

MASTER OF BUSINESS ADMINISTRATION

**Programme
Under**



APJ Abdul Kalam Technological University

SYLLABUS & COURSE PLAN

Trimester 1

April 2016

Subjects and credits in TRIMESTER I

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam Duration (hours)	Credits
	11	Quantitative Techniques	3-0-0	40	60	3	3
	12	Organizational Behaviour I	3-0-0	40	60	3	3
	13	Economics for Managers	3-0-0	40	60	3	3
	14	Business Communication	3-0-0	40	60	3	3
	15	Accounting for Managers	3-0-0	40	60	3	3
	16	Business and Society	3-0-0	40	60	3	3
	17	Managerial Skills I*	0-2-0	20	-	-	-
	18	Project**	0-0-9	-	-	-	-
		TOTAL	18-2-9	260	360		18

* - Managerial Skills University Exam will be conducted only in the Third Trimester

** - 9 Hours of Project is distributed among all courses for Seminars/Presentations

FIRST TRIMESTER - SYLLABUS

Course No.	Course Name	L-T-P	Credits	Year of Introduction
11	Quantitative Techniques	3-0-0	3	2015

Course Objectives

This subject introduces the methods of statistical analysis for managerial decision making. The subject will provide a concise review of probability, descriptive statistics, random variables, and probability distributions. Application topics include statistical decision theory, confidence intervals, hypothesis testing, simple and multiple regression, correlation analysis and analysis of variance.

Syllabus

Random variables, Descriptive Statistic, Probability Distributions and Estimation, Testing of Hypothesis, Correlation and Regression Analysis

Expected Outcome

The successful completion of this course will impart the basic data analysis skills to the students. This will enable students to model business problems and analyse them with the help of fundamental statistical and theoretical backgrounds.

References

1. Richard I. Levin, David S. Rubin, *Statistics for Management*, Pearson Education, New Delhi 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., *Complete Business Statistics*, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Ken Black, *Applied Business Statistics*, 7th Edition, Wiley India Edition, New Delhi, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., *Statistics for Business and Economics*, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.

COURSE PLAN

Unit	Topics	% of marks in final Exam.
I	<i>Random variables:</i> Random experiment – outcomes - sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes’ theorem	15
II	<i>Descriptive Statistics:</i> Data presentation using tables & charts - measures of central tendency - measures of dispersion – absolute & relative measures – skewness - Karl Pearson's and moment measures of Skewness – Kurtosis	15
First Internal Examination		
III	<i>Probability Distributions and Estimation:</i> Discrete and continuous distributions - Binomial, Poisson & Normal distributions - sampling techniques - sampling distribution of means and proportions - central limit theorem – statistical inferences - estimation - point and interval estimates for population parameters of large and small samples – confidence interval.	15
IV	<i>Testing of Hypothesis:</i> Null & Alternative Hypotheses - level of significance - Type I & Type II errors - small sample & large sample tests - tests for quantitative & qualitative data - Hypothesis tests for difference of means & proportions for large & small samples.	15
Second Internal Examination		
IV	One way & two way ANOVA for testing the difference of means of more than two samples – chi-square test for several proportions, association of attributes – goodness of fit test.	15
V	<i>Correlation and Regression Analysis:</i> Correlation - different types of correlation – Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – concurrent deviation method (Theory only) – coefficient of determination (Theory only)- regression analysis - line of best fit - least square method - business applications - multiple regression (Theory only). Use of statistical packages in hypothesis testing, correlation and regression analysis	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
12	Organizational Behaviour I	3-0-0	3	2015

Course Objectives

The course focuses on managing individuals at work. The objective is to equip the students with an essential knowledge base on behavioural dynamics of individuals with necessary models,, tools, and techniques, for diagnosing, predicting and controlling human behaviour and to develop the basic human relations skills as a prospective manager.

Syllabus

Fundamentals of Organizational Behaviour, Understanding Organizational Behaviour, Effectiveness in organizations, Social systems and organizational culture, Understanding and Managing Individual Behaviour, Job Design, Work and Motivation, Evaluation, Feedback and Rewards, Stress and Counselling.

Expected Outcome

On completion of the course, the students are expected to enable the students to learn what actions are appropriate for different situations and apply the theory in order to be effective leaders in the context of organisational behaviour theories, models and concepts.

