	Text Books	Global Information Technology: Strategy and Challenges, Palvia/Palvia and Harris
2	Reference Books	Management Information Systems, Laudon, Laudon and Dass, Pearson International I.T. Governance Calder and Watkins, Kogan Page India
3	Supplementary Reading Material	-
4	Websites	-

5	Journals	Communications of the ACM MIS Quarterly Journal of the American Society for Information Science & Technology Journal of Intelligent Transportation Systems

Semester	III	Specialization	International Business Management
Course Code	312IB	Type	Subject - Elective
Course Title	Global Logistics & Supply Chains		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Global Logistics :**International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws. **1.2 Logistics and Documentation:** Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms. **1.3 Transportation:** Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment. **1.4 Air Cargo:** Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.	5 + 1
2	**2.1 Carriage of Goods by Land:** Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates. **2.2 Carriage of Goods by Sea &Ocean Freight& Freight Calculations:** Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF). **2.3 Types of Ships:** Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG	5 + 1

	Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.	
3	**3.1 Shipping Formalities:** Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure. **3.2 Shipping Intermediaries:** Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. **3.3 The Major Port Trusts Act, 1963.** **3.4Shipping Corporation of India:** Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations	5 + 1
4	**4.1 Major Ports in India:** Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam. **4.2 Important Sea Routes:** Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. **4.3International Chamber of Shipping** **4.4 World's Major Ports:** Major Ports and Port codes, Seaports of the world.	5 + 1
5	**5.1 Containerization:** Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization. **5.2 Inland Container Depots & Container Freight Stations:** Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006

2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2nd Edition.
4	Websites	
5	Journals	International Journal of Logistics Management Foreign Trade Review International Trade Forum International Trade Journal Journal of International Business and Economy Journal of International Trade & Economic Development Monthly Statistics of International Trade

Semester	III	Specialization	International Business Management
Course Code	313IB	Type	Subject - Elective
Course Title	Designing Organizations for Uncertain Environment		

Course Objectives:	
1	To develop and acquire cognitive framework to understand and analyses the hyper-turbulent international business environment.
2	To gain insights into strategic models that successful organizations deploy to develop their strategies.
3	To learn designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4	To appreciate the HR/People systems and processes required for emergent organizational forms

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Emerging Environment:** Emergence of Vertical/Type-5 Environment, Understanding Hyper-turbulence, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy	5 + 1
2	**Changing Models of Strategy:** Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as "Sense-Making", Shaping and Adapting to Networks	5 + 1
3	**New Forms of Organization:** Organizations as Networks, Types of Network Organizations / Clusters, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations	5 + 1
4	**People and Process issues in Emerging Organizational Forms:** Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organization, Developing Competencies for New Organizational Forms	5 + 1
5	Case Studies	5 + 1

Learning Resources:		
1	Text Books	Adler, Nancy J., International Dimensions of organizational Behaviour, 4th Ed., South western College Publishing Company, Singapore, 2001. Bartlett, C.A. and S. Ghoshal, Managing Across Borders: The Transnational Solution, Century Business London, 1989.
2	Reference Books	Beamish, Paul w., Allen J. Morrison, Phillip M. Rosenzweig and Andrew C. Inkpen, International Management: Text and Cases, Irwin McGraw Hill, Boston, 2000. Fowler, Alam, Negotiation Skills: Skills and strategies, University Press Hyderabad, 1990.
3	Supplementary Reading Material	Helen, D., Management: Managing Across Borders and Cultures, Prentice - Hall, Upper Saddle River, New Jersey, 2000 Pucik, C.A. and Y. Doz and G. Healund, Managing the Global Firm , Routledge, London,1990. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	314IB	Type	Subject - Elective
Course Title	**Legal Dimensions of International Business**		

Course Objectives:	
1	To acquaint students with the legal dimensions of international business.
2	To enable students to formulate strategies as compatible with laws and treaties governing international business operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Legal Framework of International Business:** Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors. Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards.	5 + 1
2	**Regulatory Frame work of WTO:** Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.	5 + 1
3	**Regulations and Treaties:** Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.	5 + 1
4	**India Laws and Regulations Governing International Business Transactions:** FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.	5 + 1
5	**Competition Law:** National and International Dimensions. **Consumer Law:** National and International Dimensions. **Electronic Commerce:** Regulatory Framework	5 + 1

Learning Resources:		
1	Text Books	Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London. Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
2	Reference Books	Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi. Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
3	Supplementary Reading Material	Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London. Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London. Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.
4	Websites	
5	Journals	Law & Policy in International Business

Semester	III	Specialization	International Business Management
Course Code	315IB	Type	Subject - Elective
Course Title	**Global Strategic Management**		

Course Objectives:	
1	To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment
2	To help students understand tasks of implementing strategy in a global market.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	5 + 1
2	**Hybrid Forms of Economic Organization:** Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Networks to Set Industry Standards, Social Networks: Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors - Pre-competitive Alliances, Market Sharing Alliances	5 + 1
3	**Strategic Issues and Alternatives in Globally Competitive Markets:** International entry options; Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.	5 + 1
4	**Corporate Diversification Strategies:** Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.	5 + 1
5	**Organizational Learning:** Organizational Learning Through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Contracts and Trust in Managing Partner Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control.	5 + 1

Learning Resources:		
1	Text Books	Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York. Brooke, M.Z . and M.L. Remmers, International Management and Business Policy, Houghton Miffin, Boston. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford. Miller, Alex and Gregory Dess, Strategic Management, McGraw Hill Publishing Company, New York. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York. Global Strategic Management, Gerardo R. Ungson and Yim-Yu Wong, Segment Books New Delhi, 2009. Strategic Management: Creating Value in a Turbulent World, Peter, Fitzroy and James M. Herbert. Wiley India Pvt. Ltd. New Delhi, 2007. Global Strategic Management, Dr. M. Mahmoudi Maymand, Deep & Deep Publications Pvt. Ltd., New Delhi, 2005. Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005. Globalization and Business, Johnd Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002. International Business : Competing in the Global Marketplace : Postscripts 2001, Charles W. L. Hill, McGraw Hill Higher Education, New York, 3rd International Ed., 2001.
2	Reference Books	Davidson, W.H., Global Strategic Management, John Wiley, New York. Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001. Nagadhi, A.R. and M. Welge, Beyond Theory Z: Global Rationalization of American, German and Japanese Multinational Companies, Jai Press,

		Greenwich, Conn.
3	Supplementary Reading Material	Porter, M.E., Competition in Global industries, Harvard University Press, New York 1996. Porter, M.E., The Competitive Advantage of Nations, Macmillan, London, 1990. Root, F.R. and K. Visudtibhean, International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York, 1992 Salover, G., A. Shepard and J. Podolny, Strategic Management, John Wiley and Sons, 2001. Stone house, George, et. al., Global and Transnational Business: Strategy and Management, John Wiley and Sons Ltd., Chi Chester, 2000. Vernon-Wortzel, H and L. H. Wortzel, Global Strategic Management: The Essentials, John Wiley, New York, 1991. Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21st Century Global Society, 7th edition, Prentice Hall, New Jersey, 2000.
4	Websites	
5	Journals	Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review Global Journal of International Business Research Harvard Business Review International Business and Management International Business Research Journal of International Business Journal of International Business and Economy Journal of Asian Business Leadership Excellence South Asian Journal of Management

Semester	III	Specialization	International Business Management
Course Code	316IB	Type	Subject - Elective
Course Title	**International Relations & Management**		

Course Objectives:	
1	To equip the students with an understanding of the multifaceted phenomenon called international relations
2	To help students understand as to how exactly does the existing international environment affect the decision menu? How does it affect what is possible and probable in state behaviour and what are its effects on business?
3	To expose students to these issues focused on India to discern their effect on the management of business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Historical Context:** The Historical Context of International Relations - The Pre-Westphalian World, The Westphalian System, World Wars I & II & the Cold War. Role of the US - The New World Disorder & the Emerging New World Order. The European Union: Role in Global Security & Business.	5 + 1
2	**New World Order :** New World Order. The Shift of Balance of Power to Asia, Strategic Alignments in Asia: Convergence of Democracy and Emergence of the Asian bloc, Role of Australia, Resurgent Japan.	5 + 1
3	**Indian Perspective - I:** India's Security in its Areas of Strategic Interest, The Rise of China & its Implications for Asia, The Taiwan Issue, The Myth of China's Miracle, The Bamboo Network, The Great Game in the Stans of Central Asia. India's Look East Policy: Relations with SE Asia.	5 + 1
4	**Indian Perspective - II:** The Indian Ocean & India's Maritime Strategy, Pakistan: Future Portents; Democracy & Role of the Military, Terrorism: An International & National Scourge, Future of Afghanistan: Chaos or Stability? Disaster Management & Business.	5 + 1
5	**Indian Perspective - III:** India's Interaction in Africa: Exploiting an Untapped Market & Seeking Resources, India & West Asia: Transfer of Wealth & the Politics of Oil, Energy Security: Oil, Gas & the Nuclear Deal, Iran & Central Asia- Energy & Allies, Iran as a Nuclear State.	5 + 1

Learning Resources:		
1	Text Books	International Business, Justin Paul, Prentice Hall of India Private Limited, New Delhi, 4th Ed. 2008. International Business, Oded Shenkar and Yadong Luo, John Wiley & Sons Inc., New Delhi, 2004. International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. Elements of International Business, S. N. Chary, John Wiley & Sons Inc., New Delhi, 2006. Globalization of Business: Practice and Theory, Abbas, J. Ali, Jaico Publishing House, Mumbai, 2006.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	-
5	Journals	Indian Journal of International Business and Finances Asian Journal of Management Cases Global Journal of International Business Research Harvard Business Review International Business and Management Journal of International Business Journal of International Business and Economy

Semester	III	Specialization	International Business Management
Course Code	317IB	Type	Subject - Elective
Course Title	Foreign Language for International Business – I		

Course Objectives:	
1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Socializing:** Wishing, thanking and congratulating somebody and to take leave, Talking about his work, his experiences and his professional plans, Introducing his colleagues and the people with whom he is collaborating.	5 + 1
2	**Telephonic conversation:** Receiving or send simple telephonic message, Identifying the person on phone and his/her request, Spelling, repeating, reformulating, concluding, taking leave.	5 + 1
3	**Writing - I:** Reading simple and commonly used documents in professional and day-to-day life. Filling up forms in professional or day to day life situation. Taking down notes.	5 + 1
4	**Writing - II:** Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters.	5 + 1
5	**Career related Communication:** Organizing the time table. Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme. Interviewing another person and handle a job interview.	5 + 1

Note:
Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Learning Resources:

1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER III
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	III	Specialization	Supply Chain Management
Course Code	305SCM	Type	Subject Core
Course Title	Essentials of Supply Chain Management		

Course Objectives:	
1	To make students understand how supply chain impacts all areas of the firm
2	To introduce the basic concepts of supply chain management
3	To provide insights into supply chain's linkages with customer value

Syllabus:

Unit Number	Contents	Number of Sessions
1	**21st Century Supply Chains:** Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	6 + 1
2	**Supply Chain Structure:** Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	7 + 2
3	**Total SCM:** Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	7 + 2
4	**SCM Building Blocks**: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	7 + 2
5	**Customer Value:** Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	8 + 3

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rd Edition. Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peter Meindl, Pearson, 1st Edition. Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1st Edition Total Supply Chain Management by Basu & Wright, Elsevier, 1st Edition.
2	Reference Books	Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005. Supply Chain Management by Mentzer, Response Books, 2007 Logistics Management : The Supply Chain Imperative by Vindo Sople, Pearson Education, 2007
3	Supplementary Reading Material	Competitive Advantage, Michael Porter, Free Press, 1985 Latest Economic Survey of India – Chapter on Infrastructure and Communications. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	Logistics And Supply Chain Practices In India by Srivastava, Samir K., Vision , Jul-Sep2006, Vol. 10 Issue 3 What Is the Right Supply Chain for Your Product? by Fisher, Marshall L., Harvard Business Review, Mar/Apr97, Vol. 75 Issue 2 Supply Chain Management: More Than a New Name for Logistics, by Cooper, Martha C.; Lambert, Douglas M.; Pagh, Janus D., International Journal of Logistics Management, 1997, Vol. 8 Issue 1 Customer Service, Customer Satisfaction, and Corporate Performance In The Service Sector, by Dresner, Martin; Kefeng Xu., Journal of Business Logistics, 1995, Vol. 16 Issue 1 Supply Chain Management: Relationships, Chains and Networks, by Harland,

		C. M., British Journal of Management, Mar96 , Special Issue, Vol. 7

Semester	III	Specialization	Supply Chain Management
Course Code	306SCM	Type	Subject Core
Course Title	Logistics Management		

Course Objectives:	
1	To make students understand the role and importance of logistics in modern day economy.
2	To discuss the relationship between logistics and other functional areas.
3	To analyze logistics systems from different perspectives to meet desired corporate objectives.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Context of Logistics:** Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	5 + 1
2	**Logistics in the firm:** Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC,	7 + 2
3	**Approaches to analyzing logistics systems:** Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	8 + 2
4	**Logistics Relationships:** Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	7 + 2
5	**Service Response Logistics:** Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	8 + 3

Learning Resources:		
1	Text Books	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage

		Learning India Ed, 7th Edition. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1stEditon Principles of SCM – A Balanced Approach by Wisner, Leong, Tan , Cengage Learning India Ed., 1st Edition
2	Reference Books	Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books
3	Supplementary Reading Material	Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
4	Websites	http://www.logisticsmgmt.com/ www.asianclm.com/
5	Journals	Principles Of Logistics Management by Payne, Stanley L.; Kramer, Walter H., Journal of Marketing, Apr1967, Vol. 31 Issue 2, The Principles of Logistics Revisited by Voorhees, Roy Dale; Sharp, Merrill Kim., Transportation Journal (American Society of Transportation &Logistics Inc), Fall78, Vol. 18 Issue 1, A Survey of Third-party Logistics (3PL) Service Providers in India by Mitra, Subrata., IIMB Management Review , Jun2006, Vol. 18 Issue 2 The Emerging Role of the Third-Party Logistics Provider (3PL) as an Orchestrator by Zacharia, Zach G.; Sanders, Nada R.; Nix, Nancy W., Journal of Business Logistics, 2011, Vol. 32 Issue 1 Selection process in logistics outsourcing - a view from third party logistics provider by Yee Ming Chen; Meng-Jong Goan; Pei-Ni Huang., Production Planning & Control, Apr 2011, Vol. 22 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	307SCM	Type	Subject - Elective
Course Title	Managing Material Flow in Supply Chains		

Course Objectives:	
1	To understand flow of materials in a Supply Chain
2	To appreciate the role of Transportation and Warehouse Management
3	To understand the essentials of Packaging and Materials Handling from Logistics point of view
4	To understand Government statutory requirements related to Logistics Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Flows in SC:** Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	4 + 1
2	**Transportation Infrastructure & Operations:** Transport functionality, Principles, Mode Selection criteria, Transportation Service Levels, Transportation Economics and Pricing – economic drivers, costing, carrier pricing strategy. Transport Administration – operational management, consolidation, negotiation, control, Documentation – L/R, B/L, AWB, IGM	5 + 2
3	**Warehouse Management:** Warehousing – economic benefits, service benefits. Warehousing Operations – handling, storage. Warehouse Ownership Arrangements, Warehouse Decisions – site selection, design, product mix analysis, expansion, material handling, layout, Warehouse Management System	5 + 1
4	**Packaging & Materials Handling:** Packaging Perspectives, Packaging for Materials Handling Efficiency – package design, unitization, communication. Material Handling – basic considerations, mechanized systems, semi-automated, automated Systems, information directed Systems, special handling considerations	5 + 1
5	**Role of Government in Logistics:** Overview of CST, LST, Implications of proposed GST, Excise Duties, Octroi, Entry Tax, CENVAT, Motor Vehicles Act, Customs Act	5 + 1

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs& Cooper, TMGH, 2nd Edition. Logistics and Supply Chain Management- Cases and Concepts by G. Raghuram, N Rangaraj, Macmillan India, 1st Edition. Fundamentals of SCM Twelve drivers of competitive advantage by John Mentzer, Sage Publication, 1st Edition
2	Reference Books	Business Logistics/Supply Chain Management by Ronald Ballou, Pearson Education, 5th Edition. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
3	Supplementary Reading Material	Advanced Supply Chain Management by Poirier C C, Berrett, Koehler Publishers, 1999.
4	Websites	http://www.inboundlogistics.com/cms/ http://www.ciilogistics.com/ http://www.tcil.com/tcil/ http://cscmp.org/
5	Journals	Commodity Futures Markets, Warehouse Receipts and the Dynamics of Warehousing Infrastructure: The Indian Scenario by Pillai, Manoj., IUP Journal of Infrastructure, Dec2010, Vol. 8 Issue 4 What Can You Do About Logistics in India?, Frentzel, David, World Trade: WT100, Mar2011, Vol. 24 Issue 3 Technological Innovations in the Indian Logistics Industry: The Case of Freight Handling, Srinivas, Kolluru; Krishna, Kolluru., IUP Journal of Infrastructure, Sep2009, Vol. 7 Issue 3/4,

Semester	III	Specialization	Supply Chain Management
Course Code	308SCM	Type	Subject - Elective
Course Title	Inventory Management		

Course Objectives:	
1	To understand the Process of Aggregate Planning and its link with Inventory Management
2	To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
3	To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
4	To acquaint with safety and environmental aspects of Inventory Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Aggregate Planning & Inventory Management:** Introduction, Operations Planning, Aggregate Production Plan – Chase Production Strategy, Level Production Strategy, Mixed Production Strategy. MPS, Dependent & Independent Demand. Bill Of Materials, Overview of MRP & MRP II	4 + 1
2	**Managing SC Inventory & Delivering Perfect Customer Orders-I:** Understanding SC Inventory – types of inventory, inventory related costs, Inventory Investment – Asset or Liability? The Right reasons for Investing in Inventory – (support production, operational & customer service requirements, hedge against marketplace uncertainty, opportunity buying). The Wrong reasons for Investing in Inventory – (poor quality & material yield, unreliable supplier delivery, extended order-cycle times, inaccurate demand forecasts, specifying custom items for standard applications, extended material pipelines, inefficient manufacturing processes). Special Applications of EOQ Approaches – adjusting simple EOQ model for modal choice decision, adjusting simple EOQ model for volume transportation rates, adjusting simple EOQ for private carriage	6 + 1
3	**Managing SC Inventory & Delivering Perfect Customer Orders-II:** Managing Inventory Investment – Three V model of inventory management, achieve perfect record integrity, improve product forecasting, Standardize and Simplify product design, leverage companywide purchase volume, use suppliers for on-site inventory management, develop SC planning systems and support structure, Reduce Supplier-buyer cycle times, Delivering the Perfect Customer Order – MRP, DRP, SC inventory planning, automated inventory tracking system, Inventory at Multiple Locations – The Square Root law, inventory for outbound systems, Demand Pull Approach to manage Inventory	5 + 1

4	**Safety & Environmental Aspects of Inventory Management:** Environmental Aspects of Storage – identification of land contamination , water and air contamination & monitoring for fugitive emission, spillages, leakages, dumps, & disposables. Explosive Storage - Petroleum act - storage of explosive – precautions during loading, unloading, storage, transportation & usage, Gas Cylinder rules, Fire and other Hazards & precautions for mitigation, Cross contamination & Hygiene precaution in case of chemicals & pharmacy food storage material, Hazardous Waste Storage and Management – Storage and disposal methods and legal compliance	5 + 1
5	**Key Operational Aspects in SC:**Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI	4 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1stEdition
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition.
3	Supplementary Reading Material	The Management of Business Logistics by Coyle, Bardi, Langley, CengageLearning, 5th Indian Reprint
4	Websites	www.apics.org/
5	Journals	Sharpening **I**nventory **M**anagement by*Armstrong, David J. , Harvard Business Review, Nov/Dec85, Vol. 63 Issue 6* Empowering Kanban through TPS - Principles - An Empirical Analysis of the Toyota Production System, *Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre, International Journal of Production Research, Dec2010, Vol. 48 Issue 23* Kanban, MRP, and Shaping The Manufacturing Environment by*Krajewski, Lee J.; King, Barry E.; Ritzman, Larry P; Wong, Danny S., Management Science, Jan1987, Vol. 33 Issue 1* Prerequisites to Vendor-managed Inventoryby *Niranjan, Tarikere T.; Wagner, Stephan M.; Nguyen, Stephanie M., International Journal of Production Research, Feb2012, Vol. 50 Issue 4* A Logistics Network Design Model With Vendor Managed Inventoryby *Shu, Jia; Li, Zhengyi; Shen, Houcai; Wu, Ting; Zhong, Weijun., International Journal of Production Economics, Feb2012, Vol. 135 Issue 2*

		Adaptive Fuzzy Vendor Managed Inventory Control For Mitigating The Bullwhip Effect In Supply Chains by*Kristianto, Yohanes; Helo, Petri; Jiao, Jianxin (Roger); Sandhu, Maqsood., European Journal of Operational Research, Jan2012, Vol. 216 Issue 2* Study of Vendor-Managed Inventory practices in Indian industries by Atul B. Borade; Satish V. Bansod., Journal of Manufacturing Technology Management, Oct2010, Vol. 21 Issue 8

Semester	III	Specialization	Supply Chain Management
Course Code	309SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - I		

Course Objectives:	
1	To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
4	To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Purchasing Process, Policy & Procedures:** Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies, Policies defining - Role & conduct of Purchasing, Buyer-Supplier Relationship, Operational Issues, Ethical considerations in Purchasing	5 + 1
2	**Organizing the Purchasing Function:** Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure	5 + 1
3	**Strategic Sourcing – Supplier Evaluation & Selection:** Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Types of Purchasing Strategies, Supply Base Optimization, Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria	5 + 1
4	**Supplier Quality Management:** Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective, Defining Quality in Terms of	5 + 1

	Customers and their Requirements, Pursuing Quality at the Source,	
5	**Negotiation & Contracts Management:** Objectives of negotiation, when to negotiate, The negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques – traditional, collaborative, price analysis, cost analysis. Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term. Consideration when selecting contract types, How to write a Contract. Essential elements of Contract, Purchase Order (P.O), Difference between P.O & Contract	5 + 1

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.
4	Websites	www.cips.org www.eipm.org
5	Journals	Purchasing Competence: A Stakeholder-Based Framework for Chief Purchasing Officers by Kern, Daniel; Moser, Roger; Sundaresan, Naveen; Hartmann, Evi., Journal of Business Logistics, 2011, Vol. 32 Issue 2 Understanding how Formal and Informal Communication Affect Purchasing, Manufacturing and Logistics Integration byAndrea, Furlan; Arnaldo, Camuffo; Romano, Pietro., Advances in Management, Jul2011, Vol. 4 Issue 7 An Empirical Study of the Relationships among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness by Carr, Amelia S.; Smeltzer, Larry R., Journal of Supply Chain Management,

		Summer2000, Vol. 36 Issue 3 World-Class Purchasing Skills: An Empirical Investigation by Giunipero, Larry C.; Pearcy, Dawn H., Journal of Supply Chain Management, Fall2000, Vol. 36 Issue 4 The Seven Cs of Effective Supplier Evaluation by Carter R, Purchasing and Supply Chain Management, April, 1995.

Semester	III	Specialization	Supply Chain Management
Course Code	310SCM	Type	Subject - Elective
Course Title	Six Sigma		

Course Objectives:	
1	To provide a comprehensive understanding of six sigma
2	To introduce the six sigma methodology and philosophy
3	To learn how to manage change and sustain benefits
4	To learn how to listen and map customer requirements

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise-wide Deployment:** **1.1 Six Sigma and Lean:** Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. **1.2 Business Process Management:** Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives	5 + 1
2	**DMAIC model for implementing Six Sigma**: **2.1 Define:** Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions **2.2 Measure:** Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions **2.3 Analyze:** Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's **2.4 Improve:** Generating Solutions, Random Stimulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions	7 + 1

	2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities	
3	**Six Sigma Impact measurement:** Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	5 + 1
4	**Six Sigma in non-manufacturing environments:** MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria	5 + 1
5	Projects in Six Sigma-Use of DMAIC Cycle	3 + 1

Learning Resources:		
1	Text Books	The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. What is Six Sigma? by Peter Pande, TMGH Six Sigma Management by Blashka, TMGH All about Six Sigma by Warren Brussee, TMGH.
2	Reference Books	TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
3	Supplementary Reading Material	The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication Achieving Business Excellence by Pravin Rajpal, Om Books International, India.
4	Websites	http://asq.org
5	Journals	What , Why and How: The importance of statistical thinking for Six Sigma by Krishnamoorth, K. S., Industrial Engineer: IE, Oct 2011, Vol. 43, Issue 10 In pursuit of implementation patterns: the context of Lean and Six Sigma by Shah, R.; Chandrasekaran, A.; Linderman, K., International Journal of

		Production Research, Dec2008, Vol. 46 Issue 23 Critical analysis of Six Sigma Implementation by Moosa, Kamran; Sajid, Ali. Total Quality Management & Business Excellence, Jul2010, Vol. 21 Issue 7

Semester	III	Specialization	Supply Chain Management
Course Code	311SCM	Type	Subject - Elective
Course Title	Supply Chain Planning		

Course Objectives:	
1	To understand essentials of Demand Management
2	To get acquainted to Supply Chain Aggregate Planning
3	To understand how to manage predictable variability in Supply Chain
4	To recognize the role of Network Planning and understand basic Network Planning Design Models

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Forecasting:** Concept and definition of Forecasting & Demand, Role of Forecasting in SC, Traditional Forecasting Methods – Judgment Methods, Market Research Methods, Time Series Methods, Causal Methods. Selection of Appropriate Forecasting technique, Risks in Forecasting – forecasting error	5 + 1
2	**Demand Management:** Collaborative Planning, Forecasting & Replenishment (CPFR). Order fulfillment & Order Management. Customer Service Level & Expected cost of stock outs (Numericals Expected)	5 + 1
3	**Aggregate Planning in SC:** Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies, Aggregate Planning for Services, Aggregate Planning using MS-Excel, Role of IT in Aggregate Planning, Aggregate Planning in Practice	5 +1
4	**Managing Predictable Variability in SC:** Decision Environment of SC – external factors responsible for decisions, Concept of Variability, Responding to predictable variability, Managing Supply, Managing Demand, Impact of seasonality	5 + 1
5	**Network Decisions:** Choices of Network Configurations – direct shipping, distribution through intermediary, customer pick up, Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice, Strategic Facility Location Model with Two Capacity Choices, Demand Allocation Across different Facilities with Fixed Capacities, Gravity Location	5 + 1

	Model, Uncertainty and Application of Probability	

Learning Resources:		
1	Text Books	Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7th Edition.
3	Supplementary Reading Material	Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters, Palgrave. A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009.
4	Websites	http://www.ibf.org/
5	Journals	Mapping the Future of Supply Chain Management: a Delphi study by Melny K, Steven A.; Lummus, Rhonda R.; Vokurka, Robert J.; Burns, Laird J.; Sandor, Joe., International Journal of Production Research, Aug2009, Vol. 47 Issue 16 Aligning Demand Management with Business Strategy by Jim R and Langabeer II, Supply Chain Management Review, May/June 2000. ABC of Collaborative Planning Forecasting and Replenishment by Ireland, Ron., Journal of Business Forecasting, Summer2005, Vol. 24 Issue 2 Collaborative Planning, Forecasting &Replenishment (CPFR): Realizing the Promise of Efficient by Sherman, Richard J., Journal of Marketing Theory & Practice, Fall 98, Vol. 6 Issue 4

Semester	III	Specialization	Supply Chain Management
Course Code	312SCM	Type	Subject - Elective
Course Title	Supply Chain Coordination		

Course Objectives:	
1	To understand role and importance of business functional coordination across the Supply Chain
2	To know the impact of ineffective Supply Chain coordination and its business implications
3	To understand how managerial levers and partnerships aid in achieving Supply Chain coordination