References

1. Robbins, Judge & Sanghi, *Organizational Behaviour*, 12th Ed. Prentice Hall India
2. McShane, Glinow, *Organizational Behaviour*, Tata McGraw Hill
3. Don Hellriegel; John W. Slocum; Richard W. Woodman, *Organizational Behavior*, 8th Ed., Thomson South-Western

COURSE PLAN

Unit	Topics	% of marks in final Exam.
I	Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach - Fundamental principles, theories and concepts in organization design and development	20
II	Understanding Organizational Behaviour - Fundamental Concepts, Organizational processes, Organizational structure, Organizational Change and Innovation processes - Effectiveness in organizations - Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges	15
First Internal Examination		
III	Individual differences and work behaviour - Why individual differences are important, The basis for understanding Work Behaviour, Individual differences influencing Work Behaviour. Personality - Sources of personality differences, Personality structure, Personality and Behaviour, Measuring Personality Attitudes - The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Job satisfaction, Changing Employee Attitudes. Perceptions, Attributions and Emotions - The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence - Motivation - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract	30
IV	Managing Individuals at Work: Measuring personality attitudes; managing employee attitudes Managing Teams at Work: Definition of Group - group development- group structure - teams -Formal Organization and Informal Groups and their interaction	10
Second Internal Examination		
IV	Developing high performance teams - turning individuals into team players developing interpersonal awareness - Johari Window- Transactional Analysis - leadership - theories – developing leadership skills	10
V	Managing Power, Politics and Conflict: Power - basis of power - power tactics - Politics – consequences of political behavior - Conflict Management: Different views of conflict - conflict process - levels of conflict - Constructive and Destructive conflict - Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
13	Economics for Managers	3-0-0	3	2015

Course Objectives

This subject provides an introduction to important basic economic concepts relevant to management, analysis of demand & supply and analysis of market structures. It also provides an introduction to the determination of aggregate income and employment with reference to an analysis of fiscal and monetary policies. In short, this course will create an awareness of the micro and macroeconomic environment and will help to increase decision making skills of the graduates.

Syllabus

Basic Concepts in Economics, Demand and Supply Analysis, Production and Cost of Production, Market Structure and Pricing, Fiscal and Monetary Policies.

Expected Outcome

On successful completion of the course the students will have fundamental knowledge in the economic aspects of demand and supply, market structures, cost-output relationships and pricing. The candidates will be able to analyse business situations in terms of the economic implications. The course will enable them to become efficient managerial decision makers when economic aspects play important role.

References

1. Yogesh, Maheswari, *Managerial Economics*, PHI learning, New Delhi, 2012.
2. D.M. Mithani, *Managerial Economics*, 5/e, Himalaya Publishing House, Mumbai, 2011
3. Geethika, Ghosh & Choudhury, *Managerial Economics*, 2/e, McGraw Hill. 2011
4. David K.H. Begg, Rudiger Dornbusch, Stanley Fischer, *Economics*, McGraw-Hill Publishing Co. 2008.
5. K. C. Sankaranarayanan, *Managerial Economics*, CBS Publishers & Distributors, 2011.
6. Koutsoyiannis, *Modern Micro Economics*, 2/e, Macmillan Press Ltd. 2003.
7. RBI, *Report on Currency and Finance* (Annual)
8. Govt. of India, *Annual Economic Survey*.

Course Plan

Unit	Topics	% of marks in final exam
I	Basic Concepts Wealth, Welfare and Scarcity definitions of Economics and their relevance in managerial decision making; managerial uses of economic principles. National income concepts; methods of calculation of GDP; problems in estimation of GDP; components of GDP and trends; importance of GDP trends to business. Inflation – meaning and types, causes and impacts, control of inflation, measuring inflation - types of price indices; price situation in India. Business cycles- features, causes and contra-cyclical policies.	20
II	Analysis of Demand and Supply Demand - supply interaction and price determination. Demand curve and demand function; law of demand; demand elasticities and their managerial uses. Supply curve and supply function; law of supply; supply elasticities and their managerial uses. Demand forecasting and sales forecasting - methods.	20
First Internal Examination		
III	Production and Cost Functions Cost concepts; production function; cost-output relationships; managerial applications of production and cost functions; break –even analysis. Indifference curves, iso-quants & iso-cost lines. Economies of scale, economies of scope, economies and dis-economies of production.	20
IV	Analysis of Market Structures Features of and price and output determination under perfect competition, monopolistic competition, oligopoly, and monopoly; concepts of duopoly, kinky demand, bi-lateral monopoly and monopsony; cartels – types, regulation, cartels in Indian business; M&As and consolidation; case studies of consolidation in some industries such as telecom, cement, pharmaceuticals and banking.	20
Second Internal Examination		
V	Fiscal and Monetary Policies Fiscal policy – features, roles; features and role of budget; types of deficit - budget, fiscal, revenue and primary deficits; sources of revenue for Union and State governments; GST. Monetary policy – meaning and roles; instruments of monetary policy: Bank rate policy; repo rates; open market operations; cash reserve ratio; SLR; selective credit controls. An overview of Keynesian theory of employment.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
14	Business Communication	3-0-0	3	2015

Course Objectives

The objective of this course is to enable students to develop proficiency in the mechanics of writing and oral communication. The course orients at helping the learner improve their English proficiency with specific reference to the organizational communication parlance.