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Coordinate the Traditional Business Functions Across the Company and Across the SC:** Functional Coordination, Supply Chain Relationships, Failing to coordinate Sales Function with SC Capacity, Failing to coordinate Industrial Service SC, Coordinate Retail Functions for Market Expansion, Coordinating Traditional Retail Functions for SC Economics, Coordinating R&D, Order Processing and Inventory Management	5 + 1
2	**SC Coordination & Bull Whip Effect:** Challenges in SC Coordination, Concept of Bull Whip Effect – impact on manufacturing cost, inventory cost, replenishment lead time, transportation cost, labour cost for logistics, product availability & relationships across the SC, Obstacles to Coordination in SC – incentive obstacles, Information Processing Obstacles, Operational Obstacles, Pricing Obstacles, Behavioural Obstacles, Role of IT in SC Coordination	5 + 1
3	**Managerial Levers to achieve SC Coordination:** Aligning of Goals & Incentives, Improving Information Accuracy, Improving Operational Performance, Designing Pricing Strategies to stabilize orders, Building Partnerships & Trust.	5 + 1
4	**Building Strategic Partnerships within a SC:** Deterrence Based View, Process Based View, Accessing Value of Relationship, Identifying Operational Roles & Decision Rights for each party, Creating Effective Contracts, Designing Effective Conflict Resolution Mechanisms.	5 + 1
5	**Collaborative Planning, Forecasting & Replenishment:** Retail Event Collaboration, DC Replenishment Collaboration, Store Replenishment Collaboration, Collaborative Assortment Planning, Organizational & Technology Requirements for successful CPFR, Risks & Hurdles for CPFR Implementation	5 + 1

Learning Resources:		
1	Text Books	Fundamentals of Supply Chain Management by John Mentzer, Response Books, 1st Edition Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition
2	Reference Books	The Management of Business Logistics: A Supply Chain Perspective by Coyle, Bardi and Langley, Cengage Learning – India 7th Edition
3	Supplementary Reading Material	A Logistics Approach to Supply Chain Management by Coyle, Langley, Gibson, Novack, Bardi, Cengage Learning, India Edition, 2009. Industrial Dynamics by Jay Wright , Forrester, 1961
4	Websites	www.apics.org
5	Journals	The Bullwhip Effect in Supply Chains by Lee, Hau L; Padmanabhan, V. and Whang, Seungjin, Sloan Management Review , 1997Volume 38 Issue 3 Taming the bullwhip by Lee, H.L., Journal of Supply Chain Management 2010, Volume 46 , Issue 1 Capacity Choice and Allocation: Strategic Behavior and Supply Chain Performance by Cachon, Gérard P.; Lariviere, Martin A., Management Science, Aug1999, Vol. 45 Issue 8 Quantifying the Bullwhip Effect in a Simple Supply Chain: The Impact of Forecasting, Lead Times and Information by Chen, Y. F., Z. Drezner, J. K. Ryan and D. Simchi-Levi , Management Science, 2000, Volume 46. Information Sharing and Coordination Mechanisms for Managing Uncertainty in Supply Chains: A Simulation Study by Datta, Partha Priya; Christopher, Martin G., International Journal of Production Research, Feb2011, Vol. 49 Issue 3 Coordinating for Flexibility in e-Business Supply Chains by Gosain, Sanjay; Malhotra, Arvind; El Sawy, Omar A., Journal of Management Information Systems, Winter2004/2005, Vol. 21 Issue 3

Semester	III	Specialization	Supply Chain Management
Course Code	313SCM	Type	Subject - Elective
Course Title	Decision Modeling for Supply Chains		

Course Objectives:	
1	To know how to model typical Supply Chain Domain Problems
2	To understand use of MS- Excel in solving typical Supply Chain Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of MS – Excel Advance Capabilities and Functions**	3 + 1
2	**Linear Programming Models:** Make Buy Decision Problem, Transportation Applications – Vehicle loading Problem, Sensitivity Analysis for Profit Maximization, Cost Minimization	6 + 1
3	**Transportation Models:** LP Formulation for transportation problem, Transportation involving transshipment, Maximal flow model, Shortest Path Model	5 + 1
4	**Integer Programming Model, Goal Programming Model & Nonlinear Programming Model:** New factory Decision Problem (IP), Product Mix Problem (Goal), Profit Maximization Problem (NLP)	6 + 1
5	**Decision Making Models (based on Decision Trees):** Using TreePlan to solve decision tree problems with Excel	5 + 1

Learning Resources:		
1	Text Books	Managerial Decision Modeling with Spreadsheets by Balakishnan, Render, Stair, Pearson, 2nd Edition
2	Reference Books	Excel Models for Business and Operations Management by Barlow, Wiley-India, 2nd Edition.
3	Supplementary Reading Material	Modeling the Supply Chain by Jeremy Shapiro, Cengage Learning, 2nd Edition Supply Chain Modeling & Solutions by B.S. Sahay & A.K. Gupta, Macmillan India Ltd., 1st Edition
4	Websites	http://logistics.about.com/od/supplychainmodels/Modelling_the_Supply_Chain.htm
5	Journals	Overcoming Spreadsheet Risk in Supply Chain Modeling by Galbreth, Michael R.; LeBlanc, Larry J.,Journal of Business Logistics. 2010, Vol. 31 Issue 2, p21-33

		Design and Use of Microsoft Excel Solver by Fylstra, Daniel; Lasdon, Leon; Watson, John; Warren, Allen. Interfaces. (Sep-Oct) 1998, Vol. 28, 5, p29-55. Network Modeling Tools: Enhancing Supply Chain Decision Making by Jiminez, S., T.Brown and J.Jordan, Strategic Supply Chain Alignment, 1998, ed. J. Gattorna. Andershot, Eng.: Gower

Semester	III	Specialization	Supply Chain Management
Course Code	314SCM	Type	Subject - Elective
Course Title	Theory of Constraints		

Course Objectives:	
1	To imbibe in the students the TOC thinking process.
2	To provide insights into managing a business when there are constraints and resolving those by logical thinking.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Thinking Process:** Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method.	5 + 1
2	**2.1 Finance and Measures:** Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. **2.2 Project Management:** Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach.	5 + 1
3	**Drum-Buffer-Rope Solution:** Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method.	5 + 1
4	**Theory of Constraints in Supply Chain Management:** Introduction, TOC in distribution Solution, Drum-Buffer-Rope in distribution	5 + 1
5	**Cases:** Cases in application of TOC thinking process, TOC in Manufacturing,	5 + 1

Learning Resources:		
1	Text Books	Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River
2	Reference Books	What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River

		The Goal by E M Goldratt and Cox J, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River
3	Supplementary Reading Material	Essays on Theory of Constraints by E M Goldratt, Great Barrington, North River Critical Chain by E M Goldratt, Great Barrington, North River
4	Websites	http://www.goldratt.com/ http://www.scienceofbusiness.com/home/what-is-theory-of-constraints-toc/ http://www.tocico.org/
5	Journals	A Tutorial on Project Management from a **T**heoryof **C**onstraints Perspective by *Blackstone, John H.; Cox, James F.; Schleier, John G., International Journal of Production Research, Dec2009, Vol. 47 Issue 24.* Theory of **C**onstraints at UniCo: Analyzing The Goal as a fictional case study by *Tibben-Lembke, Ronald S., International Journal of Production Research, Apr2009, Vol. 47 Issue 7.* Implementing Theory of **C**onstraints in a traditional Japanese Manufacturing Environment: The case of Hitachi Tool Engineering by *Umble, M.; Umble, E.; Murakami, S., International Journal of Production Research, 5/15/2006, Vol. 44 Issue 10.* Determination of buffer sizes for drum-buffer-rope (DBR)-controlled production systems by *Ye, T.; Han, W., International Journal of Production Research, May2008, Vol. 46 Issue 10.* Modified drum**–**buffer**–**rope scheduling mechanism for a non-identical parallel machine flow shop with processing-time variation by *Sirikrai, V.; Yenradee, P., International Journal of Production Research,2006, Vol. 44 Issue 17.* Comparisons between drum**–**buffer**–**rope and Material Requirements Planning: a case study by *Steele, Daniel C.; Philipoom, Patrick R.; Malhotra, Manoj K.; Fry, Timothy D., International Journal of Production Research, 2005, Vol. 43 Issue 15.* Order review/release and lot splitting in drum-buffer-rope by *Russell, G. R.; Fry, T. D., International Journal of Production Research, Mar1997, Vol. 35 Issue 3.* Scheduling using drum-buffer-rope in a remanufacturing environment by *Guide, V.D.R., International Journal of Production Research, Apr96, Vol. 34, Issue 4.* Using Drum-Buffer-Rope Scheduling Rather Than Just-In-Time Production by *Huff, Patricia. Management Accounting Quarterly, Winter2001, Vol. 2 Issue 2*

Semester	III	Specialization	Supply Chain Management
Course Code	315SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - I		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Agro Based Products - Food, Milk Products, Poultry, Edible Oil, Flowers, Seeds & Fertilizers, Public Distribution System	NA
2	Supply Chains for Industrial Products - Auto Components, Steel Products, Lubricants, Industrial Paints, Transformers, Gensets	NA
3	Supply Chains for Consumer Products – Bicycles, Tractors, Cola Cans, Cars, Mobile Phones, Furniture, Sports Goods, Pharmaceutical Products, Fabrics & Garments, Books, Mineral Water, Newspapers & Magazines, Toys, Wrist Watches, Home Décor, Decorative Paints, Wine, White goods	NA
4	Supply Chains for Commodities - Coal, Cotton, Cement, Sugar, Rice, Metals, Oil & Gas	NA
5	Supply Chains for Services - Mobile Telephony, Financial Services, Electricity , Internet Services, Food Chains, Hospitality, Medical services, Airlines, Retail	NA

Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups. Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain),compare the top two players in each of these sectors and identify best practices,Prepare a summary evaluation of each sector studied.Students shall submit a structured detailed report based on the above parameters.The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty.

The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:
Report – 20 Marks
Presentation – 15 Marks
Question & Answer – 15 Marks
* Field/Self Study under Faculty guidance.

Learning Resources:		
1	Text Books	Indian Supply Chain Architecture by B S Sahay and Ramneesh Mohan, Macmillan, 2007. Excellence in Manufacturing : New Approaches by Sabyasachi Chatterjee, ICFAI Books.
2	Reference Books	Financial Supply Chain by Sanjay Dalmia, TMGH, 2008. Logistics and Retail Management: Insights into Current Practice and Trends from leading Experts by Fernie and Sparks, Kogan Page, 2nd Edition.
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	www.kpmg.com http://www.futuresupplychains.com/aboutus.html http://www.deloitte.com/us/supplychainindia
5	Journals	The Effects Of Digital Trading Platforms On Commodity Prices In Agricultural Supply Chains by Banker, Rajiv; Mitra, Sabyasachi; Sambamurthy, V., MIS Quarterly, Sep2011, Vol. 35 Issue 3 Supply Chain: Barriers and Benefits Indian SMEs by Zahedirad, Rouhollah; Shivaraj, B., SCMS Journal of Indian Management, Oct2011, Vol. 8 Issue 4 Flexible Strategic Framework for Managing Forces of Continuity and Change: Study of Supply Chain Management of Lighting Industry in India by Gupta, V. K., Global Journal of Flexible Systems Management, Jul-Sep2010, Vol. 11 Issue 3 The Impact of Supplier-Selection, Supply Effort Management, Logistics Capabilities and Supply Chain by Sezhiyan, D. M.; Nambirajan, T., Journal of Contemporary Management Research, Mar2011, Vol. 5 Issue 1 Supply Chain: A Differentiator in Marketing Fresh Produce byVeena, A.; Babu, K. Nagendra; Venkatesha, H. R., IUP Journal of Supply Chain Management, Mar2011, Vol. 8 Issue 1

MBA SYLLABUS: SEMESTER IV
MARKETING MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Marketing
Course Code	403MKT	Type	Subject Core
Course Title	Services Marketing		

Course Objectives:	
1	To emphasize the significance of services marketing in the global economy.
2	To make the students understand the deeper aspects of successful services marketing.
3	To provide insights to the challenges and opportunities in services marketing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Services marketing :** **Definition, Significance, Characteristics of Services:** Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services. **Consumer Behavior in Services:** Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service, Moment of truth **Extended Marketing Mix for Services:** Need for additional three marketing mix elements in Services Financial & economic impact of service.	7 + 2
2	**Traditional Marketing Mix Elements in Services:** **Service Product:** Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior—Complaint Resolution, Service Recovery Process. **Service Pricing:** Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing. **Service Place:** Delivering services through intermediaries & electronic channels. **Service Promotion:** Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication.	7 + 2
3	**Service Process:** Service design & standards – Process service blue print	7 + 2

	Demand & capacity management , Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, self-service technologies.	
4	**People & Physical Evidence:** **Employees' Role in Service Delivery, Service Culture:** Internal Marketing, Service-Profit Chain, Emotional labor Customers' role in service delivery, Customer as a co-producer **Physical Evidence:** Experience Servicescape elements (to include architectural design), Virtual Servicescape.	7 + 2
5	**Applications of Service Marketing:** Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcaresectors (Examples/Case studies on these applications are expected).	7 + 2

Learning Resources:		
1	Text Books	Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition Services Marketing by Christopher Lovelock Services Marketing, Rama Mohan Rao, Pearson Services Marketing by Rampal & Gupta Services Marketing by Helen Woodruff
2	Reference Books	Services Marketing: Concepts and Practices byRamneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition
3	Supplementary Reading Material	C H Lovelock, Journal of Marketing Vol. 4 Summer 1983, pages 9-20
4	Websites	www.itsma.com/
5	Journals	The service encounter: diagnosing favorable & unfavorable incidents by Bitner M. J., Booms B. H. & Tetreaualt M. S., Journal of marketing, Jan 1990, Vol. 54, pp. 71-84. Marketing intangible products & product intangibles by Levitt T., Harvard Business Review, 1981, Vol. 59, pp. 95-102 The services marketing: an approach by Blois K. J., European journal of

		marketing, Vol. 8, Issue 2, 1974, pp. 137-145 Services marketing is different by Berry L.L., Business, May-June, 1980,pp. 24-30. Putting the Service Profit Chain to Work by Heskett, James L., Jones, Thomas O., Loveman, Gary W., Sasser, W. Earl, and Schelsinger, Leonard A. Harvard Business Review, (March-April 1994) pp. 164-174 The customer as co-producer by Solveig Wikström, European Journal of Marketing, 1996, Vol. 30, Issue 4 Customer contributions & roles in service delivery by Bitner, Faranda, Hubbert & Zeithmal, International Journal of Services and Industrial Marketing, Vol. 8,Issue 3, pp. 193-205 Delivering Quality Service; Balancing Customer Perceptions and Expectations by Zeithaml, Parasuraman & Berry. Free Press, 1990. Service quality models: A review by Sheth, Deshmukh & Vrat IJQRM, 2005, Vol. 22,Issue 9, pp. 913-49

Semester	IV	Specialization	Marketing
Course Code	404MKT	Type	Subject Core
Course Title	Sales & Distribution Management		

Course Objectives:	
1	To provide foundations in components of sales and distribution management.
2	To introduce various facets of the job of a sales manager.
3	To focus on decision making aspects and implementation of decisions in sales and distribution management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Sales and Distribution Management:** **1.1 Sales Management:** Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management **1.2 Marketing Channels:** Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution **1.3 Managing Marketing Channels:** Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System.	8 + 2
2	**Organizing the Sales Force:** **2.1** Objectives & Structure of Sales Organization, **2.2** Organizing the Sales Force, Recruitment, selection and training the sales force, **2.3** Field Sales Planning, Compensation and Evaluation of Sales Force.	4 + 2
3	**Sales Planning & Control:** **3.1 Sales Planning:** Sales Forecasting & Budgeting, Sales Quotas and Targets **3.2 Sales Control:** Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. **3.3 Sales Audit:** Sales Force Productivity Indicators (Value and Volume) –	8 + 2

	Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio. **3.4 Specialized Techniques in Selling:** Tele / Mobile Marketing, Online Marketing, E Commerce.	
4	**Marketing Channels** **4.1** Significance and role of channels, C&F Agents, Types of the Wholesalers **4.2 Franchising:** Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee-Franchiser Franchisee relationship. RoI calculation at Dealer Level.	+ 2
5	**Retailing:** **5.1** Nature and Importance of Retailing , Types of Retailers, Organized &unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size , **5.2 Retailer Promotion:** Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing.	9 + 2

Learning Resources:		
1	Text Books	Sales and Distribution Management by Havaldar & Cavale, TMGH Sales Management by Still, Cundiff & Govani, Pearson Education Sales and Distribution Management, SL Gupta, Excel books
2	Reference Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition
3	Supplementary Reading Material	Retail Management by Gibson Vedamani , Jaico Books Retailing Management by Swapna Pradhan , TMGH
4	Websites	http://www.franchiseindia.com/ http://www.franchising.com/
5	Journals	How Potential Conflict Drives Channel Structure: Concurrent (Direct and Indirect) Channels by Sa Vinhas, Alberto; Anderson, Erin., Journal of Marketing Research, Nov2005, Vol. 42 Issue 4 Channel Structure and Strategic Choice in Distribution Channels byWren, Brent M., Journal of Management Research, Aug2007, Vol. 7 Issue 2, Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling &*Sales* Management,

		Spring2008, Vol. 28 Issue 2 Using your sales force to jump-start growth by Hancock, Maryanne; Hatami, Homayoun; Rayan, Sunil. McKinsey Quarterly, 2011, Issue 2 Franchising: An Overview by Windeshausen H. Nicholas; Joyce, Mary L., American Journal of Small Business, Jan77, Vol. 1 Issue 3 Sales Employees Compensation: An Optimal Balance Between Fixed and Variable Pay by Madhani, Pankaj M., Compensation & Benefits Review., Jul/Aug2009, Vol. 41 Issue 4, p44-51.

Semester	IV	Specialization	Marketing
Course Code	405MKT	Type	Subject - Elective
Course Title	Retail Marketing		

Course Objectives:	
1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing.
3	To give a perspective of the Indian retailing scenario.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Overview of Retailing:** Definition, Scope,Role of Retailer in the Channel of Distribution, Benefits of Retailing , Functions of Retailers , Evolution of Retailing – Global Retail Scenario – Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components. **1.2 Retailing Environment**: Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context. **1.3 Classification of Retailers**: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives , Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers , Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing. **1.4 Non Traditional Retail Classifications**: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats	5 + 1
2	**2.1 Retail Market Strategy**: Definition, target market & retail format, Differentiating, Growth strategies, Strategic Retail planning process. **2.2 Strategic Profit Model :** Gross Margin Return On Inventory Management (GMROI) **2.3 Retail Location & Site Selection:** Types of retail locations, Steps involved in choosing a retail location, Methods of evaluating a trading area, **2.4 Store Layout, Design &Visual Merchandising:** Store planning, Store Design and the retailing mix, Space mix, effective space management, Store layout – circulation plan, Floor Space management. Markups and Markdowns, Shrinkage in merchandise management.	5 + 1

3	**3.1 Retail Administration :** Store management, Human resource management, Information System & SCM **3.2 Planning Merchandise Assortment:** Category management, Buying organization, Assortment planning process, Analyzing merchandise performance. **3.3 Planning Merchandise Assortments:** Organizing the buying process by categories- Category Management – The Buying Organization – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.	5 + 1
4	**4.1 Merchandise Pricing**: Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination **4.2 Retail Communication Mix**: Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs	5 + 1
5	**5.1 Mall Management:** Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number & nature of outlets visited &spend of share of wallet across the tenants. **5.2 Challenges to Indian Retail Sector** : Political & legal, economic, real estate pricing, customer coming of age to shop in organized sector	5 + 1

Learning Resources:		
1	Text Books	Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition Retailing Management by Swapna Pradhan , TMGH
2	Reference Books	Retail Management by Gibson Vedamani , Jaico Books Retailing by Patrick Dunne, Robert Lusch, David Griffith, Cengage Learning, Indian reprint. Retail Marketing Management by David Gilbert, Pearson Publication. Retail Management, Arif Sheikh, Himalaya Publishing
3	Supplementary Reading Material	It happened in India by Kishore Biyani, Rupa & Co. Business Today, November1999, Mall Management, pp. 7-22
4	Websites	http://www.cci.in/pdf/surveys_reports/indias_retail_sector.pdf

		http://www.indiaretailing.com/ http://www.imagesretail.com/
5	Journals	Organized Retailing in India: Upstream Channel Structure and Management by Dabas, Chitra Srivastava; Sternquist, Brenda; Mahi, Humaira., Journal of Business & Industrial Marketing, 2012, Vol. 27 Issue 3 India: Shopping with the Family by Sheth, Kartik N.; Vittal, Ireena., McKinsey Quarterly, 2007, Issue 4 The Future of Shopping by Rigby, Darrell.,Harvard Business Review, Dec2011, Vol. 89 Issue 12 The Wheelof Retailing byHollander, Stanley C., Journal of Marketing, Jul1960, Vol. 25 Issue 1 The Mall as Bazaar: How Kiosks Influence Consumer Shopping Behavior by Runyan, Rodney; Kim, Jung-Hwan; Baker, Julie., Journal of Marketing Management. Feb2012, Vol. 28 Issue 1/2, p85-102.

Semester	IV	Specialization	Marketing
Course Code	406MKT	Type	Subject - Elective
Course Title	Rural Marketing		

Course Objectives:	
1	To understand rural aspects of marketing
2	To learn nuances of rural markets to design effective strategies
3	To enhance deeper understanding of rural consumer behavior

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Rural Marketing** **1.1** Defining rural markets & rural marketing, evolution of rural marketing **1.2** Rural Marketing Environment – PEST analysis **1.3** Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size **1.4** Rural Infrastructure	4+1
2	**Rural Consumer Behavior& Marketing Research** **2.1** Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets **2.2** Sources & Type of Secondary Data on Rural markets **2.3** Collecting Primary Data in Rural setting	4+1
3	**Segmentation, Targeting & Positioning** **3.1** Bases of Segmenting Rural Markets **3.2** Target Marketing, Coverage of Markets **3.3** Positioning in Rural Markets	4+1
4	**Product & Pricing Strategy in Rural Markets** **4.1** Rural Product Categories **4.2** Packaging for Rural Markets **4.3** Branding in Rural Markets, Problem of Fake Brands	6+1

	4.4 Pricing Strategy – special considerations in rural markets **4.5** Credit in rural markets – need, sources & innovative credit delivery systems	
5	**Rural Distribution & Communication** **5.1** Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives **5.2 Emerging Models in Rural Markets:** E-Chaupal, Project Shakti **5.3 Challenges for Rural Communication:** Massage & Media for Rural Communication	7+1

Learning Resources:		
1	Text Books	The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
2	Reference Books	Rural Marketing – Concepts & Practices by Balram Dogra, Karminder Ghuman Rural Marketing by R.V. Badi, N.V. Badi
3	Supplementary Reading Material	A New Approach to Rural Marketing by Kaushik Sircar
4	Websites	http://www.echaupal.com/ http://www.rmai.in/
5	Journals	International Journal of Rural Management by SAGE E-Journals of RMAI Indian Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	407MKT	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To acquaint the students with the service operations strategy aspects.
2	To provide students with the concepts and tools necessary to effectively manage field service operations.
3	To familiarize the students with the concepts of CRM and role of IT in managing service operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Service Operations Concept:** Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of service operation, Functions and processes in service operation, Different Pure Service Organizations and their peculiarities.	4 + 1
2	**Service Operation Strategy:** Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Effect of technology on service operations-strategic and tactical problems of managing operations functions in service environment, economies of customer loyalty, alignment between target market segments, manpower implications. Enhancing customer satisfaction, Service Operations as Profit Centre.	5 + 1
3	**Designing & Managing Service Operations:** Technology and its Impact on Services, Design and Development of Service Delivery Systems, Factors determining design of service systems-Impact of customer contact on design of service system , Work Measurement, Locating Facilities, Designing their Layout. Service capacity, Capacity Planning process design in service systems -basic structure of waiting line model-Principles of queuing theory for capacity analysis issues-Short term capacity planning problems- service quality measurements. Service operation processes for Event management, Financial management, IT service consultancy management.	6 + 1
4	**Field Service Management, Service Manpower Planning & Scheduling:** Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and its impact on Customer satisfaction, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Service Level Considerations and Cost Considerations in Manning.	5 + 1

5	**5.1 Customer Relationship Management:** Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation. **5.2 IT Enabled Customer Service:** Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Cengage India Edition, 2nd Edition. Customer Service, Robert Lucas, Tata McGraw
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall.
3	Supplementary Reading Material	Service Strategy by Fitzsimmons, J.A. and Fitzsimmons, M.J. Chapter 3 in Service Management, McGraw-Hill International Edition, 2006, 37 – 58.
4	Websites	www. msom.journal.informs.org/
5	Journals	Service Operations Management: Return to Roots by Robert Johnston, International Journal of Operation and Production Management Vol.19 No.2, 1999 pp.l15-124. Compassionate High Quality Health care at Low Cost: The Arvind Model by Shah, J. and Murty, L.S., IIMB Management Review, 16 (3), 2005, 31 – 43. Will You Survive the Service Revolution? by Karmarkar, U., Harvard Business Review, 82 (6), 2004, 101 – 107.