Syllabus

Oral Communication, Written Communication, Crisis Management and Negotiation, Business Letters and Reports, Case Method of Learning.

Expected Outcome

- Be familiar with the basic concepts and mechanics of Oral and Written Communication.
- Students develop English proficiency and paves way for career growth and better employment prospects.
- Learners develop effective crisis management skills juxtaposed with Negotiation tactics and elements of Behaviour and conversation control.

References

1. Chaturvedi P. D, & Mukesh Chaturvedi, *Business Communication: Concepts, Cases And Applications*, 2/e, Pearson Education, 2011
2. Mary Ellen Guffey, *Business Communication: Process and Product*, 3/e, Cengage Learning, 2002.
3. Rayudu C. S, *Communication*, 9/e, Himalaya Publishing House, 2010.
4. Penrose, Rasberry, Myers, *Advanced Business Communication*, 5/e, Cengage Learning, 2004.
5. Madhukar R. K, *Business Communication*, 2/e, Vikas Publishing House, 2010.

COURSE PLAN

Unit	Topics	% of marks in final Exam.
I	Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in Organizations– Communication structure in organization – Application of principles of Communication in conflict resolution, Crisis Management & Negotiation - Communication in a cross-cultural setting	20
II	Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Non-verbal communication.	20
First Internal Examination		
III	Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.	15
IV	Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation. Writing; Meetings – Planning meetings – objectives – participants – timing – venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes.	20
Second Internal Examination		
V	Case Method of Learning: Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analysing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
15	Accounting for Managers	3-0-0	3	2015

Course Objectives

The objective of this course is to familiarize the students with the accounting practices and to develop analytical and interpretative skills necessary to take managerial decisions

Syllabus

Introduction, Cost, Managerial and Financial accounting, meaning of company, maintenance of book of accounts, analysis of financial statements, fund flow and cash flow statements, ratio analysis, marginal cost analysis techniques

Expected Outcome

After successful completion of the course, the students will be able to understand the accounting practices, able to prepare and analyse financial statements to help managerial decision making.

References

1. Charles T. Horngren, Gary L. Sundem, William O. Stratton, Dave Burgstahler, Jeff Schatzberg, *Introduction to Management Accounting*, 14/e, Pearson Prentice Hall, 2008
2. Gupta R. L. and Radhaswamy M., *Advanced Accounting*, Sultan Chand Publishers, New Delhi
3. Maheshwari S. N., *Accounting for Management*, 3/e, Vikas Publishing House, New Delhi, 2012
4. Jain S. P. and Narang K. L., *Advanced Cost Accounting*, Kalyani Publishers, New Delhi
5. Shashi K. Gupta and R. K. Sharma, *Management Accounting*, Kalyani Publishers, New Delhi
6. R Narayanaswamy, *Financial Accounting: A Managerial Perspective*(2014), PHI Learnings (P) Ltd.
7. Robert N, Anthony, David Hawkins, Kenneth Merchant, Robert Anthony, *Accounting: Texts and Cases* (11th Edition) Mc Graw Hill Education,(P) Ltd.

COURSE PLAN

Unit	Topics	% of marks in final Exam.
I	Introduction to Accounting: Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts - Mechanics of Accounting - Double entry system of accounting.	10
II	Meaning of Company - Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company - Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of companies, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.	20
First Internal Examination		
III	Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios - Inter firm comparison - Common Size Statement - Comparative Statements and Trend Analysis.	25
IV	Analysis of Financial Statements: Funds Flow Statement – Meaning - Concept of Gross and Net Working Capital - Preparation of Schedule of Changes in Working Capital -	15
Second Internal Examination		
IV	Preparation of Funds Flow Statement and its analysis - Cash Flow Statement - Various cash and non-cash transactions - flow of cash - preparation of Cash Flow Statement and its analysis.	10
V	Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet, Standard costing- organization and establishing a standard costing system, Variance analysis - classification of variances, material cost, labour cost, overhead cost and sales variances. Disposition of variances. Marginal Cost - Marginal Costing - applications of Marginal Costing - advantages of Marginal Costing - break-even analysis - CVP Analysis - margin of safety - key factor.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
16	Business and Society	3-0-0	3	2015

Course Objectives

The objectives of this course are the following:

1. To develop a broad understanding of the business and society relationship.
2. To help the student perceive and understand the importance of sound business ethical practices in the effective functioning of organizations.
3. To understand major corporate social responsibilities of business.
4. To understand the impact of the human activities on the environment and measures to combat them.

Syllabus

Business, society and government; socio-economic development and business; socio-cultural environment of business; economic growth and the environment; sustainable development.