Semester	IV	Specialization	Marketing
Course Code	408MKT	Type	Subject – Elective
Course Title	International Marketing		

Course Objectives:	
1	To make the students understand the concept and techniques of international marketing.
2	To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**International Marketing:** Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups- EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	9 + 1
2	**International Product Strategies:** Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	4 + 1
3	**Pricing for International Markets:** Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	4 + 1
4	**Managing International Distribution:** The structure of international distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	4 + 1
5	**Managing International Promotion Mix:** Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	4 + 1

Learning Resources:		
1	Text Books	International Marketing by Cateora, Graham & Salwan, Mc Graw Hill, 13th Edition, 2008. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8th Edition (India), 2008. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3rd Edition, 1997. International Marketing, 4th Ed., PK Vasudeva, Excel Books International Marketing by Rajgopal, Vikas Publication, New Delhi
2	Reference Books	International Marketing by Terpstra, Vern and Sarathy, Ravi, The Dryden Press, Chicago , 2000. Global Marketing Management by Keegan, Warren J. , Pearson Education , New Delhi, 7th Edition, 2002. Global Marketing Management by Kotabe Masaaki and Helsen Kristiaan, John Wiley & Sons (Asia) Ltd., 2nd Edition, 2001. International Marketing: Analysis and Strategy by Onkvisit, Sak and Shaw, John J. Edition, Prentice Hall., 2004. International Marketing: An Indian Perspectives by Varshney, R. L. and Bhattacharya, B. , Sultan Chand, New Delhi, 2001. International Marketing Strategy by Doole Isobel and Robin Lawe, , Cengage Learning
3	Supplementary Reading Material	EXIM Policies World Bank Reports
4	Websites	Websites of the Ministry of Commerce Websites of the Ministry of Finance
5	Journals	Journal of International Marketing AMA's Journal of International Marketing

Semester	IV	Specialization	Marketing
Course Code	409MKT	Type	Subject – Elective
Course Title	Export Documentation and Procedures		

Course Objectives:	
1	To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2	To provide a review of the main documents involved in export order processing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Significance of Procedures and Documentation in International Trade:** procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.	5 + 1
2	**Export Order Processing:** export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.	5 + 1
3	**Methods of Payment in International Trade:** documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.	5 + 1
4	**Major Export Promotion Schemes in India:** EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.	5 + 1
5	**Regulations for International Trade:** Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000	5 + 1

Learning Resources:		
1	Text Books	Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006 Export Management by D.C. Kapoor, Vikas Publishing House, 2009 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010 International Business Management, Text and Cases, Dutta, Excel Books
2	Reference Books	Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.
3	Supplementary Reading Material	Nabhi's Exporters Manual and Documentation. Nabhi's New Import-Export Policy Procedures. Export/Import Procedures and Documentation by Thomas E. Johnson, Donna L. Bade, AMACOM
4	Websites	www.eximbankindia.com
5	Journals	A Study of Export and Import Problems Faced by the Mumbai Based Importers and Exporters by Shinde, Govind P, Advances in Management; Apr2012, Vol. 5 Issue 4, p44-51. A Study on Export Performance of Indian Spices by Muthusamy, A. Global Management Review. 2010, Vol. 5 Issue 1, p25-38. External Sector: Outlook. India Country Monitor. Feb2012, p17-18 Economic Forecast, Country Report. India. Jul2011, Issue 7, p7-11

Semester	IV	Specialization	Marketing
Course Code	410MKT	Type	Subject – Elective
Course Title	Marketing Strategy		

Course Objectives:	
1	To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.
2	To understand and apply the STP of marketing (segmentation, targeting, positioning).
3	To understand and appreciate the concept of marketing strategy formulation and implementation.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Marketing Strategy:** Marketing's role in formulating & implementing strategies, market oriented management, Overview of the process of formulation & implementation of marketing strategy, integrating marketing strategy with the firm's other strategies & resources, market opportunity analysis, formulating strategies for specific situations, implementation & control.	3 + 1
2	**Understanding Market Opportunities** **2.1** Meaning of markets & industry, assessing market & industry attractiveness using Mullins' framework – Market Domain, Industry Domain, Team Domain **2.2 Forecasting Based on Current Demand:** Market build up method, chain ratios, market factor index method **2.3 Forecasting Based on Past Demand:** Time series analysis, Trend analysis, Leading indicators **2.4 Forecasting through Experimentation:** Concept testing, Test marketing **2.5 Forecasting through Intentions & Expert Opinion:** Buyers intensions, sales force opinion, trade opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis	6 + 1
3	**Targeting Attractive Market Segments & Positioning** **3.1 Choosing Attractive Market Segments –** A five step process **3.2 Different Targeting Strategies:** Mass market, niche market, growth market **3.3 Differentiation Based on Product, Image, Channel, Personnel & Services** **3.4 Positioning Process:** identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products &	5 + 1

	brands, determine a product's current position, determine customers' most preferred position, examine the fit between current position & market preferences, writing positioning statement	
4	**Marketing Strategies for New Market Entries & Growth Markets** **4.1 Market Entry Strategies for Pioneers & Followers:** Sources of competitive advantage for pioneers & followers **4.2** Components of strategic marketing programmes for Mass market penetration & niche market penetration **4.3 Growth Market Strategies for Market Leaders**: Different types of marketing objectives for leaders, market share maintenance strategies **4.4 Growth Market Strategies for Followers:** Different types of marketing objectives for followers, market share growth strategies	6 + 1
5	**Marketing Strategies for Mature & Declining Markets** **5.1**Challenges in mature & declining markets, transition from growth to maturity **5.2 Marketing Strategies for Mature Markets**: Maintaining current market share, extending volume growth **5.3 Marketing Strategies for Declining Markets:** Marketing objectives & programmes for Harvesting, Maintenance, Survivor & Niche Strategy	5 + 1

Learning Resources:		
1	Text Books	Marketing Strategy by Walker, Mullins, Boyd & Larreche Marketing Strategy and Competitive Positioning by Graham Hooley**,** Brigitte Nicoulaud, Nigel F. Piercy, Pearson Education, , 5thEdition. Strategic Marketing Management-Richard Wilson & Colin Gilligan
2	Reference Books	Strategic Management & Marketing by Narendra Singh, Himalaya Publication Strategic Marketing Text & Cases- S. Shajahan, Viva Books Strategic Marketing Management -Text & Cases, by UC Mathur, Macmillan
3	Supplementary Reading Material	Strategic Marketing by A. Nag, Macmillan Publication Strategic Marketing by Musadiq Sahaf, Prentice-Hall of India Pvt. Ltd. Strategic Marketing for Non-Profit Organization-Alan Anderson & Philip Kotler http://www.iitk.ac.in/infocell/announce/convention/papers/Changing%20Playfield-06-Saurabh%20Kumar%20Saxena.pdf

4	Websites	http://www.mhhe.com/walker http://marketing-strategy-examples.com/
5	Journals	Journal of Strategic Marketing of AMA Marketing & strategy-The Wall Street Journal of Business Strategy- Emerald Journal of Marketing

Semester	IV	Specialization	Marketing
Course Code	411MKT	Type	Subject – Elective
Course Title	Marketing Decision Models		

Course Objectives:	
1	To study scientific and data based developments that assist marketing professionals in arriving at cost effective marketing strategies
2	To analyze the important developments in marketing theory to understand and control markets effectively

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Modeling in Marketing** **1.1** Analytical decision making , Science & Marketing, marketing decision support systems, intelligent marketing systems, Data Warehousing & Data Mining applications , Benefits of modeling in marketing, **1.2** Model building process, trends in building & using models, information value chain **1.3** Taxonomy of Market Response Models based on number of marketing instruments, market response modeled, functional forms, competitive effects, nature of data used, level of aggregation, estimation methods, uncertainty.	4 + 1
2	**Mathematics & Statistics for Marketing Models** **2.1Relationship between Marketing Variable:** Graphs & functions **2.2** Linear Algebra and Systems of Equations in Marketing **2.3 Differential Equations:** applications for market dynamics **2.4** Calculus for optimization **2.5** Basic Probability Concepts **2.6 Statistical Distributions for Modeling**: Bernoulli, Binomial, Chi-Squared, Exponential, F-Distribution, Normal, Poisson, Student's t distribution	6+ 1
3	**3. Applications in Environment Analysis** **3.1** Demand decomposition framework for environment analysis & models **3.2** Identifying Competitors through Brand Switching Matrix, **3.3** Models for Forecasting Competitors' Actions, Game Theory	5 + 1

	3.4Stochastic Models of Consumer Behavior: Purchase Incidence Models, Brand Choice Models	
4	**Applications in Forecasting & Resource Allocation** **4.1Demand Forecasting Models:** Extrapolations & curve fitting, Regression techniques, Analogy Methods **4.2** Models for Forecasting Sales for Consumer Durable , Diffusion of Innovation – Bass Model & its revisions, Repeat Purchase Models **4.3 Models for Resources Allocation among Sbus & Products**: STRATPORT, & AHP **4.4** Models for resources allocation across geographical territories	5 + 1
5	**Models for Marketing Mix Variables** **5.1 Modeling for Product Positioning & Design -**Preference Choice Model – Expectancy value, preference regression, PERCEPTOR, LINMAP &DEFENDOR models of product design **5.2** Pricing Models **5.3** Models for Promotional Budget Decisions **5.4** Models for Media Scheduling **5.5** Sales Promotion Models: Rao Lilien Model	5 + 1

Learning Resources:		
1	Text Books	Marketing Models by Lilien, Kotler & Moorthy, Prentice-Hall of India
2	Reference Books	Analysis for Strategic Marketing by Rao & Steckel Marketing decision models by Randall L. Schultz, Andris A. Zoltners, North Holland
3	Supplementary Reading Material	The Handbook of Marketing Decision Models by Berend Wierenga, Springer
4	Websites	http://www.12manage.com/i_m.html
5	Journals	Modeling and Forecasting Sales Data by Time Series Analysis by Kapoor, S. G.; Madhok, P.; Wu, S. M., Journal of Marketing Research (JMR). Feb1981, Vol. 18 Issue 1, p94-100. Judgment Based Marketing Decision Models**:** Problems and Possible Solutions by Chakravarti, Dipankar; Mitchell, Andrew; Staelin, Richard.,Journal ofMarketing. Fall1981, Vol. 45 Issue 4, p13-23

		Econometric Models for Marketing Decisions byWittink, Dick R.,Journal ofMarketingResearch,Feb2005, Vol. 42 Issue 1, p1-3 Bridging the Academic-Practitioner Divide in Marketing DecisionModels byLilien, Gary L.,Journal ofMarketing. Jul2011, Vol. 75 Issue 4, p196-210. Using Buyer Behavior Modelsto Improve Marketing Decisions byAaker, David A.,Journal ofMarketing. Jul1970, Vol. 34 Issue 3, p52-57 Endogeneity in Marketing Decision Models byShugan, Steven M.,MarketingScience. Winter2004, Vol. 23 Issue 1, p1-3.

Semester	IV	Specialization	Marketing
Course Code	412MKT	Type	Subject – Elective
Course Title	Marketing of High Technology Products		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively market a high technology product.
2	To help the students learn the marketing mix aspect of marketing high technology products.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to High Technology**: Common Characteristics of High Technology, Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing - Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	5 + 1
2	**Product Development and Management Issues in High-Tech Markets:**Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The "What to Sell" Decision, Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing - Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers' Migration Options.	8 + 1
3	**Pricing Considerations in High-Tech Markets: T**he High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications. Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee. The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.	4 + 1
4	**Distribution Channels in High-Tech Markets:**Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain - Need for Indirect Channels to Provide Value for Manufacturers - Evolution of High-Tech Channels.	4 + 1

5	**Advertising and Promotion in High-Tech Markets: Tools to Build and Maintain Customer Relationships:**The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business. New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.	4 + 1

Learning Resources:		
1	Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, Sanjit Sengupta, Stanley Slater, 2nd Edition
2	Reference Books	Marketing High Technology by William H. Davidow Product Marketing for Technology Companies by Mark Butje
3	Supplementary Reading Material	Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore Product Strategy for High Technology Companies by Michael E. McGrath. Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath The Innovator's Dilemma by Clayton M. Christensen
4	Websites	http://marketinghightech.net/
5	Journals	Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96. High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74. The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370. Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gnibba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1 Sales Forecasting of Products with Very Short Life Cycles by Pizzano, Rudolph.

		Journal of Business Forecasting, Summer2011, Vol. 30 Issue 2 Forecasting Organizational Adoption of High-technology Product Innovations separated by impact: Are traditional macro-level diffusion models appropriate? By McDade, Sean; Oliva, Terence A.; Thomas, Ellen. Industrial Marketing Management, Feb2010, Vol. 39 Issue 2, p298-307. What High-Tech Managers Need to Know About Brands by Ward, Scott; Light, Larry; Goldstine, Jonathan. Harvard Business Review. Jul/Aug1999, Vol. 77 Issue 4, p85-95. Innovation and the Management of Marketing in High Technology Small Firms by Oakley, Ray. Journal of Marketing Management. Oct91, Vol. 7 Issue 4, p343-356. Introduction to the Special Issue: Marketing Of High-Technology Products and Innovations by Mohr, Jakki J.; Shooshtari, Nader H. Journal of Marketing Theory & Practice. Summer2003, Vol. 11 Issue 3, p1-12. Success in High-Technology Markets: Is Marketing Capability Critical? byDutta, Shantanu; Narasimhan, Om; Rajiv, Surendra. Marketing Science. 1999, Vol. 18 Issue 4, p547-568. Sustaining Competitive Advantage in a High-Technology Environment: A Strategic Marketing Perspective by Rao, P. M. Advances in Competitiveness Research. 2005, Vol. 13 Issue 1, p33-47

Semester	IV	Specialization	Marketing
Course Code	413MKT	Type	Subject – Elective
Course Title	E Marketing and Analytics		

Course Objectives:	
1	To contextualize marketing concepts in electronic marketing and marketing analytics context.
2	To give insights into various aspects of E Marketing and analytics from the perspective of creating Customer Value.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 E Marketing:** Concept & scope, E Marketing and E Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce. **1.2 E Marketing 7 Step Plan:** Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan	4 + 1
2	**2.1 E -Marketing Environment**: Global markets, Emerging Economies, Technological readiness, Ethical &Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security Firewalls **2.2 The Virtual Value Chain:** Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts	4 + 1
3	**3.1 Consumer Behavior**: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. **3.2 Segmenting and Targeting Online Customers:** Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers. **3.3 Differentiation and Positioning Strategies:** Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing, CRM, Enhancing the customer experience.	4 + 1

4	**4.1 Product Mix of E-Marketing:** Product, Creating Customer Value online, Product benefits, Enhanced product development, Taxonomy of Internet products. **4.2 Price:** Buyers & sellers perspectives, Pricing strategies, Distribution System, Distribution channel metrics. **4.3 Integrated Communication:** Internet advertising, Website, blogs, community building, on line events, coupons, sampling, contests, games, e mail, permission marketing, viral marketing, messaging, spam, IMC metrics.	4 + 1
5	**5.1 Customer Relationship Management:** Valued customer experience, CRM Technology & metrics. **5.2 The Economics of e-Loyalty:** The importance of focusing on the "right" customers Relationship Capital – eCRM - Internet strategies facilitating CRM including personalization, collaborative filtering, data mining, data warehousing and real-time profiling.	4 + 1
6	Marketing Analytics- Understanding influence of analytics on marketing, The Basics Of Web Analytics" – Laying The Foundation For Marketing Analysis. Understanding The Key Web Analytics Tools At Your Disposal. Analytics exercises	4
7	Where It All Begins" – Starting With The Consumer, The Consumer–Brand Relationship" – Understanding How And Why Data Is Shared In Digital Channels, Identifying Valuable Data Sources. New Media – New Data, New Opportunities, New Dangers" – Understanding The Promise And Pitfalls Of Digital Data. Analytics exercises	4+1

Learning Resources:		
1	Text Books	E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall Digital Marketing for Dummies by Carter-Brooks-Catalano-Smith Marketing Analytics : Data-Driven Techniques with Microsoft Excelby Winston, Wayne L John Wiley & Sons, Incorporated 2014,Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity (Sybex) by Avinash Kaushik
2	Reference Books	Guide to E-Marketing by Prasad Gadkari
3	Supplementary Reading Material	e-Service-New Directions in Theory & Practice by Roland T. Rust and P.K. Kannan
4	Websites	http://www.emarketingstrategiesbook.com/

5	Journals	The Impact of e-service Quality, Customer Satisfaction and Loyalty on e-Marketing: Moderating effect of perceived value by Hsin Hsin Chang; Yao-Hua Wang; Wen-Ying Yang. Total Quality Management & Business Excellence, Apr2009, Vol. 20 Issue 4 Modeling Web Site Design across Cultures: Relationships to Trust, Satisfaction, and E-Loyalty by CYR, Dianne. Journal of Management Information Systems, Spring2008, Vol. 24 Issue 4 Innovativeness and Involvement as Determinants of Website Loyalty: II. Determinants of consumer loyalty in B2C e-commerce by Wang, Hui-Chih; Pallister, John G.; Foxall, Gordon R. Technovation, Dec2006, Vol. 26 Issue 12

Semester	IV	Specialization	Marketing
Course Code	414MKT	Type	Subject – Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand difference between emerging & developed markets
2	To understand opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
2	To provide a framework for marketing to BOP markets

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Emerging Markets:** Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors	5 + 1
2	**Emerging Markets - Perspectives & Practices:** **2.1 Characteristics of Emerging Markets:** Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. **2.2 Comparative Advantage of Emerging Markets:** Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	**Bottom of the Pyramid Markets:** **3.1** Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, **3.2** Characteristics of BOP markets, need for segmenting BOP markets	5 + 1
4	**Marketing Strategies for BOP Markets:** **4.1** Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. **4.2** C K Prahalad's 12 principles, BOP Protocol	5 + 1

5	**Criticism of Marketing to BOP & Alternate Perspectives**	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2	Reference Books	We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf. Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed.[Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf. Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March). Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October. Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57.

		Prahalad, C. K. and S. L. Hart. (2002), “The Fortune at the Bottom of the Pyramid”, Strategy + Business, 26, pp.54-67. Beshouri, C.P. (2006), “A Grassroots Approach to Emerging-Market Consumers.” The McKinsey Quarterly, (March), pp.61-71 Karnani, A. (2007), “The Mirage of Marketing to the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty”, California Management Review, 49(4), (Summer), pp.90-111. Sheth, J. N. (2011), “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices”, Journal of Marketing, Vol. 75 (July), 166 – 182.
4	Websites	http://www.wri.org/
5	Journals	International Journal of Emerging Markets Harvard Business Review California Management Review Journal of Macro Marketing

Semester	IV	Specialization	Marketing
Course Code	415MKT	Type	Subject – Elective
Course Title	Marketing of Financial Services – II		

Course Objectives:	
1	To equip young managers with the knowledge of retail banking, corporate banking and investment banking practices in India.
2	To familiarize the students to the requisite regulatory compliances in Wealth Management industry.
3	To make the student understand the Risk-Return principle and its practical use in marketing of financial services.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Financial Framework:** An Overview of the Financial Framework, Bank, Categories of Banks, NBFIs, Regulators, Regulations, Key Concepts **1.2 Banking Business:** Banking Business Overview, Structure of a Bank, Banking Channels. **1.3 Retail Banking:** Overview, Liability Products, Liability Products-Process & Roles, Asset Products, Asset Process and Roles, Typical Loan Products, Other Services. **1.4 Corporate Banking:** Overview, Classification of Products - Fund Based & Non Fund Based, Funded Facilities, Non Funded Facilities, Credit Evaluation, SME Banking.	5 + 1
2	**2.1 Specialized Divisions &Support Function:** Investment Banking - Advisory Services & Funding; Financial Markets and Treasury, Private Banking and Wealth Management, Rural and Agricultural Banking (India specific), Other Functions. **2.2 Risk Management in Banks and NDFIs:** Risk Management Overview, Typical Causes of Financial Crises, The Risk Management Process, Asset Liability Mismatch, Fraud, Identifying/Measuring Risk, Implementing Risk Measures. **2.3 Technology in Banking:** An Overview of Technology in Banking, Core Banking Solutions (CBS), Application for Various Channels, Modules for Various Divisions, Cheque Truncation - India & U.S.A	5 + 1
3	**3.1 Wealth Management Business**: Concept of 'Wealth' and 'Net worth', Concept of HNI, Segmentation of HNIs into various categories - overall profile of each category, Investments needs of HNIs, the 'management' part of 'Wealth Management' for the HNIs.	5 + 1

	3.2 Wealth Management Industry: Insight into the Wealth Management Industry, Growth potential of Indian HNI segment, Regulatory aspect of Wealth Management at various levels, Money laundering, Terrorism Financing and compliances across the financial services world to block it.	
4	**4.1 Wealth Management Services:** Service providers (both corporate and individuals) in the area of Wealth Management, Range of products and services offered to each segment of HNIs, Services provided under Holistic Wealth Management such as, Private Banking, Preferred Banking etc., Service mandates a wealth manager needs to know and follow. Various segment - mandate mixes. **4.2 Wealth Management Process:** Client Engagement, Client Profiling and Targeting, Building Relationships etc. Investment Advisory, Product Manager and Credit Operations etc. available in the Front, Middle and Back offices. Various steps in a KYC process, Wealth Management process and their distribution among front end, middle end and back end offices to ensure better services and products.	5 + 1
5	**Risk and Return:** **5.1 Segmenting Clients Based on The Risk- Return Principle:** Risk-Return principle, Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives. **5.2 Asset Classes and Portfolio:** Various asset classes, Portfolio classification based upon the proportion of various asset classes.Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ration, etc., Analyzing performance of portfolio according to the asset class and the markets.	5 + 1

Learning Resources:		
1	Text Books	Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition Wealth Management by S. K. Bagchi, Jaico Publishing House, 1st Edition
2	Reference Books	Marketing Financial Products by IBS Centre for Management Research Marketing Financial Services by Hooman Estelami
3	Supplementary Reading Material	Principles and Practices of Banking by Indian Institute of Banking & Finance, Macmillan Publication, 2nd Edition Marketing of Financial Services by V.A. Avadhani, Himalaya Publishing House
4	Websites	http://www.financeindia.org

		http://www.rbi.org.in
5	Journals	Building Relationships to Last by Hartmann, Ann W. Journal of Financial Service Professionals. Jan2010, Vol. 64 Issue 1, p42-46. Dimensions of Relationship Marketing in business-to-business financial services by Theron, Edwin; Terblanche, Nic S. International Journal of Market Research. 2010, Vol. 52 Issue 3, p383-402 The Management of Customer Relationships as Assets in the Retail Banking Sector by Persson, Andreas. Journal of Strategic Marketing. Feb2011, Vol. 19 Issue 1, p105-119.

Semester	IV	Specialization	Marketing
Course Code	416MKT	Type	Subject – Elective
Course Title	Cross Cultural Relationship Marketing		

Course Objectives:	
1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Mapping Players and Process:** Identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	**Buyer and Seller Feedback Loop:** Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	**Communication in Cross Cultural Relationships:** Cross communication between network members.	5 + 1
4	Andersen's model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1
5	**Approaches to Negotiations:** Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:		
1	Text Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Cengage Learning-S. Melbourne The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd. Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar2ndEdition. Thousand Oaks California, Sage Publications Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills, CA Sage Publications Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications

2	Reference Books	Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing an Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5thEdition Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B. Warrington 2nd Edition, John Wiley & Sons
3	Supplementary Reading Material	Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition. Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York
4	Websites	Nil
5	Journals	Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4 An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E. International Business Review, Jun2012, Vol. 21 Issue 3 The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146. The Effects of Adaptation, Commitment and Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.

MBA SYLLABUS: SEMESTER IV
FINANCIAL MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Finance
Course code	403 FIN	Type	Specialization – Core
Course Title	Indirect Taxation		

Course Objectives:

1. To understand the basic concepts in various Indirect Tax Acts.
2. To understand procedural part of Indirect Taxes
3. To acquaint with online filling of various Forms & Returns.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	**Central Excise Duty** : Introduction to Central Excise, Goods, and Excisable goods, Manufacture and Manufacturer, Classification of goods, Assessment of Duty and Valuation of Goods, Small Scale Industries (SSI's) Scheme, General Procedure under central Excise, E-filling of Central Excise Return.	**(Hours:7+2)**
Unit – 2	**Custom Duty :** Introduction to Custom Duty, Levy and types of Duties, Clearance of Goods, Valuation of Goods, E-Filling of Customs Duty Return.	**(Hours: 7+2)**
Unit – 3	**Central Sales Tax :** Introduction to Central Sales Tax, Formulation of Principles for Determining (a) When a sale or purchase of goods takes place in the course of Inter State Trade and Commerce (b) Outside a State (c) Inter State Sales Tax (d) Rates, Levy and collection of Tax (e) Goods of Special Importance in Inter State Trade and commerce.	**(Hours: 7+2)**
Unit – 4	**Value Added Tax :** Evaluation of VAT in India and it's Justification, Design of State level VAT, Principals, Variants and Methods of Computation of VAT, General requirement for VAT system, E-filling of Sales Tax Return.	**(Hours: 7+2)**
Unit – 5	**Service Tax :** Service Tax – Concept and general Principles, Charges of Service Tax, Mega Exemption and other exemptions, Negative list of Services not taxable, place of provision of services Rules 2012, Registration, Valuation of Taxable Services, Payment of Service Tax, E-filling of service Tax Return, CENVAT Credit.	**(Hours: 7+2)**
	Note: 1. The theoretical questions will be asked on all topics. 2. Students have to do Practical's on E-filling of Central Excise Duty, Custom Duty, VAT	

	and Service Tax in the Computer Lab as a part of their Concurrent Evaluation.	

Learning Resources:		
1	Text Books	Systematic Approach to Indirect Tax- Kumar, Sanjeev Text Book of Indirect Tax – Sinha P.K
2	Reference Books	Indirect Taxes : V.S.Datey – Taxman Publication M Vat Subramanian Snow White Publication Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Website of Custom Department, Website of Excise Department, Website of Sales Tax Department
5	Journals	The Chartered Accountant The Management Accountant

Semester	IV	Specialization	Finance
Course code	404 FIN	Type	Specialization – Core
Course Title	International Finance		

Course Objectives:

4. To make students familiar with the operations in foreign exchange markets.
5. To sensitize students with complexities of managing finance of multinational firm.
6. To highlight the importance of the regulatory framework within which international financial transactions can take place, with special reference to India.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	1.1: Nature & Scope of International Finance, The role of information technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating criteria. International Financing decision. 1.2: Issues in Overseas Funding Choices, Economic Circumstances and overall funding choices, funding and risk management aspects. Parity conditions in International Finance: Purchasing power parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.	**(Hours: 6+2)**
Unit – 2	2.1: Foreign Exchange Markets: Forecasting Exchange Rates, Fundamental Factors affecting Exchange Rates, Time Series Forecasting Models Functions of Foreign exchange market. Role of participants in foreign exchange market. Foreign exchange Management Act 1999, Role of Reserve Bank of India in Management of foreign exchange. Exchange Rates Spot rate, Forward rate, Cross Rates, Types of exchange rate regimes. 2.2: Parity relations, Purchasing power parity, interest parity, exchange risk, types of exchange risk, Management of exchange risk. Hedging, Internal & External techniques of heading. Currency futures and options, Currency swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee. Exchange Rate Behaviour, Efficiency and Forecasting.	**(Hours: 8+2)**
Unit – 3	3.1: Global Capital Markets, Historical perspective and development, participants, issues, investors, intermediaries. External Commercial Borrowing, Foreign Bonds & Euro Bonds. Foreign equity and Euro equity. Depository Receipts (A.D.Rs and G. D.Rs) Disintermediation, Deregulation, Securitization, Globalization. 3.2: Methods of raising resources by borrowers in international markets – domestic foreign currency loans out of foreign currency resources like FCNR (B), EEFC, etc. International portfolio investment, International liquidity, Foreign Exchange Market Mechanism, Foreign Trade zone.	**(Hours: 6+2)**

Unit – 4	4.1: International Bond Markets, Development, Types of Bonds, floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds. Procedure for Bonds Issues. 4.2: Syndicated loans, Multicurrency options, Syndication process in practice, offer documents and mandate, loan Agreements. Rights and Duties of Managing and Agents Banks.	**(Hours: 7+2)**
Unit – 5	International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions. International Receivables and cash management.	**(Hours: 8+2)**
	Note: 1. Theoretical questions will be asked on all topics.	

Learning Resources:		
1	Text Books	International Financial Management by P.G. Apte 2010 Ed. International Financial Management by Vyuptakesh Sharan International Financial Management by S.P. Sriniwasan International Finance by Mauric Levi, Keith P. (2013 Edition) Foreign Exchange, International Finance, Risk Management by A.V. Rajwade Currency Exposures and Derivatives by A.V Rajwade
2	Reference Books	Multinational Finance by Adrian Buckley Multinational Finance Management by Alan C.S International Corporate Finance by Madura International Finance Management by Clark
3	Journals	Economic Times, Business Standard, Hindu, Business Line, Financial Express, Money Hike, Business India, business Today, Business World Capital Market

Semester	III	Specialization	Finance
Course Code	405 **FIN**	Type	Subject – Elective
Course Title	Behavioral Finance		

Course Objectives:	
1	To provide an alternative framework for understanding financial market behavior.
2	To demonstrate how cognitive biases and heuristics influence investment behavior and determine asset prices.
3	To highlight the basic theories and strategies that makes us aware of behavioral finance and investing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Behavioral Finance:** The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse – Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles – Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs. **Limits of Arbitrage & Systematic Trading:** Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies.	3 + 1
2	**Biases, heuristics, and the individual investor:** Individual investors -why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem , Estimate probabilities – Returns, Variance, Co-variances, Match with own preferences, i.e., choose portfolio , Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success – Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning - Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident - Do investors trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment – psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment – investors, Mutual funds, The Inside View.	7 + 1
3	**Preferences:** Framing, Prospect Theory, and violations of Expected Utility, Expected Utility – Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, "Coherent Arbitrariness." **Mental accounting, Prospect Theory, & Attention:** Mental accounting, Prospect Theory & mental accounting—investors, Disposition effect - Are investors reluctant to realize their losses? IPOs revisited—money on the table, Attention - All that Glitters, Anomalies revisited - Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based	5 + 1

	anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum - Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior - Own company stock, Naïve diversification, Default savings rates and allocations, Should Social Security be privatized?	
4	**Behavioral Corporate Finance:** Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors - Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.	5 + 1
5	Case Studies on above topics.	5 + 1

Learning Resources:		
1	Text Books	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition) What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
2	Reference Books	Handbook of Behavioral Finance – Brian R. Bruce Title Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3	Supplementary Reading Material	Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing – HershShefrin
4	Websites	www.nseindia.com www.bseindia.com
5	Journals	Caginalp, Gunduz, David Porter, and, Vernon Smith, “Financial Bubbles: Excess Cash, Momentum, and Incomplete Information,” Journal of Psychology and Financial Markets, 2001, Vol. 2, No. 2, pp. 80-99. Fama, Eugene F., “Market Efficiency, long-term returns, and behavioral finance,” Journal of Financial Economics, 49, 1998, 283-306. Garber, Peter M., “Famous First Bubbles,” Journal of Economic Perspectives, Spring 1990, pp. 35-54. Thaler, Richard H., “Anomalies: The Winner’s Curse,” Journal of Economic Perspectives, Winter 1988, 191-202. Shleifer, Andrei and Lawrence H. Summers, “The Noise Trader Approach to Finance,” Journal of Economic Perspectives, Spring 1990, pp. 19-33. Jones, Charles M., and Owen A. Lamont, “Short-sale constraints and stock returns,” Journal of Financial Economics, 66, 2002, 207-239. Taylor, Shelley E. and Jonathan D. Brown, “Illusion and Well-Being: A Social Psychological Perspective on Mental Health,” Psychological Bulletin, 1988, vol 103, no. 2, pp. 193-210. Odean, Terrance, “Volume, Volatility, Price, and Profit When All Traders Are Above

		Average," Journal of Finance, 53, 6, 1998, 1887-1934. Barber, Brad M., and Terrance Odean, "The Internet and the Investor," Journal of Economic Perspectives, Winter, 2001, 41-54. Tversky, Amos and Daniel Kahneman, "Judgment under uncertainty: heuristics and biases," Science, 1974, 185, 1124-1131. Tversky, Amos and Daniel Kahneman, "Rational Choice and the Framing of Decisions," Journal of Business, 1986, vol. 59, no. 4, pt. 2. Thaler, Richard H., "Mental Accounting Matters," Journal of Behavioral Decision Making, 1999, 21, pp. 183-206. Rabin, Matthew and Richard H. Thaler, "Anomalies: Risk Aversion," Journal of Economic Perspectives, Winter, 2001, 219-232. Kahneman, Daniel and Dan Lovallo, "Timid Choices and Bold Forecasts: A Cognitive Perspective on Risk Taking," Management Science, vol. 39, no. 1, pp. 17-31. Messik, David M. and Max H. Bazerman, "Ethical Leadership and the Psychology of Decision Making," Sloan Management Review, Winter 1996, pp. 9-22.