Expected Outcomes

The successful completion of this course will impart an understanding of the relationship between business and society. This will enable students to perceive sound business ethics and social responsibilities of business and consider the social dimensions in business decision making.

References

1. John Steiner, George Steiner, *Business, Government and Society: A Managerial Perspective*, McGraw-Hill Higher Education, 2011.
2. Keith Davis and David L Blomstorm, *Business, Society and Environment*, McGraw-Hill, 1971.
3. Francis Cherunilam, *Business Environment: Text and Cases*, Himalaya Publishing House, 2016.
4. Barbara Parker, *Globalisation and Business*, Response Books, 2005.
5. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI, New Delhi.
6. Arindita Basak, *Environmental Studies*, Pearson Education, New Delhi.
7. Justin Paul, *Business Environment -Text and Cases*, Tata McGraw Hill Education, New Delhi, 2010.
8. C. K. Prahalad, *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing/Pearson Education, 2006.
9. Govt. of India, annual *Economic Survey*.
10. Govt. of Kerala, annual *Economic Review*.
11. UNCTAD, *Human Development Report (Annual)*

Course Plan

Unit	Topics	% of marks in final exam
I	<p>Business, Society and Government Ecological view of business; business, society and government - interdependence, conflict, roles and synthesis; stakeholders of business and their roles. Business ethics; triple bottom line /corporate social responsibility- meaning and scope of CSR/TBL, principles of CSR, Sections of the Indian Companies Act pertaining to CSR. Socio-economic implications of Indian Constitution; functions of state, economic roles of government; regulation of business. NGOs – types and roles</p>	20
II	<p>Socio-economic Development and Business Economic growth, poverty and inequality – socio-political dimensions, causes and consequences of poverty and inequality; measurement of poverty and inequality, impact on and implications for business; fortune at the bottom of the pyramid strategy; rural-urban dynamics and business; importance of urbanization to economic and business growth.</p>	20
First Internal Examination		
III	<p>Socio-Cultural Environment of Business Relevance of customs, traditions, religion, language and other demographic factors to business; demographic trends (global and India) and its implications for business. Globalisation – meaning and dimensions – socio-economic impact and implications for business; social transformation of India and implications for business</p>	20
IV	<p>Economic Growth and Environment The ecosystem; renewable and non-renewable resources; a bird's eye view (global and Indian) of some important resource- forest, water, mineral, land & food, and energy (including energy conservation) resources. Impact of economic growth and population on environment; pollution – types, causes and consequences, control of pollution; climate change and global endeavours to control climate change.</p>	20
Second Internal Examination		
V	<p>Sustainable Development Sustainable development – meaning, social, economic and environmental dimensions, principles of sustainable development. Environment management systems – meaning, scope, objectives, planning and implementation; ISO 14000; environmental audit; 4Rs; environmental labeling. World Business Council for Sustainable Development. Millennium Development Goals (a very brief review) and Sustainable Development Goals – role of and implications for business</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
17	Managerial Skills I	0-2-0	-*	2017

- Internal Evaluation Mark to count towards credit in the Third trimester

Course Objectives

The objective of this course is to enable students to acquire soft skills which complement the hard skills which are occupational requirement for a job. The course also emphasize on personal grooming and development, relationship, communication and presenting oneself. This course enables the student an effective manager with adequate soft skills required for any organization. In addition, he/she would acquire skills to enhance his/her career as well.

Syllabus

Managerial skill, Self assessment, Goal setting, Time Management, Stress management, Leadership

Expected Outcome

1. Enhancement of the holistic development of students and improvement of their employability skills.
2. To understand self and so decide his/ her goal
3. To understand how to manage time and stress
4. To devlopl leadership skills

References

1. Soft Skills for Everyone, Butterfield Jeff, Cengage Learning India Pvt Ltd; 1 edition (2011)
2. The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership, Caruso, D. R. and Salovey P, John Wiley & Sons (20 April 2004)
3. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education; 1 edition (2013)

Course plan		
Sl No	Topics	% of marks for T3 Final Evaluation
1	What are Managerial skills? Why it is important? Need for personality Development, Misconceptions and clarifications. Developing positive attitude-Improving perceptions-Forming values Emotional Intelligence (EI) – Benefits of EI, 5 Dimensions of Trait EI Model, Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS), Determine your EQ. Self Assessment : SWOT analysis of the individual, exercises	12%
2	Goal Setting- SMART Goals, Fixing own goals, importance of attainment of goals. exercises Time Management : Importance of time management, techniques for managing time effectively, priority setting, completion tasks on time Stress Management : Factors leading to stress, Management of stress. keeping both body and mind healthy.	12%
3	Leadership Skills –How to influence others in a positive manner using verbal and non-verbal techniques? Coaching, Delegating, Empowerment and Use and misuse of power. Awareness of one’s own leadership style, Procrastination	6%
	Internal Evaluation only*	