Semester	III	Specialization	Finance
Course Code	406 **FIN**	Type	Subject – Elective
Course Title	Financial Modeling using Excel		

Course Objectives:	
1	To develop the ability to utilize the core functionality of excel in decision framework to solve managerial problems in the finance functions of the business.
2	To master modeling techniques to eliminate the substantial risk of poor spreadsheet coding.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Modeling Practice And Principles**: Making decisions based on numbers, Features of MS Excel to its maximum advantage to calculate and communicate decision information. Understanding The Make-Up Of Analytical Decision Calculus, How problems in business are framed, Construction of integrated financial statement, Developing the decision matrix, Case Studies. Excel 2010 Logic And Tool Sets - How Excel is structured – the Toolsets, The Excel Ribbon Interface, Understanding Excel Objects, The limitations of Excel, Working With Functions - Utilizing the existing Excel formulae functions: Financial, Logical, Date and Time, Lookup and Reference, Statistical, Strategy for developing nested formulae functions, Good Excel coding techniques. Consolidation: Linking principles in excel, Consolidation function, Outlining function, Linking to external data sources.	5 + 1
2	**Exploring The Visualization Power Of Excel**: Specific functions of Excel, Advanced Chars, Understanding the Excel for Charts, What are the appropriate graphs to assist in analytics? Examining the different types of graphs, Advanced graphing formatting techniques, Creating interactive graphs. Advanced Formatting Techniques - Formatting strategies in Excel – how we develop rich reports, Examining the Conditional Formatting functionality, Inserting Objects into Excel. Developing A Dashboard - What is a dashboard and good design principles, Utilizing Indirect, Lookup and Match functions, Using SLICERS, Case Study – Producing world class Monthly Management Accounts.	5 + 1
3	**Data And Statistical Analysis of Large Tables**: Data Management In Excel, Examining the concept of data and how excel deals with them, Creating data input tables , Data cleaning functions, Creating tables, Filtering functions, Special functions using tables, Case study – analyzing a large marketing customer. Analyzing Data with Excel Pivot - Understanding what is OLAP, Importing from external Databases (SQL and Access), Performing calculations in PIVOT TABLE, Creating graphs in PIVOT CHART, Case Study – analyzing a large Sales Database. Data Analysis: Data Summation and Graphing using the Data Analysis Pack, Introduction to Inference Capabilities, Working with advanced statistical functions, Forecasting, Multiple Regression, Other Advanced Functions - Linear Programming, Data mining Toolset from SQL 2008.	5 + 1
4	**Developing The Interactive Model**: The Modeling Methodology, Designing the Model Structure , Developing the Input Screen and assumption	5 + 1

	interface, Incorporating exogenous and macroeconomic dimensions, Structuring the Calculation Sheets, Developing The Calculation Modules - Investment size and timing, Capacity Modeling, Revenue Modeling with major emphasis on pricing elasticity and demand drivers, Cost modeling and the impact of inflation. Funding Considerations - Structuring the Funding Model, Determining the Weighted Average Cost of Capital, Developing the Debt Funding Repayment Schedules, Integrating the modules, Developing the Working Capital requirements - Linking the CAPEX, Income Statement and Working Capital to Cash Flow Statement, Integrating the Cash flow Statement to the Balance Sheet, Developing the Free Cash Flow Model for NPV , Summarizing the results. Auditing The Model - Spreadsheet Audit, Stress testing the model to determine logic, Documentation.	
5	**Modeling Analytics:** Developing The Output Screens And Report, Developing an Investment Dashboard, Preparing the report outputs, Report presentation dynamics, Examining The Output, "What If" functionality of Excel to analyze the sensitivity of the numbers, Preparing the DATA TABLES to determine the impact of key variables, Utilizing the SCENARIO MANAGER to determine profitability, Utilizing the GOAL SEEK function, Preparing The Investment Report To Management- Preparation of Investment Report that complies with disclosure requirement, Dealing with risk and the limitations of the assessment, Assessing the Cash Flow of a "no-invest" option, Writing up the investment report utilizing the rich features of Word 2010. Presenting the Report - Using PowerPoint 2010, Web enable your report, Good presentation technique.	5 + 1

Note:	
1	Depending upon the data available regarding research projects available with the institute, small assignments can be created to develop the models using Excel. Selecting different sectors and using their cost structure develop models for financial analysis and decision making. Risk measurement and portfolio management tools also can be incorporated in the same.

Learning Resources:		
1	Text Books	Business Data Analysis using Excel – David Whigham – Oxford University Press Mastering Financial Modeling in Microsoft Excel – Alastair L. Day Practical Financial Modeling – Jonathoan Swan
2	Reference Books	Building Financial Models with Microsoft Excel: A Guide for Business Professionals , K. Scott Proctor, 2nd Edition, John Wiley & Sons Financial Modeling Using Excel and VBA by ChandanSengupts, John Wiley & Sons Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
3	Supplementary Reading Material	http://www.pdfebookes.com/financial-modeling-using-excel-and-vba-wiley-finance-PDF-553819/
4	Websites	www.proschoolonline.com

		www.wallstreetprep.com www.financialmodelling.net
5	Journals	International Journal of Theoretical and Applied Finance (IJTAF) International Journal of Financial Markets & Derivatives (IJFMD) Journal of Economic & Financial Modeling

Semester	IV	Specialization	Finance
Course Code	407 FIN	Type	Subject – Elective
Course Title	Financial Risk Management		

Course Objectives:	
1	To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks
2	To measure volatility in market prices, highlight Risk Management issues in investments.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Risks:** Financial Risk: An Overview, Evolution, and the Environment, Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity). Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.	5 + 1
2	**Risk and volatility Measurement :** Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility . Measuring risk using Value-at-Risk, concept and computation of VAR using variance-covariance approach, Calculating portfolio risk of more than one Assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.	5 + 1
3	**Currency risk analysis:** Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non- deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cash flows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield v/s price volatility, etc.	5 + 1
4	**Credit Risk Basics:** Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.	5 + 1
5	**Integrated Risk Management framework**: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back	5 + 1

	offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.	

Note:	
1	In addition to suggested case discussion, live cases can be built and studied using Excel, live price movements on stock exchanges along with statistical tools. Valuation and risk modeling with the link to Financial statement analysis can be used to create live assignments.

Learning Resources:		
1	Text Books	Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller
2	Reference Books	Investment Science. Luenberger, Oxford University Press, 1998 Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008 An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Cormac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.
3	Supplementary Reading Material	Cases for Discussions (Asia Currency Crisis , Amaranth Hedge funds, Allied Irish Bank, Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc.) A survey of major financial institutions by E & Y (2012): Progress in Financial Services Risk Management.
4	Websites	http://www.scirp.org/journal/jfrm http://www.ey.com/Publication/vwLUAssets/Banking_and_financial_services_risk_management_survey_2012/$FILE/Progress_in_financial_services_risk_management.pdf
5	Journals	TheIUPJournal of Financial Risk Management http://www.iupindia.in/FinancialRisk_Management.asp The ICFAI journal of financial risk management Journal of Financial Risk Management

Semester	III	Specialization	Finance
Course Code	408 FIN	Type	Subject – Elective
Course Title	Online Trading of Financial Assets		

Course Objectives:	
1	To understand how to do the trading of financial assets online.
2	To know practically the prerequisites of trading.
3	To analyze the securities using the MIS reports available online.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Capital Markets:** Overview of Indian Capital Market and Global Capital Market, Stock exchanges in India: Vision, Mission and Functions, Products & Participants, Key indicators of securities market, market segments & their products, options available with investors for trading online.	3 + 1
2	**Products in Capital Markets:** Capital Market(Equity, Indices, MFs, ETFs, IPOs, Offer for sale, IPP, SLBs) Derivatives (Equity derivatives, Currency Derivative, Interest rate derivatives, Global indices) Debt (Retail debt market, Wholesale debt market, Corporate bonds) Investors' rights and obligations	6 + 1
3	**Trading Online:** Pre requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands Verifying margin requirements and balance in trading account	6 + 1
4	**Analysis using online information:** Using online reports and charts for analysis and decision making (daily, monthly)…creating data base for your portfolio, Understanding Trading, Clearing & settlement and Risk Management related to each product in Capital Market	6 + 1
5	**Profit Management:** Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	4 + 1

Learning Resources:		
1	Text Books	Mastering the Trade: Proven Techniques for Profiting from Intraday and Swing Trading Setups (McGraw-Hill Trader's Edge Series) by John F. Carter. A Beginner's Guide to Day Trading Online (2nd edition) by Toni Turner.
2	Reference Books	Day Trade Online – Christopher A. Farrell
3	Supplementary Reading Material	Indian Financial System – M.Y.Khan –Tata Mc Graw Hill Capital Markets magazine Equity research, Investment and Finance Magazine Stocks and commodities magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.bloomberg.com www.reuters.com
5	Journals	Financial Analysts Journal International Journal of bonds and currency Derivatives

		Journal of Applied Finance International Review of financial analysis Journal of Derivatives Journal of Derivatives & Hedge Funds Journal of Financial Markets Journal of Investing

Semester	IV	Specialization	Finance
Course Code	409 FIN	Type	Subject – Elective
Course Title	Banking Operations – II		

Course Objectives:	
1	To get acquainted with the changed role of Banking post 1991 Reforms.
2	To know the lending and borrowing rates along with the various mandatory reserves.
3	To know the procedural compliances by bank's functionality.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Role of Banking in India:** Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking, change in the role of Nationalized banks	5 + 1
2	**Legal Aspects of Banking in India:** Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment, Standard Books maintained for different accounts	4 + 1
3	**Interest Rates by and for banks:** Differentiation in lending and borrowing rates, Interest as an important source of revenue of banks, various interest rates in funding schemes of banks, SLR, CRR, REPO and REVERSE REPO Rate	4 + 1
4	**Funding and Procedural Compliances:** Working Capital Gap, BASEL Norms for Working Capital Finance, Significance of documentation and procedural compliances in funding by the banks, Modes of Payments including Letters of Credit, Deferred Payments, Valuation of Securities, Internal Checks and Controls in Banks	6 + 1
5	**International Banking:** Currency Swaps, Multinational Banking, International Risk Management, Asset Liability Management, Exposure Management, Offshore Banking, International Financial Institutions, Operations of Indian Banks abroad	6 + 1

Learning Resources:		
1	Text Books	Banking - E.Dharmaraj – Scitech Publications
2	Reference Books	Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Mac Milan Publications,
3	Supplementary Reading Material	All publications of NIBM
4	Websites	www.iba.org.in www.rbi.org.in www.iib.org finmin.nic.in
5	Journals	The Indian Banker

Semester	III	Specialization	Finance
Course Code	410 **FIN**	Type	Subject – Elective
Course Title	Wealth and Portfolio Management		

Course Objectives:	
1	To understand the concept of Wealth Management.
2	To understand the concept of Portfolio Management.
3	To understand various tools and methods of evaluating the portfolio.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** objectives of investment decisions, types of investors, goal of investors, investment opportunities (debt instruments, equity instruments, derivatives and others), Investment and risk management : equity, debt, alternate assets, Investment products and services.	5 + 1
2	**Wealth Management:** Concept, measuring investment returns in wealth management, investment vehicles of wealth management, managing investment risk in wealth management, Indian Tax Laws & Taxation of investment products, wealth management planning / financial planning, Financial planning process, systematic approach to investing.	4 + 1
3	**Portfolio Management -** Active v/s Passive Portfolio Management, Costs of Management – Entry / Exit load and fees, Net Asset Value, Classification of funds, Phases of portfolio management, evolution of portfolio management, role of portfolio management, Portfolio building process – benchmark portfolios, market index portfolios, approaches for building portfolios - building bond portfolios, equity portfolios, mixed portfolio, Rebalancing Portfolios, Cost benefit analysis of Portfolio Rebalancing, Portfolio Management Plans, Portfolio Management plans under different market scenarios.	6 + 1
4	**Portfolio analysis & Selection:** Expected return of portfolio, risk of a portfolio, Diversification - a tool for reducing risk, portfolio having more than two securities **Portfolio Revision:** Need for revision, Meaning of portfolio revision Constraints, strategies, plans for revision **Portfolio Evaluation:** Need, meaning, Differential return, Decomposition of performance, Sharpe's Portfolio Performance Measure, Treynor's Portfolio Performance Measure, Jensen's Portfolio Performance Measure. Forecasting Portfolio Performance & Hedging Portfolio Risk.	4 + 1
5	**Portfolio Theory -** Efficient Market Theory, Capital Asset Pricing Model (CAPM), Random Walk theory, Markowitz Model, Sharpe's single index portfolio selection method, Arbitrage Pricing Theory.	6 + 1

Learning Resources:		
1	Text Books	Portfolio Management : S Kevin, Security Analysis and Portfolio Management - M. Rangannatham& R. Madhumathi Value Innovation Portfolio Management: Achieving Double-Digit Growth through Customer Value by Mello Analysis of Investments & Management of Portfolios by Reilly/Brown
2	Reference Books	Investments – An Introduction, Herbert B Mayo, Cengage South-Western Investment Management, V A Avadhani, Himalaya Publishing House Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Damodaran on Valuations, Ashwath Damodaran, Wiley Stock Exchanges, Investments and Derivatives, V Raghunathan, Prabina Rajib, Tata McGraw Hill An Introduction to Investments by Mayo Basics of Personal Financial Planning by NIA
3	Supplementary Reading Material	Financial Statement Analysis – Gokul Sinha Security Analysis and Portfolio Management – Fisher, Jordan Investments: Principles and concepts, Jones, Wiley Analysis of Investments & management of Portfolio, Reilly & Brown, Cengage Learning Investment Management (Security Analysis and Portfolio management) – V K Bhalla Capital Markets and Dalal Street Magazine
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.valueresearchonline.com/, http://topics.bloomberg.com/india/
5	Journals	Journal of Finance Global Finance Journal Journal of Property Valuation and Investment Review of Financial Economics The Journal of Private Equity Journal of Property Valuation and Investment Journal of Financial Economics etc.

Semester	IV	Specialization	Finance
Course code	411 FIN	Type	Elective Courses
Course Title	Fixed Income Securities & Technical Analysis		

Course Objectives:

1. To analyze the fixed income securities markets and its implications for investments.
2. To explain the market characteristics, instruments, selling techniques, pricing and valuation issues with money market instruments.
3. To explain the specific features of the Indian Fixed Income Securities Markets.

Syllabus:

Unit Number	Contents	
Unit – 1	Introduction: Fixed Income Markets, Institutional Arrangements, Market Participants and Instruments, Investors Perspectives, & Market Conventions, features of government securities market, Understanding market linkages, bonds and money market instruments, MIFOR Curve. Risk Identification in Bonds: Duration, Convexity, and Immunization. Risk measurement in fixed income securities using value at risk, STRIPS, Theories of Term Structure of Interest Rates, Term structure and the economy, Treasury Securities Auction, Market Implications, When-Issued markets, Government securities auction & Bidding, Uniform v/s discriminatory auction, bidding behavior, winners curse analysis. Bond Valuation: Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds, Corporate Debt Valuation, valuation of convertibles, Bond Indexing, methodology for constructing a bond index, index return comparison.	**6 + 1**
Unit – 2	Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE) Auction Game: Portfolio construction, setting portfolio objectives, interpreting portfolio parameters, Passive v/s Active portfolio management strategies, bullet v/s barbell, other strategies. Global Bond Markets, foreign currency bonds, dual currency bonds, analysis of global bond spread behavior in recent times. Fixed Income Derivative Markets: FRAs, Interest rate Swaps, swap pricing and swap curve, Interest rate futures, Interest Rate Options, Caps & Floors pricing.	**5 + 1**
Unit – 3	Advanced Term Structure Modeling (Cox-Ingersoll-Ross, Vasicek), Black- Derman-Toy (BDT) model representing binomial tree model of valuation of bonds with embedded options, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities. Fixed Income Investing: An Analysis & Strategies, Summary of learning experience. Technical Analysis :Technical analysis – definition and concept, Price discounts everything , Price movements are not totally random , Technical Analysis: the basic assumptions, Strengths and weakness of technical analysis, Importance of technical analysis, Constructing and Interpreting Charts and the significance of volume while using patterns, chart patterns (bar chart, line chart, point & figure chart & candle stick chart), Understanding the psychology behind a pattern and its	**6 + 1**

	formation, Evolving a Trading strategy based on patterns, Candlestick analysis	
Unit – 4	What to look for on charts – Trends, Support & Resistance levels, Moving Average, P Gaps, Volume, Comparative Relative Strength, Head and shoulders top reversal, Inverted head and shoulders, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom, Gap theory, Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap, Island cluster. Indicators and Oscillators: Indicators - Covering the set of classical as well as unconventional indicators and focus on their application towards investments / positions / day trading, Moving Averages: An in-depth study of Moving Averages and the role it plays in determining a trade, multiple uses of Moving Averages for different time horizons of trades, Oscillators, Relative strength index , What is momentum? Applications of RSI , Overbought and oversold , Divergence , Stochastic , William %R, Real life problems in use of RSI, Advanced concepts – Moving average convergence/divergence(MACD) , calculations for MACD , MACD benefits , uses , Money Flow Index, Bollinger Bands, Using multiple indicators for trading signals, Price sensitive technique, Volume sensitive techniques , Composite methods, How to use tool kit of trading techniques? Trading market tool kit applications, Bull market tool kit applications, Bear market tool kit applications, Trading market changing to bull market tool kit application , Trading market changing to bear market tool kit application, Bull market changing to trading market tool kit application , Bear market changing to trading market tool kit application.	**6 + 1**
Unit – 5	Trading Strategies: Day trading, Advantages of day trading, Risks associated with risk day trading, Strategies for day trading, Momentum trading strategies. Technical Theories: Dow Theory and Elliot Wave Theory - Introduction , Principles of Dow Theory , Significance of Dow Theory , Problems with Dow Theory , Elliot Wave - Introduction , Fundamental Concept , After Elliott Trading Psychology & Risk Management: Introduction , Risk Management , Components of risk management, Stop loss, Analyze reward risk ratio, Trail stop loss, Booking Profit, Uses of stop loss , Qualities of successful trader , Golden rules of traders , Do's and don'ts in trading , Rules to stop losing money Choosing the right market to trade, Importance of discipline in trading.	**5 + 1**

Learning Resources:		
1	Text Books	1. Technical analysis of financial markets – a comprehensive guide to trading methods and applications – John J. Murphy 2. Technical Analysis Explained: The Successful Investor's Guide to Spotting. 3. Investment Trends and Turning Points - Martin J. Pring. 4. Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti. 5. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet. 6. The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann
2	Reference Books	Encyclopedia of Chart Patterns (Wiley Trading) - Thomas N. Bulkowski

3	Supplementary Reading Material	Supplementary NCFM Modules on Technical analysis Reading Capital Markets Magazine Material
4	Websites	www.nseindia.com www.bseindia.com www.moneycontrol.com www.sebi.gov.in
5	Journals	Journal of Financial Markets Journal of Investing Journal of Investment Management Journal of Portfolio Management

Semester	III	Specialization	Finance
Course Code	412 FIN	Type	Subject – Elective
Course Title	Commodity Markets		

Course Objectives:	
1	To equip young managers with the knowledge of emerging commodities derivatives trading practices in India.
2	To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
3	To highlight the importance of hedgers, speculators and arbitragers.
4	To highlight the importance of Commodity indices as an investment class.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Historical changes and growth of global and domestic Commodities derivatives markets, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India, Commodities as a New Asset Class, International commodity indices and as an investment tool for investors, Internationally traded Commodities based ETFs, Difference between commodity and financial derivatives, Evolution of Commodity Exchange, NCDEX Platform - Structure of NCDEX, exchange membership, capital requirements, commodities traded on NCDEX platform, instruments available for trading, pricing of commodity futures, trading, clearing, settlement and risk management, use of commodity futures in hedging, speculation and arbitrage.	5 + 1
2	**Product Design:** Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Basis Risk and its importance in pricing, Commodity Options on Futures and its mechanism	5 + 1
3	**Market Mechanism:** Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, assaying, Issues related to monitoring and surveillance by Exchanges and Regulator, Role of intermediaries in Commodities Markets	5 + 1
4	**Agricultural Commodities Markets & Non- Agricultural Commodities Markets:** Issues in Agricultural Commodities Markets, Agricultural Commodity Futures trading pattern in Exchange – Case study , Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study	5 + 1
5	**Regulation Framework & Taxation Aspects:** Essential Commodities Act and role of state governments, Intermediaries, Investor Grievances and arbitration, Implications of Sales Tax, Warehousing Act Bill and its implications. **Commodity Research:** Introduction to Fundamental and technical analysis of commodity.	5 + 1

Learning Resources:		
1	Text Books	Commodity Derivatives – IIBF Futures & Options (equities & commodities) – A.N. Sridhar Commodity Derivatives: Markets and Applications - Neil C. Schofield Commodity Derivatives: Markets and Applications (The Wiley Finance Series) - Neil C. Schofield
2	Reference Books	Commodities and Commodity Derivatives: Modeling and Pricing for Agricultural, Metals and Energy – Helyette Geman Risk Management in Commodity Markets: From Shipping to Agricultural and Energy (The Wiley Finance Series) – Helyette Geman Guide to Indian Commodity Market : Ankit Gala & Jitendra Gala
3	Supplementary Reading Material	NCFM Module on Commodity Derivatives Capital Market Magazine
4	Websites	www.nseindia.com www.bseindia.com www.mcxindia.com www.ncdex.com
5	Journals	International Journal of Financial Markets and Derivatives Financial markets, Institutions and Instruments

Semester	IV	Specialization	Finance
Course Code	413 FIN	Type	Elective
Course Title	Financing Rural Development		

Course Objectives:	
1	To understand the need and importance of financing rural development.
2	To know the schemes floated by the Government of India and its scope.
3	To analyze the needs of rural businesses and its viability.

Syllabus:

Unit Number	Content	Sessions
1	**Rural Financial Services:** Introduction, rural indebtedness – causes – Magnitude and legislation – rural financial markets formal/informal Need and Nature of financial services, Rural credit needs, estimate of credit requirements. Financial services paradigm shift-supply vs. demand led financial services – selling vs. marketing – design and delivery of financial services understanding rural clientele, Area approach and Credit Planning: Lead Bank scheme – priority sector lending –Innovation in rural lending.	5+1
2	**Assessment of Credit Needs:** Production credit – crop loan requirements– rescheduling in case of crop failure and recovery through sale of crops by tie up arrangements with marketing societies. Financing of Trade and Business: Appraisal of rural non- farm sector schemes – concepts of rural non- farm sector – importance in employment generation – Khadi and village industries, village and cottage industries, tiny industries, Draft rural industrialization policy of Govt. of India Entrepreneurship development programs, composite loan scheme.	5+1
3	**Investment credit:** Project approach and appraisal of investment – technical, financial, commercial, social and economic feasibility – cost benefit analysis and return on investment – determining bank loan, repayment schedule with built in monitoring and evaluation mechanism.	5+1
4	**Government Initiatives involving Bank Credit:** Poverty alleviation Programs/employment programs/ production oriented programs – rationale and philosophy, progress and impact, problems and deficiencies. IRDP, DWACRA, TRYSEM.SCAP/STAP, MNPA, JRY – Mehta Committee Report on IRDP.	5+1
5	**Problems and Prospects in Rural Financing:** Problems and prospects in rural	5+1

	financing – sustainability and outreach – overdue – Examples of Rural Banking.	

Learning Sources:		
1	**Text Books**	Rural Development: Concept, Approach and Strategy - B. K. Prasad
2	**Reference Books**	Rural Development in India - Kulwant Rai Gupta Books Institutional Finance for Rural Development - eerashekarappa
3	**Supplementary Reading Material**	Institutional finance and rural development - Benson Kunjukunju, Mohanam
4	**Websites**	rural.nic.in www.nabard.org
5	**Journals**	Journal of Rural Development

Semester	**IV**	**Specialization**	**Finance**
Course Code	**414 FIN**	**Type**	**Elective**
Course Title	**Principles of Insurance**		

Course Objectives:	
1	To understand the various operations involved in managing insurance.
2	To understand the pricing, financing and risk diversification strategies of insurance companies

Syllabus:

Unit Number	**Content**	**Sessions**
1	**Fundamentals:** Functions and Organization of Insurance -Types of Organization– Organization Structure-Function of Insurers	4+1
2	**Underwriting, Claims, Intermediaries:** Underwriting - Objectives and Principles- Underwriting in Life Insurance - Underwriting in Non- Life Insurance. Claims Management – Principles - Claim Settlement in Life Insurance - Claim Settlement in General Insurance - Repudiation of Claims. Insurance Intermediaries - Distribution of Insurance products - Role of Intermediaries - Surveyors and Loss Assessors - Third Party Administrators – Agents – Brokers - Corporate Agents- Banc assurance — Ombudsman – Lok-Adalats	5+1
3	**Pricing And Finance:** Insurance Pricing - Pricing Objectives - Types of Rating - Rating Considerations - Rating in Life Insurance - Rate Making Entities – Rate Making in General Insurance – De tariffing and its impact in India. Financial Aspects of Insurance Companies - Balance Sheet, Profit and Loss Account of Insurance Companies - Ratio Analysis in Insurance Companies - Risk Return Trade off -Measuring Financial Performance	6+1
4	**Marketing of Insurance Products:** Marketing of Insurance Products – Marketing Practices - Critical success Factors for Insurance Marketers – Distribution Channels - e-Commerce in Insurance Industry - Case studies of Indian Companies	5+1
5	Risk Management: Reinsurance - Principles, Role, Nature and Techniques of Reinsurance - Reinsurance in Indian Perspective - Global Reinsurance Market - Reinsurance Trading. Risk Management in Insurance Companies - Evaluation of Risk in Insurance Services - Risk Management Systems - Management of Systematic Risk - IRDA Framework for Risk Management – Catastrophe (CAT)Bonds	5+1

Learning Sources:		
1	**Text Books**	Insurance and Risk Management, 2nd Edition, P.K.Gupta, Himalaya Publishin House Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Principles of Insurance Management, Neelam Gulati, Excel Books Legal & Regulatory Aspects of Insurance by NIA Elements of Actuarial Science by NIA Insurance Business Environment & Insurance Company Operations by NIA Financial Management & Insurance Accounting by NIA
2	**Reference Books**	Principles of Risk Management and Insurance,9th Edition, George Rejda, Pearson BooksEducation Risk Management and Insurance by Trieschmann
3	**Supplementary Reading Material**	Economic Times, Business Standard
4	**Websites**	National Insurance of India www.actuariesindia.org,
5	**Journals**	Journal of Insurance Management

MBA SYLLABUS: SEMESTER IV
INFORMATION TECHNOLOGY MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Information Technology
Course Code	403IT	Type	Subject Core
Course Title	Software Project Management		

Course Objectives:	
1	To understand different aspects of Software Project Management as an important field of practice under IT Management
2	To learn tools and techniques of Software Project Management
3	To understand importance of, and learning techniques to ensure, software quality
4	To learn to use a Software Package for Software Project Management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Software Project Management – Software Projects Vs. Other Projects – Contract Management and Technical Project Management – Activities under technical project management – Plans, Methods and Methodology – Stakeholders – Business Case.	7 + 1
2	Project Planning, Evaluation and Program Management – Steps in Project Planning and Project Evaluation – Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Process Models – Prototyping – Dynamic Systems Development – Extreme Programming – Managing Iterative Processes.	7 + 2
3	Software Effort Estimation – Estimation Techniques – Expert Judgment – Analogy – Function Point Analysis – Object Points – Procedural Codes – COCOMO Model Activity Planning – Project Schedules – Sequencing and Scheduling – Network Planning – Using PERT and CPM for activity planning – Forward Pass – Backward Pass – Activity-on-arrow networks Managing Contracts – Types of contracts – Stages in contract placement – Contract Management and Acceptance Software Quality Management – Defining Software Quality – Requisite ISO Standards – Product Vs. Process Quality – Enhancing Software Quality – Quality Planning	9+2
4	Risk Management in Software Projects – Nature and Types of risk – Managing risks – Risk Analysis, Planning and Control – Strategies for risk reduction – PERT as a tool of Risk Management Resource Monitoring and Control–Creating Control Framework – Reporting for	7+2

	Control – Visualizing Progress – Cost Monitoring – Change Control	
5	Using Project Management Software – Introduction to either of Microsoft Project 2010, Prince2 and Primavera and learning to use any one of these products	5+3

Learning Resources:		
1	Text Books	Software Project Management, 5th Edition, Hughes, Cotterel, Rajib Mall, Tata McGraw Hill
2	Reference Books	Software Project management in practice by Pankaj Jalote Software project management by Rajendra Mishra
3	Supplementary Reading Material	
4	Websites	www.projectbubble.com www.sei.cmu.edu
5	Journals	International Journal of Software Project management

Semester	IV	Specialization	Information Technology
Course Code	404IT	Type	Subject Core

Course Title	Enterprise Resource Planning

Course Objectives:	
1	To acquire in-depth knowledge of ERP as a prime Application Software product
2	To learn operational aspects of ERP implementation and support
3	To know features of important ERP modules
4	To learn, through case studies, practical aspects of ERP in various industries

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Enterprise Resource Planning** What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	7+2
2	**ERP Implementation and Support** ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	5+2
3	**ERP Functional Modules** Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	9+2
4	**ERP Technology Areas, Enterprise Applications** Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	7+2
5	**ERP Case Studies** Case Studies of ERP Implementation in Manufacturing and Service Sectors	7+2

Learning Resources:		
1	Text Books	Enterprise Resource Planning, Ray, Tata McGraw Hill
2	Reference Books	ERP Demystified, Alexis Leon, Tata McGraw Hill Enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill
3	Supplementary Reading Material	Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal ofManagement and Enterprise Development, Vol. 4, No. 3
4	Websites	www.sap.com erp.iitkgp.ernet.in
5	Journals	Journal of Enterprise Resource Planning Studies

Semester	IV	Specialization	Information Technology
Course Code	405IT	Type	Subject - Elective
Course Title	Web Designing & Multimedia Applications		

Course Objectives:	
1	To acquire technical competence in Web Designing and Multimedia Applications
2	To learn to use HTML, VB Script and Java script
3	To integrate Web and Multimedia with business objectives of the organization

Syllabus:

Unit Number	Contents	Number of Sessions
1	Multimedia and hypermedia, world wide web, overview of multimedia software tools. Graphics and image data representation graphics/image data types, file formats, Color in image and video: color science, color models in images, color models in video.	5+1
2	Fundamental concepts in video and digital audio Types of video signals, analog video, digital video, digitization of sound, MIDI, quantization and transmission of audio.	5+1
3	HTML - tags, lists, tables, Frames, layers , using images in web pages and DHTML	5+1
4	Introduction in VB Script - Data types, operators, control structures, functions and strings.	5+1
5	Introduction to java script - Operators, identifiers, control structures, functions arrays and error handling.	5+1

Learning Resources:		
1	Text Books	Mastering HTML- CYBEX Publication
2	Reference Books	Complete Reference VB Script and Java Script – Tata McGraw Hill Dynamic HTML- O'Reilly Media Internet & Web Technologies- Tata McGraw-Hill Education
3	Supplementary Reading Material	
4	Websites	www.3school.com
5	Journals	International Journal of Web & Semantic Technology

		Web Technology Journal

Semester	IV	Specialization	Information Technology
Course Code	406IT	Type	Subject - Elective
Course Title	Network Technologies& Security		

Course Objectives:	
1	To acquire an overview of (but not technical proficiency in) various computer networks, technologies behind networks and application protocols, e-mail and communication protocols
2	To develop awareness of managing networks well so as to offer high quality service to the users

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Networking:**Hardware Architecture, Topologies, Media, Devices. Transmission Technique , Twisted Pair, Coaxial Cable, Fiber optics, Wireless Transmission Switching, Circuit Switching, Message Switching, Packet Switching **Common Network Architecture:**Connection oriented Networks, Connectionless Networks Example of Networks -P2P, X.25, ATM, Ethernet Wireless LANs - 802.11, 802.11x, Gigabit	5+1
2	**The OSI Reference Model:**Protocol Layering, TCP/IP Model, OSI vs. TCP/IP **Local Area Networks:**Components & Technology, Access Technique, Transmission Protocol & Media **Broad Band Networks:**Integrated Service Digital Networks (ISDN), Broad Band ISDN, ATM, ATM Traffic Management. Introduction to Very Small Aperture Terminal(VSAT)	5+1
3	**IP Addressing & Routing:**IP addresses – Network Part and Host Part, Network Masks, Network addresses and Broadcast addresses, Address Classes, Loop Back Address, IP routing Concepts, Routing Tables, Stream & Packets. What IP does? What TCP does? Sliding Windows, TCP – a reliable pipe, TCP connection – Multiple conversations, Port Numbers, Multiple Connection from many hosts and one host. IPV6: The next generation Protocol **Domain Network Services (DNS):** Domain Names, Authoritative Hosts, DelegatingAuthority, Resource Records, SOA records, DNS protocol, DHCP & Scope Resolution **SNMP:**An IP Management Protocol Network Management protocols SNMP the Simple Network Management Protocol, Agents & Managers, SNMP Organization, Object Identifiers, Problem withSNMP	5+1
4	**Network Applications:**(HTTP, Email, etc.)Hyper Text Transfer Protocol (HTTP)	5+1

	HTTP communications - HTTP request, Request Headers, Responses, Status Code, Error Status. Code Email- Sending & Receiving Emails, Email Addressing, Message Structure MIME–Multipurpose Internet Mail Extensions SMTP–Simple Mail Transfer Protocol with examples Mail Exchangers – Delivering a message, Mail Boxes. POP – Post Office Protocol. IMAP – Internet Message Access Protocol. FTP – File Transfer Protocol. Telnet – Remote Communication Protocol. Proxy Server, Proxy Web Servers.	
5	**Network Security:**Threats, Packet-filtering firewalls, Firewall policies and rules, Common Problem with Packet Filtering, SSL – Secure Socket Layer, Internet Protocol Security (IPSEC) , Virtual Private Networks, Symmetric Key Signatures, Public key Signatures, The Birthday Attack	5+1

Learning Resources:		
1	Text Books	Computer Networks Andrew S. Tanenbaum 4e
2	Reference Books	Network Essential Notes GSW MCSE Study Notes Internetworking Technology Handbook CISCO System Introduction to Networking and Data Communications Eugene Blanchard
3	Supplementary Reading Material	Computer Networks and Internets with Internet Applications Douglas E. Comer
4	Websites	www.cert.org
5	Journals	International Journals of Internet Security & Its Applications International Journal of Wireless Networks and Broadband Technologies

Semester	IV	Specialization	Information Technology
Course Code	407IT	Type	Subject - Elective
Course Title	Database Administration		

Course Objectives:	
1	To know duties and responsibilities of a Data Base Administrator
2	To learn DBA skills through select tasks

Syllabus:

Unit Number	Contents	Number of Sessions
1	Job Specifications of Data Base Administration. Overview of Memory structure, process structure and storage structure of Oracle , Installation of Oracle using Oracle Universal Installer	6
2	Create database using DBCA, startup and shutdown of oracle using log and trace files and data dictionary	6
3	Configure and manage oracle network, create and manage tablespaces	6
4	Create and manage database user accounts, privileges, role and profiles	6
5	Monitor and resolve locking conflicts, manage undo.	6

Learning Resources:		
1	Text Books	Oracle 9i, 10g or 11g Manuals
2	Reference Books	Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins DBA Survivor Expert Oracle Database Administration by Sam Alapati, Dreamtech Press
3	Supplementary Reading Material	
4	Websites	www.databasejournals.com www.dbametrics.com
5	Journals	Database Journals: The knowledge center for database professionals

Semester	IV	Specialization	Information Technology
Course Code	408IT	Type	Subject - Elective
Course Title	Software Testing Methods		

Course Objectives:	
1	To understand scope of Software Testing Activity
2	To learn tools and techniques of Software Testing
3	To develop skill to design suitable test procedure in a given software development environment

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Software Testing Principles:** Basic concepts - Need of testing , errors, faults, defects Defects – Process defects, design defects, data defects Reducing the frequency of defects in software development Factors affecting software testing Testing constraints Life cycle testing Tester's workbench	5+1
2	**Levels of Testing:** Verification and Validation Functional and Structural Testing Static and Dynamic Testing V Concept of Testing with Testing Stages **Types of Testing:** Unit Testing, Integration Testing, System Testing- Performance, Load, Stress, Volume Testing, Regression Testing, Alpha, Beta and Acceptance Testing , Functional Testing, Performance Testing, Recovery Testing, White Box Testing, Black Box Testing, Gray Box Testing Security testing- Types of Security Testing:	5+1

	Network Scanning, Vulnerability Scanning, Password Cracking, Log Reviews, File Integrity Checkers, Virus Detectors, Penetration Testing Usability Testing Manual versus Automated Testing Static versus Dynamic Testing Compliance Testing	
3	**Test Management:** Testing Life Cycle – Roles and activities, Test Planning – forming a test team, develop test plan reviews, structured walkthroughs Test Cases design strategies **Test Execution:** build test data, life cycle of defect, defect tracking, defect detection stages, defect detection stages, defect types, defect severity, defect analysis and prevention.	5+1
4	**Functional Testing(black box)**: random testing, equivalence class partitioning and boundary value analysis, Cause effect graphing, Syntax testing **Structural Testing(white box)**: test adequacy criteria, coverage (Branch and decision coverage, path coverage) and control flow graphs, paths, loop testing, mutation testing. Black Box testing versus White Box Testing	5+1
5	Overview of testing tools including open source tools for software testing	5+1

Learning Resources:		
1	Text Books	Effective Methods for Software Testing, William E Perry, 2nd Edition, Wiley Publication
2	Reference Books	Practical Software Testing, lien Burnstein, Springer Publication, 2003 Software Testing and continuous Quality improvement, William E Lewis, CRC Press, 2009 Software Engineering , Pressman, Fifth Edition
3	Supplementary Reading Material	

4	Websites	www.onestoptesting.com
5	Journals	Software Testing, Verification and Reliability, Wiley Automated Software Engineering, MetaPress

Semester	IV	Specialization	Information Technology
Course Code	409IT	Type	Subject - Elective
Course Title	Information Security &Audit		

Course Objectives:	
1	To understand perspectives of Information Security risks
2	To appreciate security audit as a preventive system
3	To know other techniques / approaches of risk prevention

Syllabus:

Unit Number	Contents	Number of Sessions
1	Information Security Risk Analysis Fundamentals. Importance of Physical Security and Biometric Controls for Protecting Information Systems Assets.	5+1
2	Overview of Network Security Perspectives, Networking and Digital Communications, Security of Wireless Networks.	5+1
3	Cryptographic Techniques and Encryption. Intrusion Detection Systems and Firewalls. Security of Virtual Private Networks.	5+1
4	Auditing concepts - Information Security Audit - Need, Concept, Standards, Performance, Steps , Techniques , Methodologies , around and through computer	5+1
5	Controls – Concept, Objectives, Types, Risk, Exposure	5+1

Learning Resources:		
1	Text Books	Information Security and Auditing in the Digital Age by: Amjad Umar
2	Reference Books	Computer Security, Art and Science by Matt Bishop, Pearson Management Information Systems by Laudon, Laudon, Dass, Pearson
3	Supplementary Reading Material	-
4	Websites	-
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	410IT	Type	Subject - Elective
Course Title	Data Warehousing & Data Mining		

Course Objectives:	
1	To learn operational aspects of Data Warehousing and Data Mining
2	To know applications of Data Warehousing / Data Mining in business

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to data mining (DM)** Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, OLAP	5+1
2	**Data Warehouse Architecture** Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP	5+1
3	**Data Warehouse Implementation:** Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities	5+1
4	**Data Preprocessing** Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation	5+1
5	**Data Mining Primitives, Languages and System Architectures:**	5+1

	Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems **Concept of Cluster Analysis.** **Application and trends in Data mining** Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry	

Learning Resources:		
1	Text Books	Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan KaufmannPublishers, 2001.
2	Reference Books	Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003. Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005. Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003. UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.
3	Supplementary Reading Material	
4	Websites	http://www.cs.waikato.ac.nz/ml/weka http://www.infoacumen.com ftp://axon.cs.byu.edu/pub/randy/ml/drop/ http://www.crisp-dm.org. http://www.dmg.org
5	Journals	International Journal of Data Warehousing and Mining (IJDWM) International Journal of Data Mining, Modeling and Management

Semester	IV	Specialization	Information Technology
Course Code	411IT	Type	Subject - Elective
Course Title	Geographical Information System & its Applications		

Course Objectives:	
1	To explore and understand concept of Geographical Information Systems
2	To know tools and techniques of G. I. S.
3	To develop skills to implement G. I. S. in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Conceptual Framework of GIS , GIS Structure & Function Coordinate Systems, GIS Data, Database Design & Development	5+1
2	Function and Structure of Maps, Overview of Public Data Sources	5+1
3	Basic GIS Operations, Fundamentals of Data Visualization, Advanced Querying	5+1
4	Linear Operations on Spatial Data, Spatial Modeling and Analysis Data Visualization and Presentation for GIS, GIS Modeling , Spatial Interpolation Error Evaluation and Management	5+1
5	GIS for Decision Making, GIS Organization and Management GIS Applications	5+1

Learning Resources:		
1	Text Books	Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002).. Prentice Hall.
2	Reference Books	Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
3	Supplementary Reading Material	Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.
4	Websites	www.esri.com
5	Journals	-

Semester	IV	Specialization	Information Technology
Course Code	412IT	Type	Subject - Elective
Course Title	MS-Projects Lab		

Course Objectives:	
1	To learn operational aspects of MS-Projects
2	To know tools and techniques of MS-Projects
3	To acquire / develop skills of implementing MS-Projects in appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to MS Project 2007 :** Understanding Projects, Managing Projects & Project Management Software, Taking a first look at Project – Starting Project, Entering Information, Changing Views, What's new in Project 2007	2
2	**2.1 Creating a New Project:** Gathering Information, Opening a Project file, Establishing Basic Project Information, Looking at Project Calendars, Entering tasks, Adding subtasks, Saving Project files, Working with Project Outline – Adjusting tasks in an outline, Copying tasks	3 + 2
3	**3.1 Building Tasks:** Establishing Timing for Tasks, Assigning Task Timing, Using Recurring Tasks, Establishing Constraints and Deadline Dates, Manipulating Gantt Chart to View Timing, Entering Task Notes, Establishing Dependencies Among Tasks, Viewing Dependencies	4 + 2
4	**4.1 Creating Resources & Assigning Costs:** Understanding Resources, Creating Resource List, Modifying Resource Information, Using Resources and Tasks, Handling Unusual Cost Situations **4.2 Understanding Basics of Views:**What is a View?, Examining Indicators, Admiring Views – Calendars, Detail Gantt, Gantt Chart, Leveling Gantt, Tracking Gantt, Multiple baselines Gantt. Resource Allocation **,** Resource Form, Resource Graph, Resource Name Form, Resource Sheet, Resource Usage, Roll up Views, Task Details Form, Task Entry, Task Form, Task Name Form, Task Sheet, Task Usage, Printing Project	5 + 3
5	**5.1 Tracking Project Progress I:**Understanding the Principles of Tracking, Using Baseline, Changing the Baseline, Viewing Progress with the Tracking Gantt Chart View – Interpretation, Task Variance Table, Task Cost Table, Task Work Table, Understanding Tracking Strategies **5.2 Tracking Project Progress II:**Recording Actuals – Organizing the Updating Process, Understanding Calculation Options, Updating Tasks to Reflect Actual Information, Using Actuals and Costs, Techniques and Tips for	6 + 3

	Updating, Reviewing Progress.	

Learning Resources:		
1	Text Books	Microsoft Office Project 2007 Bible by Elaine Marmel, Wiley Publishing Inc, 2007
2	Reference Books	-
3	Supplementary Reading Material	PMBOK Guide by PMI
4	Websites	www.pmi.org.in http://www.project-blog.com/
5	Journals	Project Management by Koehler, Brandon. OfficePro. Mar/Apr2012, Vol. 72 Issue 2, p36-37

Semester	IV	Specialization	Information Technology
Course Code	413IT	Type	Subject - Elective
Course Title	Internet Marketing & Internet of Things (IOT)		

Course Objectives:	
1	To understand, various approaches to Internet Marketing
2	To learn advantages and disadvantages of approaches to Internet Marketing
3	To develop skills to implement Internet Marketing under appropriate situations

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: What is internet marketing? Significance of internet marketing, benefits of internet to the marketer, how internet marketing differs from traditional marketing Marketplace, customers, online buyer behavior, competitors, suppliers, intermediaries Websites: People behind websites- owners, venture capitalists, creative directors, account and project managers, programmers, graphic designers, copy writers, marketers Types of websites- web portals, B2B, B2C, C2C, B2E(Business to employee), social networking, informational, entertainment	5+1
2	Social Media and social networking sites: An overview of social media and networking sites, The rise and dominance of social networking- Social media optimization, social media marketing Who is using social media and how? Social networking sites- types of audiences, generalist social networking, Niche market social networking, social bookmarking Blogging as a marketing strategy: Blogging basics- What is blogging? Types of blogs, who blogs, who reads them, how and why. Blogging as a marketing strategy- Benefits of blogging, pitfalls of blogging, the requirements for a successful marketing blog	5+1

3	Web based video: Who is watching what, video as a social media tool, web based video as a marketing tool Wikis , RSS, Mashups , virtual worlds and marketing Web and brand building - Brand – brand promise, brand personality, unique selling proposition, The web's place in brand building	5+1
4	E- commerce sites: sources of revenue - direct sales, indirect sales, paid memberships and Subscriptions, advertising Shopping on the social web- store layout, the shopping cart and check out process, intuitive and personal content provision, Feedback and reviews	5+1
5	Online promotion techniques: Search engine marketing, online PR, Online partnerships, interactive advertising, e-mail marketing, viral marketing	5+1

Learning Resources:		
1	Text Books	Principles of Internet Marketing- new tools and methods for web developers by Jason I. Miletsky, Course Technology, Cengage Learning, 2009
2	Reference Books	Internet marketing- strategy, implementation and Practice- David Chaffey, Fiona Ellis- Chadwick, Richard Meyer, Kevin Johnston, Pearson Education Limited, 2006 The ultimate Web- Marketing Guide- Michael Miller, Pearson Education(QUE) , 2011
3	Supplementary Reading Material	Search Engine optimization your visual blueprint for effective internet marketing- Kristopher B. Jones, Wiley Publishing
4	Websites	www.interdigitalmarketing.com/
5	Journals	Internet Marketing Research & Theory

Semester	IV	Specialization	Information Technology
Course Code	414IT	Type	Subject - Elective
Course Title	Microsoft Office 2010Lab		

Course Objectives:	
1	To enable students working in Microsoft office 2010 organize work more efficiently & develop a fully unified office with Microsoft suite.
2	To provide an opportunity to learn advanced and uncommon features of office – 2010 as on aid to career growth

Syllabus:

Unit Number	Contents	Number of Sessions
1	Microsoft Word : Tabs Tablets & sorting, Working with Graphics, Templates, wizards & sample documents, writers tools, Macros, custom toolbars , key board shortcuts & menus, Introduction to mail merge	5
2	Microsoft Excel : Excel Formatting Tips, & techniques, organizing large projects, introduction to functions, excel chart features, working with graphics in excel, vlookup, conditional formatting, command macros, IF function, Pivot Table, Excel 2010 keyboard shortcuts	8
3	Presenting With PowerPoint:Creating Presentations, use photos in PowerPoint, Working with Graphics & Multimedia in PowerPoint, Presenters Mode	5
4	Microsoft Access: Introduction to access, Creating database & tables, Forms, Entering & Editing Data, Relational Database, Expressions, Macros & other automation, graphics in Database , Troubleshooting, Maintaining & protecting database	6
5	Microsoft Outlook: Managing address book& distribution lists, organizing, filtering& using automatic response, Managing your contacts, scheduling appointments, meetings, Using Templates, Use e-mail signature in outlook, use e-business cards in outlook, manage the mails with conditional formatting	6

Learning Resources:		
1	Text Books	Excel 2010 Bible [With CDROM] by John Walkenbach John Wiley & Sons Word 2010 Bible by Herb Tyson John Wiley & Sons MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook by

		Joan Lambert III and Joyce Cox (Apr 8, 2011) Microsoft Word 2010 Step by Step by Joyce Cox and Joan Lambert III PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books	Microsoft Word 2010 in Depthby Faithe Wempen Microsoft Word 2010 Plain & Simpleby Katherine Murray Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations That Inform, Motivate, and Inspire [Paperback] BPG Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen, Lisa A. Bucki
3	Supplementary Reading Material	Business Analysis with MS Excel by Conard Carlberg, Pearson Education
4	Websites	www.microsoft .com www.office.microsoft.com
5	Journals	-

MBA SYLLABUS: SEMESTER IV
OPERATIONS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Operations Management
Course Code	403OPE	Type	Subject Core
Course Title	Operations Strategy and Research		

Course Objectives:	
1	To emphasize the key role of operations in bringing about the growth and profitability of organizations.
2	To impart ideas, concepts and principles in operations strategy.
3	To understand use of quantitative tools in solving typical Operations Domain Problems

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction**: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy-Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit	7 + 2
2	**Methodology for Developing Operations Strategy:** Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems-Eliminating waste.	7 + 2
3	**Operation Strategy Implementation**: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.	7 + 2
4	**Linear Programming:** Formulation of LPP, Simplex method, Duality, Sensitivity Analysis, Goal Programming, (Numerical is expected on simplex method)	7 + 2

5	**Decision trees:** Concept of decision making & decision trees; Application of decision trees in making manufacturing decisions like expansion of present plant, build new plant or sub-contract. (Numerical is expected on decision tree)	7 + 2

Learning Resources:		
1	Text Books	• Operations Research- by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India • Operations Management by Terry Hill, Palgrave, 2nd Edition. • Operations Now by Byron Finch, TMGH, 3rd Edition. • Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed. • Operations Research- Hari Prakash et.al.- Scitech Publications
2	Reference Books	• Managerial Decision Modeling with Spreadsheets by Nagraj Balakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson • Introduction to Operations Research-by Billey E. Gilett- Tata Mc Graw Hill • Operations Management – An Integrated Approach by Samson and Singh, Cambridge. • Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition.
3	Supplementary Reading Material	• Operations Research- Hamdy A. Taha- Pearson Publication • Strategic Operations Management by Brown, Lamming, Bessant and Jones, Butterworth Heinemann, 2nd Edition.
4	Journals	• International Journal of Operations and Quantitative Management • International Journals of Operations Research and Management Science

Semester	IV	Specialization	Operations Management
Course Code	404OPE	Type	Subject Core
Course Title	Total Quality Management		

Course Objectives:	
1	To give various perspectives on Quality and various contributors to Quality.
2	To provide an in-depth understanding of the various QC tools.
3	To introduce the frameworks of Global Quality Awards.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Quality Concepts** :Defined, Quality Cost perspective ,Cost of Quality Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost, Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference. **Strategic Quality management**: Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start, Expand and Integrate. Quality Circle	7 + 2
2	**Quality Gurus**: Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.	7 + 2
3	**QC Tools**: Problem Solving Methodology - Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis ,Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, Central relationship matrix-What's versus the How's , relative weights of importance. Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD	7 + 2
4	**Statistical Quality Control:** Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, Average Outgoing Quality Limit (AOQL),Sampling plans	7 + 2

5	**Quality Management Awards and frameworks**: Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM)	7 + 2

Learning Resources:		
1	Text Books	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition Production and Operations Management by RB Khanna, PHI Managing Quality by Dale, Blackwell Publication. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition. Total Quality Management - Senthil Arasu et.al. 2nd Edn Sci-tech Publications
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.
4	Websites	http://managementhelp.org/quality/total-quality-management.htm www.isixsigma.com www.asq.org
5	Journals	Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	405OPE	Type	Subject - Elective
Course Title	Quality Management Standards		

Course Objectives:	
1	To introduce various management system standards.
2	To explain the implementation and role of MR for IMS.
3	To help the students understand the implementation of IMS through cases in services and manufacturing .