* These marks will be reflected in the Third Trimester University Exam

MASTER OF BUSINESS ADMINISTRATION

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SYLLABUS & COURSE PLAN

Trimester 2

April 2016

Subjects and Credits in Trimester 2

Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam duration (Hrs.)	Credits
21	Organizational Behaviour II	3-0-0	40	60	3	3
22	Business Environment	3-0-0	40	60	3	3
23	Marketing Management I	3-0-0	40	60	3	3
24	Operations Management	3-0-0	40	60	3	3
25	Financial Management I	3-0-0	40	60	3	3
26	Business Law	3-0-0	40	60	3	3
27	Managerial Skills II*	0-2-0	20	-	-	-
28	Project**	0-0-9	-	-	-	-
	Total	18-2-9	260	360	-	18

- - Managerial Skills University Exam will be conducted only in the Third Trimester
- * * - 9 Hours of Project is distributed among all courses for Seminars/Presentations

SECOND TRIMESTER SYLLABUS

Course No.	Course Name	L-T-P	Credits	Year of Introduction
21	Organizational Behaviour II	3-0-0	3	2015

Course Objectives

The course focuses on managing teams at work and the organization system as a whole. The objective is to understand how individuals, groups and whole organizations work together more effectively within the increasing pace of corporate change, dramatic restructuring and downsizing and advanced global competition.

Syllabus

Group Behaviour and Interpersonal Influence, Organizational Processes, Organizational Design, Change and Innovation, Emerging Aspects of Organizational Behaviour.

Expected Outcome

- Apply problem solving and critical thinking abilities to analyse the kinds of choices available for developing alternative organisational behaviour approaches in the workplace
- Form an appreciation of the complexities and uncertainties of organisational behaviour by examining your own role in the light of experience of real-time problem settings
- Demonstrate a developmental approach to personal and key skills of planning, review and feedback and verbal communication

References

1. Aswathappa, K. *Organizational Behavior*. Himalaya Publishing House, 2007.
2. Berg, Green. *Behavior in Organizations*. New Delhi: Pearson, 2013.
3. Chandran, Jit S. *Organizational Behavior*. New Delhi: Vikas Publishing House, Third Edition.
4. David, Johnson J. *Organizational Communication Structure*. Ablex Publishing, 1993.
5. Dwivedi, R. S. *Human Relations & Organizational Behavior: A Global Perspective*. Delhi: Macmillan India, 2001.
6. Luthans, Fred. *Organisation Behaviour*. New Delhi: McGraw Hill Education, 2011.
7. McShane, Steven Lattimore, Mara Olekalns and Tony Travaglioni. *Organizational Behavior: Emerging Knowledge, Global Insights*. McGraw Hill, 2012.
8. Newstorm, John W and Keith Davis. *Organizational Behavior: Human Behavior at Work*. New York: McGraw-Hill, 2014.
9. Poertner, Shirley and Karen Massetti Miller. *The art of giving and receiving feedback*. Coastal Training Technologies, 1996.
10. Robins, Stephen P. *Organization Behaviour*. New Delhi: Pearson Education, 2012.
11. Sanghi, Seema. *Essentials of Organisational Behaviour*. New Delhi: Pearson, 2010.
12. Sekaran, Uma. *Organizational Behavior*. New Delhi: McGraw-hill, 2004.
13. Werner, David. *Managing Company-wide Communication*. Chapman & Hall, 1995.

Course Plan

Unit	Topics	% of marks in Trimester Exam
I	Social systems and organizational culture - Understanding a Social System, Social Culture, Role, Status, Organizational culture, Influencing culture change, Sustaining the culture, Characteristics of effective socialization	20
II	Managing the Organization System: Effects of organization culture on employee performance - creating and sustaining organization culture - Management of Change: forces responsible for change - resistance to change overcoming resistance to change - planned change – approaches to manage organization change -OD inventions- creating a culture for change - Learning Organizations	20
First Internal Examination		
III	Empowerment and Participation- The nature of empowerment and Participation- How participation works- Programs for participation-Important considerations in participation- Assertive Behaviour: Interpersonal Orientations- Facilitating smooth relations- Stroking	15
IV	Managing misbehaviour - The emergence in Management of the study of misbehaviour, Selected misbehaviours; work stress and its management - Stress and Counselling - What is stress?, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management,	20
Second Internal Examination		
IV	Employee counselling, Types of counselling-Ethical decision making in organisations: Factors that inhibit or facilitate ethical decision making in organizations, Steps to ensure ethical decisions	10
V	Global implications of organizational behavior: International setting for the management criteria - planning, organizing, staffing, controlling and leading; managing multi-cultural teams; Organisational structure that connects organizational departments, functions and geography to achieve organizational goals; Impacts of globalization on organizational culture	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
22	Business Environment	3-0-0	3	2015

Course Objectives

The objective of this course is to provide a general analysis of the factor which impact business and influence business decision making.