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Over view of IMS – QMS, EMS, OHSAS, TS:** Introduction to core tools and TS 16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	5 + 1
2	**QMS Standards:** Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	5 + 1
3	**EMS Standards:** Key clauses -4.1General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
4	**OHSAS 18001:2007 Standards:** Key clauses -4.1 General requirement, 4.2 Policy, 4.3 Planning – registers , objectives & programs, 4.4 Implementation and operation, 4.5 Checking	5 + 1
5	**Study of Apex manual & Procedural manual for QMS:** Service and Manufacturing set up, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement, Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their inter relation	5 + 1

Learning Resources:		
1	Text Books	ISO 9001:2008 ISO 19011: 2002

		ISO 9004 :2002 ISO 14001 :2004 OHSAS 18001: 2007 TS 16949:2002 EFQM model
2	Reference Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
3	Supplementary Reading Material	Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.
4	Websites	http://www.ohsas-18001-occupational-health-and-safety.com/ http://www.iso14000-iso14001-environmental-management.com/ http://www.efqm.org/en/
5	Journals	The Integration of the Standards Systems of Quality Management, Environmental Management and Occupational Health and Safety Management by Matias, Joao Carlos De Oliveira; Coelho, Denis A., International Journal of Production Research, 10/15/2002, Vol. 40 Issue 15 Usefulness of the EFQM Excellence Model: Theoretical explanation of some conceptual and methodological issues by Rusjan, Borut., Total Quality Management & Business Excellence, May2005, Vol. 16 Issue 3 A Framework for TQM to Achieve Business Excellenceby Hafeez, K.; Malak, N.; Abdelmeguid, H., Total Quality Management & Business Excellence, Nov2006, Vol. 17 Issue 9 Journal of Operations Management Total Quality Management & Business Excellence Quality Assurance International Journal of Reliability, Quality & Safety Engineering Journal of Quality Management

Semester	IV	Specialization	Operations Management
Course Code	406OPE	Type	Subject - Elective
Course Title	World Class Manufacturing		

Course Objectives:	
1	To bring out the relevance and basics of World Class Manufacturing.
2	To highlight the current state of Indian Manufacturing
3	To provide a road map for World Class Manufacturing

Syllabus:

Unit Number	Contents	Number of Sessions
1	**World Class Manufacturing and the Information Age:** The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient processability of available information.	5 + 1
2	**Gaining Competitive Advantage through World Class Manufacturing:** Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.	5 + 1
3	**Systems and Tools for World Class Manufacturing:** The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.	5 + 1
4	**World Class Manufacturing – The Indian Scenario:** Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing,	5 + 1

	Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of ITinfrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	
5	**Leading India towards World Class Manufacturing:** Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class Manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	5 + 1

Learning Resources:		
1	Text Books	World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd., 1st Ed. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing, 1st Ed.
2	Reference Books	Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3rd Ed. Competitive Manufacturing Management by John Nicholas, TMGH, 2nd Edition.
3	Supplementary Reading Material	The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd., 1st Ed.
4	Websites	http://www.enotes.com/world-class-manufacturer-reference/world-class-manufacturer
5	Journals	International Journal of Operations & Production Management- Journal of Manufacturing Systems International Journal of Manufacturing Technology & Management Journal of Operations Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	407OPE	Type	Subject - Elective
Course Title	Business Process Reengineering		

Course Objectives:	
1	To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
2	To introduce BPR as a change management tool.
3	To explore and master the fundamental principles of BPR.
4	To provide a practical framework and management techniques needed for implementation of BPR.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to business processes:** Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management related terms, Overview of business process reengineering, Business processes improvement. **Introduction to Business Process Reengineering (BPR):** History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR, What reengineering Isn't, Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous Improvement.	6 + 1
2	**BPR in Manufacturing Industry:** Introduction, Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.	4 + 1
3	**BPR & Information Technology:** Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.	4 + 1
4	**BPR implementation methodology:** Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation, Different business process reengineering methodologies, Comparison of various business process reengineering methodologies, Consolidated BPR	6 + 1

	implementation methodologies, Steps of process reengineering, Organizational redesign using BPR, Impact of BPR on organizational performance, Performance measures of BPR, Business process reengineering project management, Reengineering recommendations, Threads of BPR in various phases	
5	**Success factors of BPR:** Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes **Managing barriers to business process reengineering success:** Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers, Areas generating barriers to business process reengineering, Root cause to Information Technology barriers, Some root causes of internal individual resistance, A framework for barrier management	5 + 1

Learning Resources:		
1	Text Books	Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008. Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH.
2	Reference Books	Business Process Reengineering and Change Management by Dey, Biztantra.
3	Supplementary Reading Material	Practical Business re-engineering by Obolensky, Kogan Page.
4	Websites	http://www.youtube.com/watch?v=2j2lcDWQk7A
5	Journals	Productivity and Performance Effects of BusinessProcessReengineering: A Firm-Level Analysis, Altinkemer, Kemal; Ozcelik, Yasin; Ozdemir, Zafer D. Journal of Management Information Systems, Spring2011, Vol. 27 Issue 4 BusinessProcessReengineering in the Public Sector: The Case of the Housing Development Board in Singapore, Thong, James Y. L.; Yap, Chee-Sing; Seah, Kin-Lee. Journal of Management Information Systems, Summer2000, Vol. 17 Issue 1 BusinessProcessReengineeringManagement Services, Spring 2010, Vol. 54 Issue 1 A Wider View of BusinessProcessReengineering, Grant, Delvin. Communications of the ACM, Feb2002, Vol. 45 Issue 2

Semester	IV	Specialization	Operations Management
Course Code	408OPE	Type	Subject – Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To understand how a business works and how information systems fit into business operations.
2	To understand the cross functional integration aspects of a business.
3	To understand better managerial decision making through real time data integration and sharing.
4	To understand the host of underlying technological tools of ERP.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Enterprise Resource Planning:** Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	**ERP & Related Technologies:** Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	**ERP Implementation:** Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	**ERP Operations and Future Trends:** Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	**ERP Systems Processes and Management Control:** Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis , TMH Publication, 2nd Edition Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997. ERP In Practice by Vaman Jagan, TMGH
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006. Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.
3	Supplementary Reading Material	ERP Demystified by Leon, Alexis, TMH Publication, 2nd Edition, 2004.
4	Websites	https://www.sap.com
5	Journals	EnterpriseResource Planning (ERP) Systems and the Manufacturing-Marketing Interface: An Information-processing Theory View by Gattiker, T. F., International Journal of Production Research, 7/1/2007, Vol. 45 Issue 13 Critical Elements for a Successful Enterprise Resource Planning Implementation in Small-and Medium-sized Enterprises by Loh, T. C.; Koh, S. C. L., International Journal of Production Research, 9/1/2004, Vol. 42 Issue 17

Semester	IV	Specialization	Operations Management
Course Code	409OPE	Type	Subject – Elective
Course Title	Financial Perspectives in Operations Management		

Course Objectives:	
1	To highlight the importance of cost management as a key to profitability and the key to successful Operations Management
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing operational costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Cost Management:** Cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking. Working Capital Management –Concept, Components, Scope, Practical applicability.	4 + 1
2	**Activity Based Costing:** Concept and basic knowledge, applicability, Limitations, Simple Numericals. Cost Concepts, behavior, type, allocation, apportionment and absorption along with nature, applicability and limitations of Job & Process Costing	4 + 1
3	**Budgeting:** Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting.	5 + 1
4	**Capital Budgeting :** The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods, Potential Difficulties ,Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing , Decision Tree.	7 + 1
5	**Project Cost Estimate and Risk Analysis:** Cost of project, Components of capital cost of a project, Project Risk Analysis, Project Organization. Project Evaluation and Audit: Sources of financing, Role of Financial Institutions in project financing, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project closure.	5 + 1

Learning Resources:		
1	Text Books	Financial Management by I.M. Pandey, Vikas Publications, 10th Edition Financial Management by M.Y.Khan & P.K.Jain, TMGH., 5th Edition Project Management by K. Nagarajan, New Age Publications, 2nd Edition
2	Reference Books	Financial Management by Rajiv Shrivastava & Anil Mishra, Oxford Publication,2nd Edition Corporate Financial Management by Arnold Glen, Pearson Publication
3	Supplementary Reading Material	The Chartered Accountant Management Accountant
4	Websites	www.icai.org www.icwai.org www.moneycontrol.com
5	Journals	Production & Inventory Management Journal of Operations Management International Journal of Operation and Quantitative Management Indian Journal of Advanced Operations Management International Journal of Operations & Production Management Manufacturing & Service Operations Management

Semester	IV	Specialization	Operations Management
Course Code	410OPE	Type	Subject - Elective
Course Title	Service Operations Management		

Course Objectives:	
1	To provide students with the concepts and tools necessary to effectively manage a service operation.
2	To discuss best practices of World-Class Service.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Services:** Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation,	4 + 1
2	**Site Selection for Services:** Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	5 + 1
3	**Yield Management:** Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.	5 + 1
4	**Inventory Management in Services:** Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage.	6 + 1
5	**Offshoring and Outsourcing:** Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	5 + 1

Learning Resources:		
1	Text Books	Successful Service Operations Management by Metters, King-Metters, Pulliman

		and Walton, Cengage India Edition, 2nd Edition.
2	Reference Books	Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall
3	Supplementary Reading Material	Service Operation –Itil, Version 3 ,David Cannon, David Wheeldon
4	Websites	http://www.referenceforbusiness.com/management/Sc-Str/Service-Operations.html
5	Journals	A perspective on service delivery by McManus, John; Howitt, Michael. Management Services, Winter2009, Vol. 53 Issue 4 Journal of Software Project Management and & Quality Assurance

Semester	IV	Specialization	Operations Management
Course Code	411OPE	Type	Subject - Elective
Course Title	Business Process Management		

Course Objectives:	
1	Students will be able to model processes for subsequent implementation in Business Process Management Systems.
2	Students will be able to discern between technologies for human-centric process automation and system-centric process automation.
3	Students will understand the difference between Business Processes and Business Rules, and be able to select an appropriate information system.
4	Students will know the different phases of the process management lifecycle, supporting technologies, and how to transition between the phases of the lifecycle
5	Students will understand the technical capabilities of Business Process Management Systems, how they relate to concepts such as SOA and EAI
6	Students will be able to develop an implementation and integration strategy for processes that leverages organizational and technical capabilities of an enterprise

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Overview of the Process Management Lifecycle, Review of Process Modeling techniques. Process Design for Implementation: Analytical process model, Implementable process model – concept and comparison, Graphical models and their translation to XML, Components of Workflow Models From BPMN to XPDL.	5 + 1
2	**Implementing Process Designs:** Change Management - Process Implementation Alternatives: Manual Implementation, CSCW Systems, ERP Systems, Workflow & Business Process Management Systems, Process Outsourcing.	5 + 1
3	**Automating Processes:** Supporting processes with IS, components of a process-aware application, BPMS and Workflow, Systems Components and Architecture. **Rules vs. Processes:** Capturing decision-making activities, dealing with unstructured work, BPMS and BRMS, Integrating ECA rules with processes, Capturing Unstructured Processes. **Managing the Run-Time:** Ensuring efficient processes, Process Metrics, Business Activity Monitoring, Business Intelligence, Process Dashboards	5 + 1
4	**Task and Resource Allocation:** Organization models, Task allocation strategies, Mobile performers, External Participants. **Standards for**	5 + 1

	Business Process Management: WfMC Reference Model, Process design standards: BPMN, IDEF, Interchange standards: XPDL, BPEL, Integration standards: Wf-XML, WSCDL	
5	**Post-Execution Evaluation:** How Business Intelligence based on Process Data, Process Mining. **Business Process Management Maturity:** BPM Maturity Models, BPM Centers of Excellence, Organization Structure of BPM Efforts. **Process Simulation and Data Mining:** Predictive Process Simulation, Data Mining based on Process Data, Integration of Process information into Strategy Maps.	5 + 1

Learning Resources:		
1	Text Books	Harmon, Paul: Business Process Change. A Guide for Business Managers and BPM and Six Sigma Professionals. 2nd Edition, Morgan Kaufmann, San Francisco. Managing Business Process Flows, 2nd edition, by Ravi Anupindi, et al., ISBN 0-13-067546-6, Pearson Prentice-Hall, 2006.
2	Reference Books	Hammer, Michael: The Process Audit. Harvard Business Review, April 2007, pp. 111-123. Khoshafian, S. Service-oriented Enterprises. Auerbach Publications, Taylor & Francis Group, Boca Raton, FL, 2007, pp. xxv, 438 p. Scheer, A.-W. Business process change management : ARIS in practice Springer, Berlin ; New York, 2003, pp. xiii, 290 p.
3	Supplementary Reading Material	Davis, R.: An Introduction to Business Process Modeling with the ARIS design platform: getting started with BPM, (1st ed.) Springer, New York, 2007. Dumas, M.; van der Aalst, W.M.P. and A.H.M. ter Hofstede (eds.): Process-Aware Information Systems. Bridging People and Software Through Process Technology, John Wiley & Sons, Inc., Hoboken, NJ, 2005. Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, 2006, pp. 464, ISBN 0750669217 van der Aalst, W.M.P., and van Hee, K. Workflow Management. Models, Methods, and Systems MIT Press, Cambridge, MA, USA, 2002.
4	Websites	BPTrends.org
5	Journals	International Journal of Business Process Management Leymann, F., and Altenhuber, W. "Managing business processes as an information resource," IBM Systems Journal (33:2) 1994, pp. 326-348.

Semester	IV	Specialization	Operations Management
Course Code	412OPE	Type	Subject - Elective
Course Title	Challenges and Opportunities in Operations Management		

Course Objectives:	
1	To make the student understand the ways of managing risk in Operations Management
2	To introduce various Environmental , Ethical and Technological issues in Operations Management
3	To introduce Global Reporting Initiatives, SA 8001, CSR, CDM, CT concept

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Managing Risk in Operations:** Concepts and framework of Risk Management, COSO enterprise risk management, Risk standard AS/NZ 4360, M-o-R: Management of Risk Framework, Risk in the key decision areas of operations: Inventory management, Information technology, Process Technology, Operating planning and capacity management, Maintenance and servicing, Risk in service operations, Occupational Health and Safety, Environmental risk, Operations and corporate risk	5 + 1
2	**Overview of Technological, Ethical and Environmental issues:** Global challenges , Defining Technological options for the achieving Goals to combat the risks based on SWOT, Concept of Business ethics & CSR , Environmental – Introduction to GHG trading , Defining control against budgeting for identified impacts & risks for Quality, environment, safety, & global trading	5 + 1
3	**Global Reporting:** Business advantage with global reporting , Guidelines G 3 for sustainability, Study of any published report like Siemens, Social accountability aspect in Business across the borders , Case study in Indian industry for CSR **Kyoto Protocol:** Basic Features, Why Kyoto Protocol Failed , Limitations and aspect of Kyoto Protocol, Introduction to Clean Technology, Clean development mechanism, Government & statutory authorities and their role in promoting Sustainability	5 + 1
4	**Sustainability in Operations:** What is sustainability? Development of the concept of sustainability, Accepted definitions, What make sustainable practices successful, What is a sustainable practice, Quality and Excellence, Strategic connection , Business Case for sustainability, Building sustainability – the role of operations function, New capabilities of operations management to support sustainability,	5 + 1
5	**Social Accountability:** SA 8001, Considerations in identifying & mitigating child labour, Considerations in investigating un fair wages	5 + 1

	complaint, Considerations in investigating Discrimination related complaints , Consideration for recording and monitoring home workers and/ time logging for piece rate.	

Learning Resources:		
1	Text Books	Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press. Ethics and Corporate Social Responsibility: Why Giants Fall by Ronald R. Sims
2	Reference Books	The Kyoto Protocol: International Climate Policy for the 21st Century by Sebastian Oberthür and Hermann E. Ott The Clean Tech Revolution: Discover the Top Trends, Technologies, and Companies to Watch by Ron Pernick and Clint Wilder
3	Supplementary Reading Material	Standard SA 8001:2002 & Interpretation Guidelines SA 8002 Power to the People: How the Coming Energy Revolution Will Transform an Industry, Change Our Lives, and Maybe Even Save the Planet by Vijay V. Vaitheeswaran
4	Websites	https://www.globalreporting.org/resourcelibrary/G3-Guidelines-Incl-Technical-Protocol.pdf http://www.siemens.com/sustainability/report/09/en/indices/global_reporting_initiative.htm
5	Journals	Should Sustainability Reporting Be Integrated? By Verschoor, Curtis C., Strategic Finance, Dec2011, Vol. 93 Issue 6 Go Green, Save Green by Mc Collum, T., Internal Auditor, Aug2009, Vol. 66 Issue 4

Semester	IV	Specialization	Operations Management
Course Code	413OPE	Type	Subject - Elective
Course Title	Lean Manufacturing		

Course Objectives:	
1	To provide the concepts of Lean Manufacturing.
2	To give a hands on – How To – series of steps in Lean Manufacturing Implementation.
3	To highlight the role of company culture in transformation to Lean.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**History and Modern Applications of Lean Manufacturing:** Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	5 + 1
2	**Understanding Products, Processes and Demand:** Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	5 + 1
3	**Line Layout and Work Station Identification with Process Linking and Balancing:** The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	5 + 1
4	**Kanban Strategies:** The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	5 + 1
5	**Lean Implementation Mile Stones:** Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process	5 + 1

	to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing, **Managing the Lean Manufacturing Line:** Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	

Learning Resources:		
1	Text Books	Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS. Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.
2	Reference Books	Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition.
3	Supplementary Reading Material	Global Management Solutions Demystified by Dinesh Sheth and Subhash Rastogi, Cengage Learning Asia Lean Management – Concepts and Industry Perspectives by Mrudulla, ICFAI Books.
4	Websites	http://www.lean.org/
5	Journals	Evaluation of Value Stream Mapping in manufacturing system redesign by Serrano, Ibon; Ochoa, Carlos; Castro, Rodolfo De., International Journal of Production Research, Aug2008, Vol. 46 Issue 16 ERP Enabled Lean Six Sigma: A Holistic Approach for Competitive Manufacturingby Nauhria, Yugal; Wadhwa, S.; Pandey, Sunil., Global Journal of Flexible Systems Management, Jul-Sep2009, Vol. 10 Issue 3 Effect of buffer capacity and sequencing rules on single-card kanbansystem performance by Berkley, B.J., International Journal of Production Research, Dec1993, Vol. 31 Issue 12 Empowering Kanban through TPS - principles - An empirical analysis of the Toyota Production System by Thun, Jorn-Henrik; Druke, Martin; Grubner, Andre., International Journal of Production Research, Dec2010, Vol. 48 Issue 23

MBA SYLLABUS: SEMESTER IV
HUMAN RESOURCE MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	HRM
Course Code	403HR	Type	Subject Core
Course Title	Employment Relations		

Course Objectives:	
1	Give students insight into the IR scenario in India
2	Make students understand important laws governing IR
3	Create understanding about role of Govt., society and trade union in IR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Conceptual Framework of ER :** Concept, Philosophy, Approaches of ER - The Dunlop's Approach , The Social Action Approach, The Human Relations Approach, The Gandhian Approach, Evaluation of ER Constitutional & Legal framework of Industrial Relations	6 + 2
2	**Industrial Relations Laws :** 2.1 **The Industrial Disputes Act 1947:** Sections # 2to 19 Provisions under Chapter V, VA, VC and chapter VI, VII. 2.2 **Industrial Employment (Standing Orders) Act 1946:** Section # 2,3,5,6,7,9,10,11, 12,13,14 2.3 The Contract Labour (Regulation and Abolition) Act 1970 Section# 2 and all provisions under Chapter III,IV,V,VI,and VII	6 + 2
3	**Trade Union Act 1926 :** Section # 2,Chapter II,III and chapter V, The Maharashtra Recognition of Trade Unions and prevention of unfair labour practices Act 71, Section# 3 and the provisions under chapter II, III, IV, V, VI, VII, VIII, X	8 + 2
4	**Employee Relations Initiatives :** 4.1 Worker's Participation in Management, Concept, evolution, implementation, Challenges. 4.2 Collective Bargaining, Concept, evolution and implementation. Study of best practices in IR: The students and faculty to identify organizations in the area and study their IR practices.	6 + 2
5	**Trends in Employment Relations :**	9 + 2

	5.1 Strategic Employee Relations – Emerging Trends 5.2 Cultural Aspects of Employee Relations	

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa Tata McGraw Hill Edition Personnel Management and Industrial Relations by R.S.Davar Vikas Publishing Industrial Relations by A.M.Sarma Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.Citehr.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	404HR	Type	Subject Core
Course Title	Strategic Human Resource Management		

Course Objectives:	
1	To make students understand HR implications of organizational strategies
2	Understand the various terms used to define strategy & its process
3	Understand HR strategies in Indian & global perspective

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Strategic Perspective** : HR Strategies, Strategic role of top & line management, Formulating HR strategies, Types of HR Strategies, HRD, Life cycle of organizations & HRD, Impact of organizational Performance & HRD	3 +1
2	**Talent Management** Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual-centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix , Retention strategies	7 + 2
3	**Alignment of HR strategies for Improving Organizational Effectiveness** : Cross Cultural Diversity, Cross Border Mergers & Acquisitions, Learning organization, Employee Engagement Strategy, Strategic Responses of Indians Most valuable companies.	7 + 2
4	**SHRM Issues & Challenges :** Compensation Management & Appraisal in MNC, Managing Diversity, Mergers & Acquisitions, Attracting & Retention of Talent, Competencies Mapping	10 + 3

5	**Global Dimensions** : International Context for HR strategy, Global Competitive Advantage, SHRM in International Context, Global Performance Management issues, Global T&D , Global Ethical Environment, Staffing for International Assignments, Leadership & Motivation in Global context	8 + 2

Learning Resources:		
1	Text Books	Strategic Human Resource Management by Jeffrey Mello, Cengage South Western
2	Reference Books	International HRM by Peter Dowling, Denice Welch, Cengage Learning, 4th Edition. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010
3	Supplementary Reading Material	Creating Wealth through Strategic HR & Entrepreneurship Gopalkrishnan by Upinder Dhar, Excel Books
4	Websites	www.shrmindia.org www.shrm.org www.peoplematters.com
5	Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	405HR	Type	Subject - Elective
Course Title	Organizational Design & Development		

Course Objectives:	
1	To develop an understanding of the nature, functioning and design of organization
2	Be able to understand the theory and practice relating to the processes of organization development and change
3	Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Organizations and Organizational Theory:** Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	3 + 1
2	**Organizational Purpose & Structural Design:** Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	7 + 1
3	**Organizational Culture & Ethics :** Innovation & change, Decision making processes & organizational learning	5 + 1
4	**Managing Innovation & Change:** Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	7 + 1
5	**Organizational Transformation - Desk Research:** Students need to study organizational culture & design of 2 organizations each & present a report on the same**.**	3 + 1

Learning Resources:		
1	Text Books	Organizational Development & Transformation by French, Bell, Zawacki- TMGH Organization theory & Design by Richard L. Daft, Cengage Press.
2	Reference Books	Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8thEdition. Managing Organizational Change by Nilkant & Ramnarayan, Response Books Organization Change & Development by Kavita Singh, Excel Books The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford

		University Press
3	Supplementary Reading Material	Creating Performing Organization by Pattanayak & Gupta,Response Books Organizational Effectiveness & Change Management by Kondalkar, PHI learning Organizational Theory Text & Cases by Garetn Jones, Pearson Publishing
4	Websites	www.codhyd.org/ www.humancapitalonline.com www.shrmindia.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	**Managing and supporting international assignments:** Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	**International HR:** Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation.Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	**Key issues in international HR :** Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	**VirtualOrganization study: Field Study/ Desk Research** Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	407HR	Type	Subject - Elective
Course Title	Employee Reward Management		

Course Objectives:	
1	To appraise students with reward management system practiced in organizations
2	To make students understand the process of setting reward management system
3	To give students exposure to the reward management practices followed various organizations

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Reward Management:** Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	4 + 1
2	**Grade and pay structures:** Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	6 + 1
3	**Reward management for special groups:** Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	4 + 1
4	**Union role in Reward Management:** Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	5 + 1
5	**Desk Research/Field Work:** Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	6 + 1

Learning Resources:		
1	Text Books	Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing
2	Reference Books	A Handbook of Employee Reward Management and Practice by Michel Armstrong Personnel and Human Resource Management by George T Milkovish and John w Boudream, Published by All India Traveller Bookseller
3	Supplementary Reading Material	Personnel Management Text and Cases by C B Mamoria and S V Gankar, Himalaya publishing

4	Websites	www.cipd.co.uk www.payscale.com www.livesalary.com.au/
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	408HR	Type	Subject - Elective
Course Title	Change Management		

Course Objectives:	
1	To make students understand meaning of change and need for organizational Change.
2	To appraise students with the change management process

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Definition of change, how people experience change?, Seven phases of change, shock and surprise, denial and refusal, rational Understanding, emotional acceptance, exercising and learning, Rationalization, integration.	5 + 1
2	**Organizational Change:** Definition, Change: a managerial necessity, Areas of change, management of environment and technology, change and the manager, managing change from gender perspective.	5 + 1
3	**Model of Change Management:** The organizational development model, people management, Organizational politics and change, the learning organization.	5 + 1
4	**Leading Change:** Leaders, heroes and Chief Executive officers. Student to study minimum two case studies	5 + 1
5	**Executing Change:** Challenges of execution, Why does change Succeed / Fail? Minimum two case studies one each of successful execution and one of failure	5 + 1

Learning Resources:		
1	Text Books	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books
2	Reference Books	Change and Knowledge Management by B Janakiram, P V Ravendra,Shubha Murlidhar Published by biztantra Change Management by Robert a Paton and James McCalman, Sage Publication, 3rd Edition
3	Supplementary Reading Material	Change Management by V Nilkant, S Ramnarayan , Sage publication Change: How to adapt and transform the business : Editors N Anand and Nigel Nicholson Published by Biztantra.

4	Websites	www.changedynamix.com http://www.oursouthwest.com/SusBus/mggchange.html
5	Journals	Journal of Organizational Change Management International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	409HR	Type	Subject - Elective
Course Title	Conflict & Negotiation Management		

Course Objectives:	
1	To develop an understanding of the nature and strategies of negotiation.
2	To understand conflict and strategies to resolve the conflict.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Fundamentals of Negotiation:** Nature of negotiation, Dimensions of Negotiation, Structure , norms & values, Strategy & planning	5 + 1
2	**Negotiation Processes:** Perception & Preparation, Communication & Influence, Ethics in negotiation, Agreement, Role Play (activity)	6 +1
3	**Conflict Management:** Definition, Models of conflict (Process & Structural), Sources of conflict, Relationship between conflict & performance in team, Advantages & Disadvantages of Conflict	4 + 1
4	**Managing Conflict:** Individual difference, Personalities & abilities, Interpersonal conflict, Group conflict, Organizational conflict, Dealing with difficult subordinates & boss, Technique to resolve team conflict, Strategies to resolve organizational conflict, Role Play (activity)	7 + 1
5	**Desk research:** Students to study 4 case studies related to negotiation , third party conflict resolution(ADR) & prepare presentation on the same	3 + 1

Learning Resources:		
1	Text Books	Negotiation by Lewicki, Saunders, Barry, TMGH Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication.
2	Reference Books	Negotiation, Harvard Business Essentials, Harvard Business School Press How to negotiate effectively, David Oliver, The Sunday Times. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press

		Conflict Management, Barbara Corvette, Pearson Education
3	Supplementary Reading Material	How to be a problem solver, M Stevens, The Industrial society, Kogan Page India. A Handbook of Human Relations, M.H.Shookla, Macmillan India Ltd.
4	Websites	http://www.religioustolerance.org/int_rel24.htm http://changingminds.org/links/links_negotiation.htm http://www.negotiatingedge.com/links.shtml http://www.mindtools.com/pages/article/newLDR_81.htm http://www.helpguide.org/mental/eq8_conflict_resolution.htm
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	410HR	Type	Subject - Elective
Course Title	LAB in CSR		

Course Objectives:	
1	To help students understand & design CSR initiatives

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction of CSR:** Aims & Objectives, Importance of CSR	10
2	**CSR initiatives:** Adopted by organization in Indian Context as well as Global context	10
3	**Desk Research/ Field Study:** Faculty to divide students in a group of 6 each. Groups will visit various industries in nearby area, understand various CSR activities initiated by them & present as well as submit the report on same.	10

Learning Resources:		
1	Text Books	CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets by Sri Urip, John Wiley & Sons, 2010
2	Reference Books	Corporate Social Responsibility And International Development: Is Business the Solution? By Michael Hopkins, Earthscan, 2007
3	Supplementary Reading Material	Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Philip Kotler, Wiley
4	Websites	Making Sense of Corporate Social Responsibility. Sathish, Ramya. "Corporate Social Responsibility in India - Putting Social-Economic Development on a Fast Track" Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compac's Role by Chahoud, Dr. Tatjana; Johannes Emmerling, Dorothea Kolb, Iris Kubina, Gordon Repinski, Catarina Schläger, 2007.
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	411HR	Type	Subject - Elective
Course Title	Lab in Industrial Relations		

Course Objectives:	
1	To expose students to drafting of various notice/ memos/ show cause etc.
2	To expose students to the working of Labour courts

Syllabus:

Unit Number	Contents	Number of Sessions
1	Study & Preparation of notice of strike & lockout (2 minimum each).	5 + 1
2	Study & drafting show cause notice (minimum 2)	5 + 1
3	Handling & drafting misconduct procedure	5 + 1
4	Inviting Trade Union leader to understand issues & functioning of Trade unions	5 + 1
5	Visit to Labour court & Industrial Tribunal	5 + 1

Learning Resources:		
1	Text Books	Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
2	Reference Books	Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication IR- Emerging Paradigms by B.D.Singh, Excel Books IR in India Shifting Paradigms by Ratna Sen, Macmillan India
3	Supplementary Reading Material	Industrial Relations by Arun Monappa, TMGH Personnel Management and Industrial Relations by R.S.Davar, Vikas Publishing Industrial Relations by A.M.Sarma, Himalaya Publishing House APS Labour Digest
4	Websites	www.india-laws.com www.ilo.org www.hrmguide.net www.nipm.in
5	Journals	Personnel Today

		Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	412HR	Type	Subject - Elective
Course Title	Lab in Legal compliances		

Course Objectives:	
1	To equip students with various compliances the HR head has to give under different Acts
2	To learn drafting skills of these compliances

Syllabus:

Unit Number	Contents	Number of Sessions
1	The students are expected to study and draft the following compliances 1) Monthly return under The Factories Act 2) Annual return under the Factories Act 3) MPCB Act compliance and return 4) Payment of wages return 5) Minimum Wages return 6) Accident details form no 16 and 14 7) Factory License renewal 8) PF payment and return 9) Payment of Bonus return 10)ESIC Payment and return	25
2	Presentation on the learning by students	05

Learning Resources:		
1	Text Books	Bare Acts Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh, LexisNexis Labour &Industrial Laws by S.N.Mishra, Central law publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com

		www.lawsinindia.com www.lawforyou.com http://www.vakilno1com
5	Journals	Personnel Today International Labour Review Industrial Journal of Industrial Relations Indian Journal of Industrial Relations

Semester	IV	Specialization	HRM
Course Code	413HR	Type	Subject - Elective
Course Title	Lab in Mentoring and Coaching		

Course Objectives:	
1	To apprise students with role of Mentor, Coach & Counselor
2	To demonstrate elements of Mentoring, Coaching & Counseling vis-à-vis industry
3	To get clarity on how to consciously influence themselves and others so as to create productive behaviors that lead to optimal personal impact.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**The Manager as a Coach and Mentor:** What is coaching & Mentoring? Why & how it is so important? Making the transition from Manager to Coach/ Mentor	4 + 1
2	**Putting Coaching &Mentoring to Work:** Dos and don'ts of Coaching & Mentoring, Putting it to work vis-à-vis Organizational Context, Selecting & Allotting Coaches and Mentors, Records, Feedback & Follow-up	4 + 1
3	**What is Counseling?** What is Counseling? Why & how it is so important, attending to? Performance Counseling, Personal and Family Wellbeing, Work-life balance to health problems	5 + 1
4	**Dos and Don'ts of Counseling :** Understanding Psychometrics, Helping the individual to understand and help himself , Understand the situations and look at them with a new perspective and positive outlook, Helping in better decision making, Alternate solutions to problems, Coping with the situation and the stress.	5 + 1
5	**Field Study/ Desk Research:** Student along with faculty are expected to study Mentoring, Coaching & Counseling practiced by the organizations in the area & prepare a report.	7 + 1

Learning Resources:		
1	Text Books	Coaching & Mentoring by Jane Renton, Profile Books Ltd.
2	Reference Books	Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd. Coaching and Mentoring, Harvard Business School Press Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York.

3	Supplementary Reading Material	Improve Your Coaching & Training Skills by Patrick Forsyth, Kogan Page India Pvt. Ltd.
4	Websites	www.coachingnetwork.org.uk http://www.tobincls.com/mentoring.htm http://www.coachingandmentoring.com/Articles/mentoring.html
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	414HR	Type	Subject - Elective
Course Title	Emerging Trends in HR		

Course Objectives:	
1	To expose students to organizations to know emerging trends in HR.

Syllabus:

1	Faculty & students have to do desk research on emerging trends and Best HR practices in areas such as CSR, Recruitment, Retention, Training and Skill Development, Transfers, Appraisals, Employee engagement, Compensation ,Employee participation etc. organizations like Infosys ,Wipro ,TCS ,TATA Motors ,IBM ,TVS ,Reliance can be studied for benchmarking best practices.	10
2	**Skills Development as a major emerging trend :** Skills and competencies, vocational skills needed for Industrial Development in relation to various sectors like manufacturing, IT & ITES,pharma,services etc.,Historical Development and present status, Concept of public private partnership,Role of Government in skill development,Role of various stakeholders in skill development such as operational managers,HR professionals,Union authorities etc.	6
3	Invite Senior HR professionals to share their experiences on emerging trends in HR.	6
4	Visit minimum 2 organizations in the area to know their skill requirement and skill development initiatives and their best HR Practices.	8

Learning Resources:		
1	Text Books	HRM Practices by K B S Kumar, ICFAI university press, I edition
2	Reference Books	HRM practices in Industry by Kaila, Ravishankar, Himalaya Publishing House, I edition
3	Supplementary Reading Material	Case Studies on HRD Practices by M.K. Patel, Anmol Publications Websites of the organizations mentioned above Annual Reports of the organizations mentioned above Newsletter of the organizations mentioned above
4	Websites	www.business-standard.com

		www.thehrpractice.in www.hrmguide.in www.shrm.org
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	415HR	Type	Subject - Elective
Course Title	Designing HR policies		

Course Objectives:	
1	To equip students with pros and cons of HR Policies
2	To study statutory & non statutory requirements
3	To acquaint students with role & responsibilities of HR professionals

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction on the Content and Use of the Manual** Corporate Profile (History, Ownership, Products/Services/Clientele) Corporate Vision and Mission Statement Corporate Values Corporate Philosophy and Beliefs on Human Resource Corporate Table of Organization Manpower Planning: Procedure and Considerations HR Requirements Assessment Worksheet Position Analysis/Job Descriptions	5
2	**Recruitment and Selection : Policies, Procedures (Internal placement, Direct Hire, Outsource)** Forms (Application, Request for Recruitment, Request for Staffing) Test (IQ, Technical/Functional, Personality/Behavioral, Managerial) Interview Guides/Interview Sheets Background/Reference Check (Letters, Checklist) Verifying Credentials Employee Orientation and Induction: Procedure, Accountability and Content Guidelines Orientation Slides, Orientation Letter Employment Contracts / Bonds	6

	Types of Employment: Definition and Considerations Contract Forms, Procedures in Administering Contracts Personnel Movements Promotion, Transfer, Demotion Wage, Salary and Benefits Administration Policy on Compensation Compensation Package Job Classification, Salary Structure Rules on Adjustments Rules on Merit Increases	
3	**Employee Benefits** Leave Credits: Types, Procedures of Availing Leaves, Forms and Recording & Conversion of Unused Leaves Monetary and Tangible Benefits Compliance to Government Regulated Benefits Employee Attendance and Absences Policy Time Management Personal Leave of Absences Travel and Accommodation Modes of Transportation Accommodation Issues Travelling Formats(Requisition and Reimbursement) Code of Discipline Dress Code Personal Communications Gifts and Gratuity Policy on Discipline Rules Pertaining to :	6

	Attendance Adherence to Norms and Procedures Customer/Public Conduct Use of Company Resources/Properties Safety and Security Behaviors Defining the Corporate Policies Table of Offenses Procedures on Disciplinary Action Disciplinary Written Warning Format Disciplinary Action Report	
4	**Employee Relations and Grievance Handling** Corporate Responsibility and Supervisory Responsibility Definition of ER Programs and Activities Grievance Handling Procedures Employee Records Management Employee Profile and History Employee Data Change Transfer/Accountability of Employee Records and Information Training and Development Corporate Policy on Training Training Accountability Procedures in Availing Training (Related Forms) Training Contract: Formal and Informal Outsourced Training: Procedures and Considerations Training Evaluation: Requirements and Forms Employee Training Record	5
5	**Field study/ Desk Research** Student along with faculty are expected to study HR policies available from various sources and work on designing HR policies (Manual) for an	8

	Organization (Wherever Possible real time or for model organization)* .	

*The list of topics provided in the modules is not exhaustive as such students and faculty members can add as and when they feel the appropriateness of the dimension they get from the study.

Learning Resources:		
1	Text Books	How to Develop Essential HR Policies and Procedures, by John H. McConnell Amacom, Div American Mgmt. Association, Volume 1
2	Reference Books	Guide on Labour & Human Resources, Management Forms & Precedents (Law Practice & Procedure), Snow white Human Resource Policies and Procedures for Nonprofit Organizations byCarol L. Barbeito, John Wiley & Sons, 2004
3	Supplementary Reading Material	The HR Toolkit, Denise A Romano, TMGH HR Manuals, Handbooks available through Contacts and web sources
4	Websites	www.chillibreeze.com/articles_various/HR-policies-in-India.asp http://toostep.com/debate/are-hr-policies-of-indian-companies-employee-friendly
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	HRM
Course Code	416HR	Type	Subject – Elective
Course Title	Competency Mapping		

Course Objectives:	
1	Make the students understand concept and importance of competency mapping
2	Give insight into the process and models of competency mapping

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Competency Mapping :** Introduction---history and origin of competency mapping-----Reasons for popularity of competency mapping---- Definitions and components of competency---Skill, knowledge and motive—traits of self-concept	6 + 1
2	**Competency Mapping - procedures and steps:** Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness-----tools for data collection---data analysis---validating competency model----mapping future jobs and single incumbent jobs-----using competency profiles In HR decision	7 + 1
3	**Competency Categories:** Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial	4 + 1
4	**Leading and managing competency mapping :** Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping-----supervisory generic competency mapping	4 + 1
5	**Competency assessment and uses :** Strategies to address the gaps----- competency recruitment and selection-----competency based appraisal----- competency based succession and career planning----competency based compensation and benefits------competency based training and development	4 + 1

Learning Resources:		
1	Text Books	The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd; Competency Mapping by R K Sahu, Publisher : Excel ASTD Competency Study: Mapping the FuturebyPaul R. Bernthal**,** Publisher: ASTD Press (June 6, 2004**)**

2	Reference Books	Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
3	Supplementary Reading Material	Understanding Organizational Behavior by Uday Parek, Oxford University Press
4	Websites	http://www.bodhih.com/humanresources/competencymapping.html http://competency-matrix.blogspot.in/ http://mmgindia.com/?tag=competency-mapping
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

MBA SYLLABUS: SEMESTER IV
INTERNATIONAL BUSINESS MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	IB
Course Code	403IB	Type	Subject - Core
Course Title	International Business Environment		

Course Objectives:	
1	To help students understand the nature scope and structure of International Business
2	To explore students to various policy perspective in international regulatory environment.
3	To enable students to understand the influence of various environmental factors on international business operations..

Syllabus:

Unit Number	Contents	Number of Sessions
1	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.	7 + 2
2	International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.	7 + 2
3	International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.	7+ 2
4	Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	7 + 2
5	Regional Economic Groupings in Practice: Regionalism vs. multilaterallism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	7 + 2

Learning Resources:		
1	Text Books	Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
2	Reference Books	Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
3	Supplementary Reading Material	Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Enterprise and Society: The International Journal of Business History Global Business Review International Business & Economics Research Journal International Business and Management International Business Research Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	404IB	Type	Subject - Core
Course Title	Indian Economy and Trade Dependencies		

Course Objectives:	
1	To explore students to the diversity of issues prevalent in the Indian Economy.
2	To provide insights to the students about the trade related issues of the Indian Economy.
3	To make students realize the importance of trade in the present globalized era.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Indian Economy :** Alternative Development Strategies – Trends in National Income, Growth and Structure since 1991 - New Industrial Policy 1991 – Recent changes in Trade Policy - Competition Policy - Public Sector Reform - Privatization and Disinvestments – Progress of Human Development in India	7 + 2
2	**Planning and Economic Development :** Redefining the Role of the State – Human Capital Formation in India – Problem of Foreign Aid – Economic Reforms and Reduction of Poverty –Measures to Remove Regional Disparities	7 + 2
3	**Indian Industries :** Review of Industrial Growth under 10th and 11th Five year plan - Growth and present state of IT industry in India – Outsourcing, Nationalism and Globalization – Small Sector Industrial Policy	5 + 2
4	a) **Foreign Trade:** Trends of Exports and Imports of India – Composition of India's Foreign Trade - Direction of India's Foreign Trade – Growth and Structure of India's Foreign Trade since 1991 – Balance of Payments since the New Economic Reforms of 1991. b) **Foreign Capital :** Need for Foreign Capital – Foreign Investment Inflows – Role of Special Economic Zones (SEZ)	10 + 2
5	**India in the Global Setting :** India in Global Trade – Liberalization and Integration with the Global Economy – Globalization Strategies – India's Foreign Exchange Reserves – Convertibility of the Rupee – WTO and India.	6 + 2

Learning Resources:		
1	Text Books	Indian Economy by Datt & Sundharam, 61st Edition, S Chand Indian Economy by Misra & Puri, 4th Edition, Himalaya Publishing House
2	Reference Books	India's Economic Development Since 1947 3rd Ed. Editor : Uma Kapila

3	Supplementary Reading Material	Foreign Exchange Handbook by H.P Bharadwaj. World Development Reports (Recent years) Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www.wto.org/ http://www.imf.org/external/index.htm http://indiabudget.nic.in/
5	Journals	Economic and Political Weekly Foreign Trade Review Global Business Review International Trade Forum International Trade Journal Journal of Economic Perspectives Journal of International Trade & Economic Development Journal of Asian Business Monthly Statistics of International Trade World Affairs: the Journal of International Issues

Semester	IV	Specialization	IB
Course Code	405IB	Type	Subject - Elective
Course Title	Environment and Global Competitiveness		

Course Objectives:	
1	To make students aware of the competitive issues facing nations, companies, and individuals in a global economy.
2	To help students understand the issues, policies, and actions that organizations should pursue to develop and maintain organizational strengths that will endure the competitive environment of global markets.
3	To make students realize the importance of sustainable development way of thinking in globally competitive world.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Measuring Competiveness:** Defining Competiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position. Changes in the top 5 rankings in last 3 year and lessons thereof	5 + 1
2	**Globalization & Business:** Overview of commercial geography. Impact of geographical aspects on international business and business strategies. Global dynamics: interplay of local, national, regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces	5 + 1
3	**Sustainable Competitiveness:** Economic Growth – Problem or Solution? - Growth, Free Markets, and Business Responsibility – The failure of market-based policies - Sustainable Production and Sustainable Products - Sustainable Consumption - The Sustainable Competitiveness Index framework.	5 + 1
4	**Innovation Management :** Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations	5 + 1
5	**Global Strategy, Structure and Implementation:** Country Evaluation and Selection – Export and Import Strategies – Direct Investment and Collaborative Strategies.	5 + 1

Learning Resources:		
1	Text Books	International Business , 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson International Business, 6/E, Hill and Jain, The McGraw – Hill Companies
2	Reference Books	Business, Ethics, and the Environment: Imagining a Sustainable Future Joseph DesJardins, Pearson Thomas L Friedman. The World Is Flat: A Brief History of the Twenty-First Century, FurtherUpdated and Expanded, Release 3.0. New York: Picador/Farrar, Straus, and Giroux, 2007. Pankaj Ghemawat. World 3.0: Global Prosperity and How to Achieve It. Boston: Harvard Business Review, 2011. Tarun Khanna and Krishan G. Palepu. Winning in Emerging Markets: A Road Map for Strategy and Execution. Boston: Harvard Business Press, 2010. Richard M. Steers, Carlos J. Sanchez-Runde, and Luciara Nardon. Management Across Cultures: Challenges and Strategies. New York: Cambridge University Press, 2010. Innovation Management, 2/E , Allan Afuah, Oxford
3	Supplementary Reading Material	Global Competitiveness Report 2011-12 , World Economic Forum Economic Times Daily Business Standard Daily The Hindu Business Line
4	Websites	http://www3.weforum.org/docs/WEF_GCR_Report_2011-12.pdf Michael Porter on Competitiveness - Youtube
5	Journals	Journal of Global Competitiveness Advances in Competitiveness Research

Semester	IV	Specialization	International Business Management
Course Code	406IB	Type	Subject - Elective
Course Title	Marketing to Emerging Markets & Bottom of the Pyramid		

Course Objectives:	
1	To understand needs and aspirations at the Bottom Of the Pyramid (BOP)
2	To learn about opportunities that exist at BOP

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Overview of Emerging Markets:** Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different sectors	5 + 1
2	**Emerging Markets - Perspectives & Practices:** **Characteristics of emerging markets:** Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. **Comparative advantage of emerging markets:** Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	7 + 1
3	**Bottom of the Pyramid Markets:** Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Characteristics of BOP markets	5 + 1
4	**Marketing Strategies for BOP Markets:** Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol	5 + 1
5	**Criticism of Marketing to BOP &alternate perspectives**	3 + 1

Learning Resources:		
1	Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore.
2	Reference Books	We are like that only by Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3	Supplementary Reading Material	Bang V.V. and Joshi S. L. (2008), "Conceptualization of Market Expansion Strategies in Developing Economies", Academy of Marketing Science Review, 4, [Online] Available: http://www.amsreview.org/articles/bang04-2008.pdf World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf. Simanis, E. and S. Hart With J. DeKoszmovszky, P. Donohue,D. Duke, G. Enk, M. Gordon, and T. Thieme. (2008), The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy, Center for Sustainable Global Enterprise, Johnson School of Management, Cornell University, 2nd Ed. . [Online] Available: http://www.wdi.umich.edu/files/BoPProtocol2ndEdition2008.pdf. Karamchandani, A., M. Kubzansky, and P. Frandano. (2009), Emerging Markets, Emerging Models: Market-Based Solutions To The Challenges Of Global Poverty, Monitor group, (March). Hammond, A., W. J. Kramer, R. S. Katz, J. T. Tran, and C. Walker. (2007), The Next 4 Billion: Market size and Business strategy at the Base of the Pyramid, World Resources Institute (WRI) and International Finance Corporation (IFC) [Online] Available: http://www.wri.org/publication/the-next-4-billion. Wilson, D. and R. Purushothaman. (2003) "Dreaming With BRICS: Path to 2050." Goldman Sachs, Global Economics Paper No.99, 1st October.
4	Websites	http://www.wri.org/
5	Journals	Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57. Prahalad, C. K. and S. L. Hart. (2002), "The Fortune at the Bottom of the Pyramid", Strategy + Business, 26, pp.54-67. Dawar, N. and A. Chattopadhyay (2000), "Rethinking Marketing Programs for Emerging Markets", William Davidson Institute, Working Paper Number 320.

		Beshouri, C.P. (2006), “A Grassroots Approach to Emerging-Market Consumers.” The McKinsey Quarterly, (March), pp.61-71 Karnani, A. (2007), “The Mirage of Marketing to the Bottom of the Pyramid: How The Private Sector Can Help Alleviate Poverty”, California Management Review, 49(4), (Summer), pp.90-111. London, T. and S. L. Hart (2006), “Reinventing strategies for emerging markets: beyond the transnational model”, Journal of International Business Studies, (August), pp.1–21. [Online] Available: http://e4sw.org/papers/JIBS.pdf. Simanis, E. and S. Hart (2006), “Expanding Possibilities at the Base of the Pyramid - Innovations Case Discussion: KickStart”, Innovations, (winter), pp.43-51. Vachani, S. and N. Craig Smith. (2008), “Socially Responsible Distribution: Distribution Strategies For Reaching The Bottom Of The Pyramid”, California Management Review, 50(2), (Winter), pp.52-84 Sheth, J. N. (2011), “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices”, Journal of Marketing, Vol. 75 (July), 166 – 182.

Semester	IV	Specialization	International Business Management
Course Code	407IB	Type	Subject - Elective
Course Title	CrossCultural Relationship Marketing		

Course Objectives:	
1	To help students understand the cultural aspects of relationships.
2	To emphasize the need for cultural adaptation in relationship development and negotiations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Mapping players and process- identifying players, deciders, Informal influences that make or break a deal. Cross cultural etiquette and behavior-the basics.	5 + 1
2	Buyer and seller feedback loop-Relational embeddedness - dependency and influence of network members over buyer and seller.	5 + 1
3	Communication in cross cultural relationships- Cross communication between network members.	5 + 1
4	Andersen’s model (2003) on cross cultural relationship Initiation and development. Cross cultural sales negotiations.	5 + 1

5	Approaches to Negotiations-Top down, Protocol& Deportment, Deeper cultural characteristics, Consensus, Coalition Building-Negotiation specific expectations to shape process of negotiation.	5 + 1

Learning Resources:		
1	Text Books	Relationship Marketing in Cross-cultural contexts by Rugimbana and Nwankwos, Cengage Learning-S. Melbourne The World's Business Cultures and How to Unlock Them by Barry Tomalin and Mike Nicks, Viva Books Pvt. Ltd. Relationship Marketing-the IMP Perspective in Handbook of Relationship Marketing by Jagdish Seth and Atul Parvatiyar2nd Edition. Thousand Oaks California, Sage Publications Hofstede G - Cultural Consequences International differences in Work Related Values, Beverly Hills,CA Sage Publications Relationship Marketing -The UK Perspective in Hand book of Relationship Marketing by Jagdish Seth and Atul Parvatiyar 2nd Edition California, Sage Publications
2	Reference Books	Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing an Managing across Cultures by Richard Gesteland, 3rd Edition, Copenhagen Business School Press Cross-Cultural Business Behavior - A guide for Global Management by Richard Gesteland 5thEdition Marketing by Agreement: A Cross-cultural Approach to business negotiations by McCall, J.B. & M.B.Warrington 2nd Edition, John Wiley & Sons
3	Supplementary Reading Material	Global Marketing: A Decision Oriented Approach by Svend Hollensen, 5th Edition. Advances in International Marketing: Establishing Marketing Relationships in Cross Cultural Business, Emerald Insight Books Bargaining Across Borders - How to Negotiate Successfully Anywhere in the world by Foster D.A., MGH, New York
4	Websites	- - - - -
5	Journals	Cross-Cultural Examination of Relationship Quality, by Barry, James M.; Doney, Patricia M.. Journal of Global Marketing, Sep/Oct2011, Vol. 24 Issue 4 An investigation of relationship learning in cross-border buyer–supplier relationships: The role of trust, by Liu, C.-L.E.. International Business Review, Jun2012, Vol. 21 Issue 3

		The Complexities of Perceived Risk in Cross-Cultural Services Marketing by Keh, Hean Tat; Sun, Jin. Journal of International Marketing. 2008, Vol. 16 Issue 1, p120-146. The Effects of Adaptation, Commitment And Trust In Cross-Cultural Marketing Relationships by Walton, James R.; Salazar, Ronald J.; Jifu Wang. Journal of Applied Business Research. 2008 3rd Quarter, Vol. 24 Issue 3, p29-38.

Semester	IV	Specialization	International Business Management
Course Code	408IB	Type	Subject - Elective
Course Title	Foreign Exchange Management		

Course Objectives:	
1	To make the student aware about importance, concept and tools of Foreign Exchange Management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Management of Foreign Exchange with special reference to India: Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.	5 + 1
2	Sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange; monetary portfolio balance; purchasing power parity approaches; overvalued and undervalued currencies; exchange rate systems. India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.	5 + 1
3	General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.	5 + 1
4	Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity. Theorem; the Expectation Theory; International Fisher Effect.	5 + 1
5	Currency futures, options and determination of their market value, over-the-counter options; Fisher Black’s Optional-Pricing model; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.	5 + 1

Learning Resources:		
1	Text Books	D Levi Maurice, International Finance, Prentice Hall of India, New Delhi Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
2	Reference Books	Giddy, IAN, Global Financial Markets, AITBS, New Delhi Apte P G, International Financial Management, Tata McGraw Hill, New Delhi
3	Supplementary Reading Material	Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4	Websites	-
5	Journals	Asian Economic Bulletin Asian Journal of Management Cases Economic and Political Weekly Global Business Review Global Journal of International Business Research International Business & Economics Research Journal Journal of Economic Perspectives Journal of International Business Journal of International Business and Economy Journal of International Trade & Economic Development World Affairs: the Journal of International Issues

Semester	IV	Specialization	International Business Management
Course Code	409IB	Type	Subject - Elective
Course Title	E Commerce		

Course Objectives:	
1	To introduce students to the concept of e -commerce
2	To equip students to assess e-commerce requirements of a business and develop e -business plans
3	To help students understand various e -commerce applications

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Electronic Commerce:** Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	5 + 1
2	**Business to Consumer E-commerce Applications:** Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	5 + 1
3	**Business to Business E-Commerce:** Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	5 + 1
4	**Electronic Payment Systems and Order Fulfillment:** Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e -commerce. **Security Issues in E-Commerce:** Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	5 + 1

5	**Regulatory Environment of E-Commerce:** Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce.	5 + 1

Learning Resources:		
1	Text Books	Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.
2	Reference Books	Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000. Fitzerald, Business Data Communication Network, McGraw Hill, 1998. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
3	Supplementary Reading Material	Schneider, Gary P. and James T. Perry, Electronic Commerce, Thompson Learning, Cambridge, 2001. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia. Whiteley, David, E-commerce, McGraw Hill, New York, 2000. Young, Margaret Levine, The Complete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	410IB	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Enterprise Resource Planning:** Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	**ERP & Related Technologies:** Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	**ERP Implementation:** Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	**ERP Operations and Future Trends:** Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	**ERP Systems Processes and Management Control:** Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Leon, Alexis, “Enterprise Resource Planning” TMH Publication, 2nd Ed., 2008. Sumner, Mary, “Enterprise Resource Planning” Pearson Education, 2006. Koul, Saroj, “Enterprise Resource Planning” Galgotia Publishing, 2001. Garg, V. K. and Venket Krishna N. K., “ERP Concepts and Practice”, PHI Publication, 1997.
2	Reference Books	Leon, Alexis, “ERP Demystified”, TMH Publication, 2nd Ed., 2004.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	411IB	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:	
1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction:** Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	**Managing and supporting international assignments:** Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	**International HR:** Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	**Key issues in international HR :** Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	**VirtualOrganization study: Field Study/ Desk Research** Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1

Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	412IB	Type	Subject - Elective
Course Title	WTO and Intellectual Property Rights		

Course Objectives:	
1	To sensitize the students about the importance of WTO and Intellectual property in the global economy.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**GATT and WTO:** GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication.	5 + 1
2	**General Introduction in the Intellectual Property Law:** The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights.	5 + 1
3	**Intellectual Property:** IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System.	5 + 1
4	**International Protection of Intellectual Property:** The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms.	5 + 1
5	**Trademarks:** The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement,	5 + 1

	The Trademark Law Treaty	

Learning Resources:		
1	Text Books	Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books. David Rainbridge (2003). Intellectual Property, Pearson Education.
2	Reference Books	Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.
3	Supplementary Reading Material	Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
4	Websites	www.wipo.int/ www.wto.org/english/tratop_e/trips_e/trips_e.htm www.wipo.int/pct/en/texts/articles/atoc.htm www.wipo.int/treaties/en/ip/wct/ www.ipmatters.net/features/000707_gibbs.html www.iptoday.com
5	Journals	Journal of Intellectual Property Rights Indian Journal of Intellectual Property Law Journal of Intellectual Property Law & Practice IDEA- The Intellectual Property Law Review

Semester	IV	Specialization	International Business Management
Course Code	413IB	Type	Subject - Elective
Course Title	Global Competitiveness and Strategic Alliances		

Course Objectives:	
1	To develop conceptual understanding of global competitiveness
2	To understand strategies and processes that lead to global competitiveness
3	To understand strategic alliance as an important initiative to achieve global competitiveness
4	To know steps to be taken to implement strategic alliance program

Syllabus:

Unit Number	Contents	Number of Sessions
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.	5+1
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	5+1
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Strategic Options for Building Competitiveness -	5+1
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance	5+1
5	Internationalization of Indian Business - Case Studies of Globally Competitive Indian Companies.	5+1

Learning Resources:		
1	Text Books	Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India). Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.