Syllabus

An overview of business environment; economic environment of business; global environment of business; economic system and policies of India relevant to business.

Expected Outcomes

This course is expected to impart to the students knowledge about important factors of business environment relevant to decision making and enable them to design appropriate business strategies suitable to the environment.

References

1. Abel, Andrew B, Ben Bernanke and Dean Croushore. Macro Economics.Pearson, 2013.
2. Agarwal, Vanita. Macro Economics: Theory and Policy. Pearson Education India, 2010.
3. Bedi, Suresh. *Business Environment*. Excel Books, 2005.
4. Datt, Ruddar and KPM Sundharam,*Indian Economy*.S Chand, 2013 (70th Edition).
5. Femando, A C. *Business Environment*.Pearson, 2011.
6. Hall, Robert E and David H Papell,*Macro Economics: Economic Growth, Fluctuations and Policy*, Viva Books Private Limited, 2010.
7. Hill, Charles WL and Arun Kumar Jain. *International Business:Competing in the Global Marketplace*, Tata McGraw Hill, 2009.
8. Kennedy, M and Maria John. Macro Economic Theory.PHI, 2011.
10. Misra, SK and VK Puri. *Economic Environment of Business (With Case Studies)*. Himalaya Publish-ing House, 2012.
12. Paul, Justin. *Business Environment: Text and Cases*. Tata McGraw Hill, 2010.
13. Vaish, M. C. *Macro Economic Theory*. Vikas Publishing House, 2009.
14. Govt. of India, annual *Economic Survey*.
15. World Bank, *World Development Report (Annual)*

Course Plan

Unit	Topics	% of marks in final exam
I	Overview of Business environment: Nature, structure and scope of business environment- internal and external environments; political and legal environment; overview of political philosophies and systems; Indian judicial system.	20
II	Economic Environment: Nature and features of Indian economy; primary, secondary and tertiary sectors of the economy with special reference to India; formal and informal sectors of employment; trends in employment and unemployment; review of economic development of India; India in the global economy; SWOT analysis of Indian economy.	20
First Internal Examination		
III	Global Environment: Classification of economies; characteristics of developed, developing, emerging and transition economies. Business environment in developed and developing economies; economic and demographic growth trends and economic and business power shifts; competitive advantage of nations (Michael Porter's model). IMF - objectives and roles; World Bank and other development banks - objectives and roles; WTO – functions/ role, principles, an overview of WTO agreements, IPRs, evaluation of WTO, impact of WTO on economy and business.	20
IV	Economic System and Policies of India – The Controlled Regime: Salient features and evaluation of industrial sector policies of India until economic reforms; public, private and cooperative sectors; MSME sector policies; evaluation of economic and industrial development.	20
Second Internal Examination		
V	Economic Reforms and Business: Salient features of economic reforms since early 1990s; industrial sector reforms; privatisation-rational, advantages and draw-backs, ways of privatisation, divestment in India; public private partnership – rational, models, PPP experiences in India; major issues related to privatisation and PPP; foreign investment liberalizations and their impacts.	20
Final Examination		

Course No	Course Name	L-T-P	Credits	Year of Introduction
23	Marketing Management I	3-0-0	3	2015

Course Objectives

The objective of this course is to equip the students with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making. The course also aims to develop the students' skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications

Syllabus

Introduction to Marketing Management, Marketing environment, Strategic Marketing Planning, Consumer Behaviour, Segmenting ,Targeting, Positioning and Branding, Life cycle Strategies, Product Decisions, Pricing Decisions.

Expected Outcome

On completion of the course, the students are expected to be familiar with the basic concepts and components of the marketing management and to be knowledgeable in marketing principles and thus enable them to make marketing decisions.

References

1. Arunkumar and NMeenakshi. *MarketingManagement*.Vikas Publishing, 2011.
2. Etzel,MJ, BJWalker andWilliam J Stanton. *Marketing (Fourteenth Edition)*.McGraw Hill, 2007.
3. Evans, Joel R and Barry Berman. *Marketing in the 21st Century*.Cengage Learning, 2010.
4. Karunakaran, K.*MarketingManagement (Text and Cases)*. Himalaya Publishing House, 2010.
5. Kotler, Philip, et al. *MarketingManagement: A South Asian Perspective*. Pearson, 2012.
6. Lamb, CharlesW, et al. *Marketing*. Cengage Learning India, 2012.
7. Masterson, Rosalind and David Pickton. *Marketing: An Introduction*. Sage Publications, 2014.
8. Neelamegham, S.*Marketing in India: Text and Cases (4/e)*. Vikas Publishing House, 2012.
9. Panda, TapanK.*MarketingManagement: Text and Cases Indian Context*. Excel Books India, 2009.
10. Pride, William M and OC Ferrel. *Marketing: Planning, Implementation and Control*. Cengage Learning, 2011.
11. Ramaswamy, VS and S Namakumari. *MarketingManagement: Global Perspective, Indian Context*. Maxmillan Publishers, 2009.
12. Saxena, Rajan. *MarketingManagement (Fourth Edition)*.TataMcGraw Hill, 209.
13. Shahajan, S. *Applied Case Studies inMarketing*. Primus Books, 2011.