2	Reference Books	International Business, 4th Edition, Griffin and Pustay, Prentice Hall
3	Supplementary Reading Material	Marcela, Vivian Walsh (2007). International Competitiveness and Technological Change, Oxford Press. Hamel G. and Prahlad C.K (1994). Competing for the future. Harvard Business Press. IMD, World Competitiveness Year Book, Latest issue. World Economic Forum, Global Competitiveness Report, Latest report.
4	Websites	-
5	Journals	-

Semester	IV	Specialization	International Business Management
Course Code	414IB	Type	Subject - Elective
Course Title	International Diversity Management		

Course Objectives:	
1	To equip students with the knowledge and importance of culture and help them to manage International Diversity.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Broad concept and definition of diversity. Historical perspective of diversity management in changing demographies	5 + 1
2	Understanding cultures, influence of behavior. Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation. Socio-economic status, age, physical abilities, religious beliefs, political ideologies.	5 + 1
3	Formulations of international equal opportunity and non-discrimination policies. Limitations of Affirmative action welcoming ex-parte evaluation and other legal policies.	5 + 1
4	Recruitment, development and retention strategies in diverse organizations and Workplaces. Diversity management training programs for all employees and continuous monitoring of results, Diversity Audit.	5 + 1
5	Analysis of any two Organization's culture,	5 + 1

Learning Resources:		
1	Text Books	International Business, S Shajahan, Macmillan India Limited, Delhi, 2006. International Business: An Introduction, Geert Hofstede, Palgrave, New York, 2001. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
2	Reference Books	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition
3	Supplementary	International HRM- A cross cultural approach, Terence Jackson, SAGE

	Reading Material	publication.
4	Websites	-
5	Journals	Colorful window dressing: A critical review on workplace diversity in three major American corporations by Marques, Joan F. Human Resource Development Quarterly. Winter2010, Vol. 21 Issue 4, p435-446. Managing Diversity: Using an Equal Opportunities Audit to Maximize Career Potential and Opportunities in a UK Bank by Sutherland, Valerie J.; Davidson, Marilyn J. European Journal of Work & Organizational Psychology. 1996, Vol. 5 Issue 4, p559. How to...take advantage of diversity by People Management. 3/7/2002, Vol. 8 Issue 5, p52. How multinationals can attract the talent they need by Dewhurst, Martin; Pettigrew, Matthew; Srinivasan, Ramesh; Choudhary, Vimal. McKinsey Quarterly. 2012, Issue 3, p92-99. Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders by Marcinkus Murphy, Wendy. Human Resource Management. Jul/Aug2012, Vol. 51 Issue 4, p549-573. International Journal of Human Resource Management Human Resource Management Journal Human Resource Management

Semester	IV	Specialization	International Business Management
Course Code	415IB	Type	Subject - Elective
Course Title	Foreign Language for International Business - II		

Course Objectives:	
1	To equip the students with a foreign language skill at least to that extent that is required for conducting international business.
2	To provide the student with listening, reading, speaking and writing skills in chosen foreign language.
3	To enhance the vocabulary in the selected Foreign Language.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introducing a company:** Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.	5 + 1
2	**Speaking about the Professional environment:** Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.	5 + 1
3	**Explaining the details:** Understanding and explaining the manufacturing process and understand the directions for use. Asking and giving information on a product and on a service. Obtaining and providing information on the price, the modes and conditions of payment. Noting down and convey requests and claims of the clients. Placing orders.	5 + 1
4	**Managing Visitors:** Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.	5 + 1
5	**Organizing:** Organizing meetings and participate in meetings. Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.	5 + 1

Note:
Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/

GERMAN/ JAPANESE / CHINESE

Learning Resources:		
1	Text Books	Relevant Standard Text Books, Videos, Audio CDs for the language offered to the students.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	

MBA SYLLABUS: SEMESTER IV
SUPPLY CHAIN MANAGEMENT - SPECIALIZATION

Semester	IV	Specialization	Supply Chain Management
Course Code	403SCM	Type	Subject Core
Course Title	Strategic Supply Chain Management		

Course Objectives:	
1	To understand the role and objectives of Strategic Supply Chain Management
2	To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
3	To appreciate the increasing scope of Supply Chain Management and its future challenges

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Supply Chain Strategy:** Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	7 + 2
2	**Managing SC for Strategic Fit:** concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	7 + 2
3	**Expanding Strategic Scope:** Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	7 + 2
4	**Strategic Partnerships & Alliances:** Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	7 + 2
5	**Supply Chain Challenges – Strategies for the future:** Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	7 + 2

Learning Resources:		
1	Text Books	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1st Edition
2	Reference Books	Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1st Edition

		New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009
3	Supplementary Reading Material	Designing & Managing the SC – Concepts, Strategies & Case studies – by Levi, Kaminskyet. al., TMGH, 3rd Edition Manufacturing Operations and Supply Chain Management: The Lean Approach by Taylor and Brunt, Cengage Learning. Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://csmp.org/ www.supplychain.org
5	Journals	An adaptive framework for aligning (re)planning decisions on supply chain strategy, design, tactics, and operations by Ivanov, Dmitry., International Journal of Production Research, Jul2010, Vol. 48 Issue 13 The Impact of Competitive Strategy and Supply Chain Strategy on Business Performance: The Role of Environmental Uncertainty by Yinan Qi; Xiande Zhao; Chwen Sheu., Decision Sciences, May2011, Vol. 42 Issue 2 An Exploration of Fisher's Framework for the Alignment of Supply Chain Strategy With Product Characteristics by Harris, Gregory A.; Componation, Paul J.; Farrington, Phillip A., Engineering Management Journal, Dec2010, Vol. 22 Issue 4 Alignment of Supply Chain Strategy with Business Strategy by Mitra, Amarnath; Bhardwaj, Sunil., IUP Journal of Supply Chain Management, Sep2010, Vol. 7 Issue 3 What's the buzz about moving from 'lean' to 'agile' integrated supplychains? A fuzzy intelligent agent-based approach by Jain, Vipul; Benyoucef, Lyes; Deshmukh, S. G., International Journal of Production Research, Dec2008, Vol. 46 Issue 23 Improving supply-chain collaboration by linking intelligent agents to CPFR by Caridi, M.; Cigolini, R.; De Marco, D., International Journal of Production Research, 2005, Vol. 43 Issue 20

Semester	IV	Specialization	Supply Chain Management
Course Code	404SCM	Type	Subject Core
Course Title	Knowledge Management in Supply Chains		

Course Objectives:	
1	To know Supply Chain Systems Classification
2	To understand the role of IT as an enabler of Supply Chain Management for today's businesses

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Supply Chain IT Framework:** Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	7 + 2
2	**Supply Chain Information Systems:** SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	7 + 2
3	**Digital Markets & Efficient Supply Chains:** Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption	7 + 2
4	**E-Supply Chain Opportunities:** E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs & MSMEs	7 + 2
5	**Technology Standards:** Overview of Information Technology infrastructure – interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of Bar coding & scanning, RFID, EPOS, Global data synchronization, Image Processing, GPRS	7 + 2

Learning Resources:		
1	Text Books	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition. Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice by N.Chadrasekaran, Oxford, 1st Edition

		Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
2	Reference Books	Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rd Edition.
3	Supplementary Reading Material	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007
4	Websites	www.supplychainmanagement.in
5	Journals	Explicating the Mediating Role of Integrative Supply Management Practices in Strategic Outsourcing: A case study analysis by Narasimhan, Ram; Narayanan, Sriram; Srinivasan, Ravi., International Journal of Production Research, Jan2010, Vol. 48 Issue 2 Intra-Organizational Perspectives On IT-Enabled Supply Chains by Singh, Nitin; Kee-hung Lai; Chen, T. C. E.. Communications of the ACM, Jan2007, Vol. 50 Issue 1 E-Enabled Closed-Loop Supply Chains by van Nunen, Jo A. E. E.; Zuidwijk, Rob A. California Management Review, Winter2004, Vol. 46 Issue 2 The Role of Trust and Collaboration in the Internet-enabled Supply Chain by Grossman, Martin., Journal of American Academy of Business, Cambridge, Sep 2004, Vol. 5 Issue 1/2

Semester	IV	Specialization	Supply Chain Management
Course Code	405SCM	Type	Subject - Elective
Course Title	Green Logistics and Supply Chains		

Course Objectives:	
1	To sensitize the students to external costs of logistics and supply chains (climate change costs).
2	To analyze the environmental costs of logistics and how to deal with them effectively.
3	To highlight how different types of environmentally sustainable practices should be adopted at different stages of supply chains.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Environmental Sustainability & Green Logistics:** Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains	4 + 1
2	**Environmental Costs of Logistics:** Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs , Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains	5 + 2
3	**Reverse Logistics for Waste Management:** Waste Management in the context of reverse logistics, Waste Treatment Legislation, Reuse & refurbishment markets and take back business models, Managing waste as a part of sustainable reverse process.	5 + 1
4	**Public Policy and Green Supply Chains:** Role of Government, Policy Measures, Energy Efficiency, Cutting Emissions.	5 + 1
5	**Green Supply Chains:** Case Studies on Green Initiatives by Manufacturers, Green Initiatives by Government & Non-Profit Organizations, Green Initiatives by Retailers, Green Initiatives by Consumers.	5 + 1

Learning Resources:		
1	Text Books	Green Logistics – Improving the Sustainability of Logistics, Edited by McKinnon, Cullinane, Brown &Whiteing, Published by Chartered Institute of Logistics & Transports, UK.
2	Reference Books	Total Supply Chain Management by Basu& Wright, Elsevier, 1st Ed.
3	Supplementary Reading Material	Greening the Supply Chain- A guide for Asian Managers by Purba Halady Rao, Response Books, 1st Edition.

4	Websites	www.greenlogistics.org www.greenlogisticsforum.com
5	Journals	Why business needs to green the supply chain by Hoskin, Paul., University of Auckland Business Review, Autumn2011, Vol. 13 Issue 1 How Green Are Your Supply Chains? By Crandall, Richard E., Industrial Management, May/Jun2006, Vol. 48 Issue 3. Greening The Supply Chain: A New Initiative In India With Special Reference To Chhattisgarh by Ashraf, Gazala Yasmin; Raichoudhary, Arpita; Mukherjee, P. N.; Srivastava, R. K. Pranjana., The Journal of Management Awareness, Jan-Jun2009, Vol. 12 Issue 1 The Economic Value of a Sustainable Supply Chain by Mefford, Robert N., Business & Society Review (00453609), Spring2011, Vol. 116 Issue 1

Semester	IV	Specialization	Supply Chain Management
Course Code	406SCM	Type	Subject - Elective
Course Title	Enterprise Resource Planning		

Course Objectives:	
1	To help the student understand how a business works and how information systems fit into business operations.
2	To emphasize the cross functional integration aspects of a business.
3	To enable better managerial decision making through real time data integration and sharing.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Understanding Enterprise Resource Planning:** Concept of Enterprise , Overview of Business Functions and Business Processes, Integrated Management Information, Business Modeling, Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk of ERP - People Issues, Process Risks, Technological Risks, Implementation Issues, Operation & Maintenance Issues; Managing risk in ERP projects.	5 + 1
2	**ERP & Related Technologies:** Business Process Reengineering, Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, ERP Functional Modules , Integration of ERP, Supply Chain, CRM.	5 + 1
3	**ERP Implementation:** Technological, Operational, Business Reasons for ERP implementation , ERP implementation Life Cycle – Objectives - Phases - Reasons for failure; Implementation challenges; ERP transition strategies - Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, Strategy Choice; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.	5 + 1
4	**ERP Operations and Future Trends:** Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.	5 + 1
5	**ERP Systems Processes and Management Control:** Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resource Management, Overview of an ERP product.	5 + 1

Learning Resources:		
1	Text Books	Enterprise Resource Planning by Leon, Alexis, TMH Publication, 2nd Edition, 2008. Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001. ERP Concepts and Practice by Garg, V. K. and Venkat Krishna N. K., PHI Publication, 1997.
2	Reference Books	Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
3	Supplementary Reading Material	ERP In Practice by Vaman Jagan, TMGH
4	Websites	www.oracle.com/ERP www.sap.com/ www.openerp.com/
5	Journals	Measuring System Performance of an ERP-based Supply Chain by Ho, Chrwan-Jyh., International Journal of Production Research, 2007, Vol. 45 Issue 6 Supply Chain Transformation byERPfor Enhancing Performance: An Empirical Investigation by Zong Dai., Advances in Competitiveness Research, 2008, Vol. 16 Issue 1 Coordination Strategies in an SaaS Supply Chain by Demirkan, Haluk; Cheng, Hsing Kenneth; Bandyopadhyay, Subhajyoti., Journal of Management Information Systems, Spring2010, Vol. 26 Issue 4

Semester	IV	Specialization	Supply Chain Management
Course Code	407SCM	Type	Subject - Elective
Course Title	Purchasing & Supplier Relationship Management - II		

Course Objectives:	
1	To provide an in-depth understanding of the fundamentals surrounding purchasing in different contexts.
2	To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
3	To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Purchasing for Institutions & Government Organizations:** Similarities and dissimilarities with industrial purchasing. Purchasing procedure, roles of purchasing. Products & services purchased, functions performed, Purchase Cycle, Establishing sources of supply, Contracts Administration, Internal & External Environmental factors	5 + 1
2	**Purchasing of Services:** Hidden Opportunities, Planning the statement of work, Writing the statement of work, Selecting service contractors, Compensating Service suppliers, Professional services, Technical services, Operating services, Contract administration, Develop a sound Procedure for Evaluation	5+ 1
3	**Purchasing of Capital Equipment:** Differences in the procurement of capital equipment - Nonrecurring purchases, Nature and size of Expenditure. Considerations in Source Selection –Operating Characteristics of equipment, Engineering features of equipment, Total economic analysis, Various qualitative considerations, Life cycle cost analysis, Role of Purchasing, Used / Second hand equipment Purchasing, Leased equipment– factors favouring leasing	5 + 1
4	**Worldwide Sourcing - Creating a world class supply base:** An overview of Worldwide Sourcing, Why source worldwide? Barriers to worldwide sourcing, Information about Worldwide sources, Supplier selection issues, Cultural understanding, Language and communication differences, Legal issues, Logistical issues, Organizational issues, Costs associated with Worldwide Sourcing, Managing international currency risk, Hedging – Spot & Forward Contracts, Progressing from International Purchasing to Global Sourcing, Differentiating factors between successful and less successful Global Sourcing Efforts, Benefits of global sourcing, Future Global Sourcing Trends	5 + 1
5	**Performance Measurement & Evaluation:** Why Measure Performance, Problems with Purchasing Measurement and Evaluation, Purchasing	5 + 1

	Measurement Categories – Price Performance Measures, Cost-Effectiveness Measures, Quality, Time related Measures, Technology Innovation Measures, Physical Environment and Safety, Asset Management and Integrated SC Measures, Administration and Efficiency Measures, Developing a Performance Measurement and Evaluation System - Determining which Performance Categories to Measure, Developing Specific Performance Measures, Establish Performance Objectives for each Measure, Finalize system Details, Implement and Review	

Learning Resources:		
1	Text Books	Purchasing & Supply Chain Management by Monczka, Trent, Handfield, Cengage South Western, 3rd Edition. Purchasing & Supply Chain Management by Lysons and Farrington, Pearson Education, 2010.
2	Reference Books	Purchasing & Supply Chain Management by Dobler, Burt, TMGH, 6th Edition.
3	Supplementary Reading Material	Organizational Buying Behaviour by Webster and Wind, Prentice Hall, 1972
4	Websites	www.cips.org www.eipm.org
5	Journals	e Global Sourcing and Logistics Exercise: A Group Exercise to Demonstrate Basic Global Supply Chain Principles by Ashenbaum, Bryan., Decision Sciences Journal of Innovative Education, Sep2008, Vol. 6 Issue 2 Strategic Alliance-Based Global Sourcing Strategy for Competitive Advantage: A Conceptual Framework and Research Propositions by Murray, Janet Y., Journal of International Marketing, 2001, Vol. 9 Issue 4 Global sourcing in the auto industry by Bergmann, Markus; Mangaleswaran, Ramesh; Mercer, Glenn A., McKinsey Quarterly, 2004 Special Edition Pursuing competitive advantage through integrated global sourcingbyTrent, Robert J.; Monczka, Robert M., Academy of Management Executive, May2002, Vol. 16 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	408SCM	Type	Subject - Elective
Course Title	Supply Chain Risk Management		

Course Objectives:	
1	To help the students understand the pressures on managing the supply chain and their impact on supply chain's vulnerability to disruptions.
2	To introduce the principles of supply chain risk management.
3	To provide an understanding of the basics of identifying, defining and analyzing risks.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Basics of Risk Management:** Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	4 + 1
2	**Risk in Supply Chain:** Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	5 + 1
3	**Identifying & Analyzing Risks:** Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk - Shared risks	5 + 2
4	**Creating resilient SC:** Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	5 + 1
5	**Business Continuity Management:** Emergencies & Crisis, Views of BCM & Steps in BCM	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Risk Management by Donald Walters, Kogan Page, 1st Edition.
2	Reference Books	The New Supply Chain Challenge:Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006.
3	Supplementary Reading Material	Risk management for executives by Kendall R, FT Prentice Hall London, 1998.

4	Websites	www.disasterplan.com www.globalcontinuity.com www.riskinfo.com
5	Journals	Reconciling Supply Chain Vulnerability, Risk And Supply Chain Management by Peck, H., International Journal of Logistics: Research & Applications, Jun2006, Vol. 9 Issue 2 Sources of Supply Chain Disruptions, Factors That Breed Vulnerability, and Mitigating Strategies by Stecke, Kathryn E.; Kumar, Sanjay., Journal of Marketing Channels, Jul-Sep2009, Vol. 16 Issue 3 Drivers Of Supply Chain Vulnerability: An Integrated Framework by Peck, Helen., International Journal of Physical Distribution & Logistics Management, 2005, Vol. 35 Issue 4 A Conceptual Framework For The Analysis Of Vulnerability In Supply Chainsby Göran Svensson., International Journal of Physical Distribution & Logistics Management, 2000, Vol. 30 Issue 9 Key Areas, Causes And Contingency Planning Of Corporate Vulnerability In Supply Chains: A Qualitative Approach by Svensson, Göran., International Journal of Physical Distribution & Logistics Management, 2004, Vol. 34 Issue 9 Managing Uncertainty - An Empirical Analysis Of Supply Chain Risk Management In Small And Medium-Sized Enterprises by Thun, Jorn-Henrik; Druke, Martin; Hoenig, Daniel., International Journal of Production Research, Sep2011, Vol. 49 Issue 18 Analyzing Risks In Supply Networks To Facilitate Outsourcing Decisions by Lockamy, Archie; McCormack, Kevin., International Journal of Production Research, Jan2010, Vol. 48 Issue 2

Semester	IV	Specialization	Supply Chain Management
Course Code	409SCM	Type	Subject - Elective
Course Title	Project Management		

Course Objectives:	
1	To make the students understand the complex issues in Project Management
2	To increase the understanding of project management tools and techniques
3	To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.	5 + 1
2	**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	6 + 1
3	**PERT, CPM, Resource allocation:** Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts.	5 + 1
4	**Managing Risks in Projects:** Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.	5 + 1
5	**Project Management Information System:** Computer based tools, features of	4 + 1

	PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.	

Learning Resources:		
1	Text Books	Effective Project Management by Clements and Gido, Cengage India Edition, 2007. Project Management : The Managerial Process by Gray and Larson, MGH, Special Indian Edition, 3rd Edition Project Management for Business and Technology: Principles and Practice by John Nicholas, PHI – Eastern Economy Edition, 2nd Edition.
2	Reference Books	Project Management – Core Text by Mantel, Meredith, Shafer, Sutton and Gopalan, 1st Indian Edition
3	Supplementary Reading Material	Project Management: A Managerial Approach by Meredith, Mantel Wiley India, 6th Edition. The Practice of Project Management by Freigenti and Comninos, Kogan Page
4	Websites	www.pmi.org.in/
5	Journals	Risk Analysis of Infrastructure Projects: A Case Study on Build-Operate-Transfer Projects in India by Maniar, Hiren., IUP Journal of Financial Risk Management, Dec2010, Vol. 7 Issue 4 Enercon India: Project Planning by Mukherjee, Saral; Raghuram, G., Vikalpa: The Journal for Decision Makers, Jan-Mar2007, Vol. 32 Issue 1 Critical Factors Affecting Schedule Performance: Evidence from Indian Construction Projects by Iyer, K. C.; Jha, K. N., Journal of Construction Engineering & Management, Aug2006, Vol. 132, Issue 8 What attributes should a project coordinator possess? by Jha, Kumar Neeraj; Iyer, Chandrashekhar K., Construction Management & Economics, Sep2006, Vol. 24 Issue 9 A Study of Critical Project Success Parameters in Different Organizational Conditions by Piyush, Mishra; Dangayach, G. S.; Mittal, M. L., Advances in Management, Aug2011, Vol. 4 Issue 8

Semester	IV	Specialization	Supply Chain Management
Course Code	410SCM	Type	Subject - Elective
Course Title	Supply Chain Performance Measurement		

Course Objectives:	
1	To understand various types of traditional performance measures of supply chain , their use and drawbacks
2	To introduce a select world class performance measures of Supply Chain
3	To understand the right metrics for a Supply Chain

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Performance Measurement along the Supply Chain**: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM – Procurement, Manufacturing, Distribution, Logistics, Global	5 + 1
2	**Traditional Approaches to Performance Measurement**: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	5 + 1
3	**World Class Performance Measures for Supply Chains**: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	5 + 1
4	**Process Driven Metrics**: SCOR framework, EFQM (In depth discussion & analysis expected)	5 + 1
5	**Building & Leveraging Metrics to drive Supply Chain Performance**: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition Supply Chain Performance Measurement & Improvement Edited by Venkata Nimeesha Posa, ICFAI Press, 1st Edition
2	Reference Books	New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Supply Chain Management by Mentzer, Response Books, 2007
3	Supplementary Reading Material	Principles of Supply Chain Management : A Balanced Approach by Joel Wisner, Keong Leong, Keah-ChoonTan, Cengage Learning.
4	Websites	http://www.supplychainmetric.com/
5	Journals	Supply Chain Performance Measurement: A Literature Review by ArzuAkyuz, Goknur; Erman Erkan, Turan., International Journal of Production Research, Sep2010, Vol. 48 Issue 17 On Measuring Company Performance within A Supply Chain by Martin, P. Richard; Patterson, J. Wayne., International Journal of Production Research, May2009, Vol. 47 Issue 9 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19

Semester	IV	Specialization	Supply Chain Management
Course Code	411SCM	Type	Subject - Elective
Course Title	Supply Chain Management - Financial Perspectives		

Course Objectives:	
1	To highlight the importance of cost management as a key to profitability and the key to successful supply chain networks.
2	To underline the role of cost management from a strategic perspective.
3	To teach the identification of key cost drivers and defined process of managing supply chain costs.

Syllabus:

Unit Number	Contents	Number of Sessions
1	**Pricing & Revenue Management in Supply Chain:** Role of Pricing & Revenue Management in SC, Pricing and Revenue Management for - Multiple Customer Segments, Perishable Assets, Seasonal Demand, Bulk and Spot Contracts, Role of IT in Pricing & Revenue Management, Using Pricing and Revenue Management in Practice	5 + 1
2	**Identifying Critical Costs in the SC:** Concept of cost, Process Mapping, SC Cost flow, Selecting critical costs to be managed, Obtaining cost data – supplier provided data, internal data, Measuring Secondary & Tertiary Costs – Overview of Allocation based costing system, Management Based costing system	5 + 1
3	**Defining Key cost Drivers & developing Strategic Options:** Review of current cost drivers, selection of key cost drivers, Weighted value of cost drivers, Potential for improvement, Developing strategic options for selected cost drivers	5 + 1
4	**Reducing, Eliminating or Changing activities that cause cost:** Risk return model for choosing strategic options – Market driven, Standard, Critical & Danger Quadrants, Identifying constraints, Evaluating risks & benefits in SC cost management from stakeholders perspectives, prioritizing strategies for implementation	5 + 1
5	**Implementation & Control for Cost Management In SC:** Creating a Implementation Plan, Addressing Implementation Risks, Developing Contingency Plans, Selling the Plan to Stakeholders, Monitoring Performance, Documenting Savings, Qualitative Benefits, Sharing the learning process, Eternally improving & leveraging the process	5 + 1

Learning Resources:		
1	Text Books	Supply Chain Cost Management – Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D V Kalra, Pearson Education, 3rd Edition.
2	Reference Books	Supply Chain Cost Management by Jimmy Anklesaria , JAICO Publishing, 1st Edition
3	Supplementary Reading Material	Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1st Edition Supply Chain Management by Mentzer, Response Books, 2007
4	Websites	http://www.supplychaintoday.com/index.htm
5	Journals	A Total Cost/Value Model For SupplyChain Competitiveness by Cavinato, Joseph L., Journal of Business Logistics, 1992, Vol. 13 Issue 2 Pricing Management for a Closed-loop Supply Chain by Gu Qiaolun; Ji Jianhua; Gao Tiegang., Journal of Revenue & Pricing Management, Mar2008, Vol. 7 Issue 1 Strategic Cost Management in SupplyChains, Part 1: Structural Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Jun2009, Vol. 23 Issue 2 Strategic Cost Management in SupplyChains, Part 2: Executional Cost Management by Anderson, Shannon W.; Dekker, Henri C., Accounting Horizons, Sep2009, Vol. 23 Issue 3

Semester	IV	Specialization	Supply Chain Management
Course Code	412SCM	Type	Subject - Elective
Course Title	Global Logistics		

Course Objectives:	
1	To get acquainted with global dimensions of logistics management
2	To introduce basic operational aspects i.e. procedure, documentations & related legal aspects of global logistics
3	To sensitize students to basics of shipping line industry

Syllabus:

Unit Number	Contents	Number of Sessions
1	**1.1 Introduction to Global Logistics :**International Logistics Development, International Trade Logistics Chain, Shipper's Logistics Requirements in trade, 7R's of Logistics Management, 5 P's of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws. **1.2 Logistics and Documentation:** Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms. **1.3 Transportation:** Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment. **1.4 Air Cargo:** Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.	5 + 1
2	**2.1 Carriage of Goods by Land:** Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier, Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway's liability, Merits and Demerits of Railway Transportation, Railway Freight rates. **2.2 Carriage of Goods by Sea &Ocean Freight& Freight Calculations:** Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF). **2.3 Types of Ships:** Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro	5 + 1

	Vessels.	
3	**3.1 Shipping Formalities:** Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure. **3.2 Shipping Intermediaries:** Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. **3.3 The Major Port Trusts Act, 1963.** **3.4Shipping Corporation of India:** Products and Services, STS Lighterage Operations	5 + 1
4	**4.1 Major Ports in India:** Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam. **4.2 Important Sea Routes:** Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. **4.3International Chamber of Shipping** **4.4 World's Major Ports:** Major Ports and Port codes, Seaports of the world.	5 + 1
5	**5.1 Containerization:** Origin of containerization, Origin of TEU, Container sizes - dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization. **5.2 Inland Container Depots & Container Freight Stations:** Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor – The Multimodal Logistics Professionals.	5 + 1

Learning Resources:		
1	Text Books	Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, 5th Edition
3	Supplementary Reading Material	Logistics in International Business by Rajiv Aserkar, Shroff Publishers, 2nd Edition.
4	Websites	http://mhlnews.com/
5	Journals	Executive Insights: Global Logistics by Bowersox, Donald J.; Calantone, Roger J.,Journal of International Marketing. 1998, Vol. 6 Issue 4, p83-93. Emerging GlobalLogistics Networks: Implications for Transport Systems and Policies by Tavasszy, L.A.; Ruijgrok, C. J.; Thissen, M. J. P. M.,Growth & Change. Fall2003, Vol. 34 Issue 4, p456-472. 17p Logistics Industry Profile: Global , Logistics Industry Profile: Global. Dec2008, p1 –30

Semester	IV	Specialization	Supply Chain Management
Course Code	413SCM	Type	Subject - Elective
Course Title	Supply Chain Practices - II		

Course Objectives:	
1	To give a practical understanding of the practice of supply chain management in various sectors.
2	To give a practical understanding of the peculiarities of supply chain management practices in various sectors.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Supply Chains for Projects – Construction (Housing, Infrastructure), Power Plants, New Factories, etc.	**NA**
2	Supply Chains for Disaster Management.	**NA**
3	Virtual Supply Chains for Books, Electronic Goods, Music, Apparel, Tourism, etc.	**NA**
4	Supply Chains for SMEs and MSMEs.	**NA**
5	Global Supply Chains - PCs, Desktops, Luxury Cars, Toys, etc.	**NA**

* Field/Self Study under Faculty guidance.
Students should work in groups of two each on any two Companies from the Sectors listed above. The Sectors should be from different groups.
Students shall study various aspects of the SCM principles and practices as followed in these sectors. They should identify the peculiarities of the sector, map the supply chain in detail (identify the parties involved and their role in the supply chain),compare the top two players in each of these sectors and identify best practices,Prepare a summary evaluation of each sector studied.
Students shall submit a structured detailed report based on the above parameters.
The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty or a person from the relevant industry. The evaluation shall be based on the following criteria:
Report – 20 Marks
Presentation – 15 Marks
Question & Answer – 15 Marks

Learning Resources:		
1	Text Books	Logistics and Supply Chain Management- Cases and Concepts – G Raghuram, N Rangaraj, Macmillan India, 1st Edition International Supply Chain Management by David and Stewart, Cengage Learning, 2007. Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and

		Kouvelis, Wiley India, 2006 Supply Chain Management – A Managerial Approach by Amit Sinha & Herbert Kotzab, TMGH, 1st Edition.
2	Reference Books	Global Logistics – New Directions in Supply Chain Management, Edited by Donald Waters, Kogan Page, Fifth Edition
3	Supplementary Reading Material	Supply Chain Management in the 21st Century Editor by B S Sahay, Macmillan, 2006 reprint.
4	Websites	http://www.gsb.stanford.edu/scforum/
5	Journals	Relaxing channel separation: Integrating a Virtual Store into the Supply Chain via Transshipments by Seifert, Ralf W.; Thonemann, Ulrich W.; Sieke, Marcel A., IIE Transactions, Nov2006, Vol. 38 Issue 11 Interorganizational Governance Value Creation: Coordinating for Information Visibility and Flexibility in Supply Chainsby Wang, Eric T. G.; Wei, Hsiao-Lan., Decision Sciences, Nov2007, Vol. 38 Issue 4 Virtual Integration and Information Risks: A Supply Chain Perspective by Faisal, Mohd Nishat; Banwet, D. K.; Shankar, Ravi., IIMB Management Review An Analysis on Application of Lean Supply Chain Concept for Construction Projects by Baladhandayutham, T.; Venkatesh, Shanthi., Synergy, Jan2012, Vol. 10 Issue 1 Simulating the Impact of Supply Chain Management Practice on the Performance of Medium-sized Building Projects by Hatmoko, Jati Utomo Dwi; Scott, Stephen.,Construction Management & Economics, Jan2010, Vol. 28 Issue 1 Aligning Business Process Reengineering in Implementing Global Supply Chain Systems by the SCOR model by Wang, William Y. C.; Chan, H. K.; Pauleen, David J., International Journal of Production Research, Oct2010, Vol. 48 Issue 19 Managing information flow in construction Supply Chains by Titus, Silas; Bröchner, Jan., Construction Innovation, Sage Publications, Ltd. , Jun2005, Vol. 5 Issue 2