Course Plan

Unit	Topics	% of marks in Trimester Exam
I	Introduction: Concept - nature and scope of marketing - evolution - Marketing vs selling concept – Consumer need, want and demand concepts Marketing environment: Micro and macro environment of marketing – marketing challenges in the globalized economic scenario	20
II	Consumer Behaviour: Consumer and business markets – buying motives – stages involved in buying decision process - factors influencing buying decision – types of consumer buying decisions – organizational buying vs household buying – changing pattern of consumer behavior	15
FIRST INTERNAL EXAMINATION		
III	Market segmentation, targeting, positioning and branding. Segmentation – Meaning, factors influencing segmentation, market aggregation, basis for segmentation, segmentation of consumer and industrial markets.	20
	Targeting – Meaning, basis for identifying target consumers, target market strategies. Positioning – Meaning, Product differentiation strategies, tasks involved in positioning Branding – Concepts of branding, brand types, brand equity, branding strategies	15
SECOND INTERNAL EXAMINATION		
IV	Marketing decisions, Product Decisions: Concept of product - product line and product mix - new product development-diffusion process - Product Lifecycle – product mix strategies, merchandise planning and strategies - product vs strategies	10
V	Pricing Decisions: - Pricing concepts, factors influencing price decisions - pricing strategies: value based, cost based, market based, new Packaging / Labeling: Packaging as a marketing tool, role of labeling in packaging product pricing - Price skimming & penetration pricing	20
FINAL EXAMINATION		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
24	Operations Management	3-0-0	3	2015

Course Objectives

This subject aims to impart to the students:

- Ability to analyze the manufacturing operations of a firm
- Learn to understand and apply sales and operations planning, MRP and lean manufacturing concepts
- Deeper understanding on quality management tools for process improvement

Syllabus

Scope of Operations Management, Evolution of OM, productivity Management, Forecasting - features of good forecast - classification of forecasting techniques, inventory management, Capacity Planning, Design capacity and Effective capacity, Location Planning, World Class Manufacturing Concepts, MRP, MRP II, quality concepts.

Expected Outcome

After the successful completion of the course the students will have the ability to analyze manufacturing operations of a firm, understand and apply sales and operations planning, understand supply chain operations and the basic understanding on process improvement techniques.

References

1. Adam, Everette E and Ronald J Ebert. *Production and Operations Management: Concepts, Models, and Behavior*. PHI, 2010.
2. Aswathappa, K and Sridhara Bhat. *Production and Operations Management*. Himalaya Publishing House, 2010.
3. Bozarth, Cecil. *Introduction to Operations and Supply Chain Management (3/e)*. Pearson, 2011.
4. Chase, Richard B. *Operations Management for Competitive Advantage*. Tata McGraw Hill, 2004.
5. Chunawala, S A. *Basics of Production and Operations Management*. Himalaya Publishing House, 2001.
6. Finch, Byron J. *Operations Now: Supply Chain Profitability and Performance*. McGraw Hill, 2007.
7. Gaither, Norman G and Greg Frazier. *Operations Management*. Cengage Learning, 2002.
8. Garg, Ajay K. *Production and Operations Management*. Tata McGraw Hill, 2012.
9. Hill, Terry. *Operations Management*. Palgrave Macmillan, 2006.

10. Kachru, Upendra. *Production and Operations Management*. Excel Books, 2007.
11. Mahadevan, B. *Operations Management: Theory and Practice*. Pearson Education India, 2010.
12. Russell, Robert S and Bernard W Taylor. *Operations Management: Along the Supply Chain* (6/e). Wiley India, 2009.
13. Stevenson, William J. *Operations Management*. McGraw Hill, 2011.

Course Plan

Unit	Topics	% of marks in Trimester Exam
I	Operations Management: Production-systems concept, transformation process, difference between products and services, 5P's and 9M's of OM, Operations as service. Evolution of OM - Craft, Mass and Lean Production. Operations strategy: Operations strategy in manufacturing, Operations strategy in services. Process Analysis: Process Flowcharting, Types of process, process performance metrics	20
II	Employee productivity: Productivity and the organization, variables affecting labour productivity, Capacity- capacity utilization Work study- Method study-work measurement techniques. Quality: Total Quality Management Defined Malcolm Baldrige National Quality Award, Quality Specifications, Costs of Quality, Continuous Improvement, SPC Tools, Benchmarking, Fail-safing ISO 9000, six sigma-Mumbai Dabbawallas.	20
First Internal Examination		
III	Materials management-Stores management, maintenance management, Inventory management, types of inventory, classification - ABC analysis, VED analysis, FSN analysis, HML analysis, Inventory costs, inventory models - EOQ, safety stocks, Re-order point, Problems in Basic EOQ model.	20
IV	Managerial use of Break-even analysis and make or buy Decisions Facility planning and plant layout, cellular manufacturing Supply Chain strategy: Elements of supply chain - Measuring supply chain performance, bull whip effect, outsourcing, mass customization.	20
Second Internal Examination		
Va	Master Production Scheduling (MPS), Materials Requirement Planning (MRP), Manufacturing Resource Planning (MRP II), Rough Cut Capacity Planning (RCCP), ERP. Contributions of Japanese Manufacturing - Kanban, Kaizen, Poka Yoke, JIT, 5S - TPS - Lean Manufacturing	20
Vb	World Class Manufacturing: Principles of WCM- Computer Integrated Manufacturing, Flexible Manufacturing Systems, Group Technology and Cellular Manufacturing, Quick Response manufacturing, concurrent engineering	20
Final Examination		

Course No	Course Name	L-T-P	Credits	Year of Introduction
25	Financial Management I	3-0-0	3	2015

Course Objectives

The objectives of this course are to familiarise with fundamentals of financial management in an organization, Time value of money, risk Management, various sources of financing business investment, cost of capital and investment decisions.

Syllabus

Introduction, meaning and goals, concept of time value, risk & return, various sources of financing business investments, concepts of cost of capital and criteria for investment decisions.

Expected Outcome

The course expects that the students will become proficient in the following areas of financial Management

- Basic functions and goals of financial management
- Risk & return of projects
- Sources of finance
- Investment decision making criteria

References

1. Brealey, Richard A and Stewart C Myers. *Principles of Corporate Finance*. McGraw Hill India, 2012.
2. Brigham, Eugene F and Joel F Houston. *Fundamentals of Financial Management (13/e)*. Cengage Learning, 2012.
3. Chandra, Prasanna *Financial Management, Theory & Practice*. Tata McGraw Hill, 2014.
4. Damodaran, Aswath. *Corporate Finance: Theory and Practice (4/e)*. Wiley India, 2012.
5. Gitman, Lawrence J and Chad J Zutter. *Principles of Managerial Finance (14/e)*. Pearson Education, 2007.
6. Kapil, Sheeba. *Financial Management*. Pearson Education India, 2010.
7. Khan, M Y and P K Jain. *Financial Management: text, problems and cases*. New Delhi: Tata Mc-Graw Hill, 2013
8. Kishore, Ravi M. *Financial Management: Comprehensive Text Book with Case Studies (7/e)*. Taxmann Allied Services, 2009.
9. Kothari, Rajesh and Bobby Dutta. *Contemporary Financial Management*. Mcmillan Publishers, India, 2005.
10. Pandey, IM. *Financial Management*. Vikas Publishing House, 2009.
11. Reddy, G Sudarsana. *Financial Management*. Himalaya Publishing House, 2011.
12. Ross, Stephen, Randolph Westerfield and Bradford Jordan. *Fundamentals of Corporate Finance*, McGraw Hill, 2010.
13. Sharan, Vyuptakesh. *Fundamentals of Financial Management*. Pearson Education, 2012.
14. Srivastava, Rajiv and Anil Misra. *Financial Management*. Oxford University Press India, 2011.
15. Vanhome, James C. *Financial Management and Policy (12/e)*. Pearson Education, 2002.
16. Vanhorne, James C and John M Wachowicz (Jr). *Fundamentals of Financial Management, (13/e)*. Pearson Education, 2010.

Course Plan

Unit	Topics	% of marks in Trimester exams
1	Business Finance: Meaning and scope - objectives of financial management - Financial goal - profit maximization and wealth maximization - finance functions – role of finance manager - interface of financial management with other functional areas	15
2	Concept of value and return - Time Value of money: Future value of single cash flow & annuity, present value of a single cash flow, annuity & perpetuity, Simple interest & compound interest, capital recovery & loan amortization. Risk & Risk management, Definition, Computation, Types of risk, Beta , Computation of beta, Application of Beta	20
First Internal Examination		
3	Sources of Finance - Primary market, Secondary market - long term, short term, and medium term funds – equity shares - preference shares - debentures and bonds - retained earnings - institutional borrowings - public deposits- lease financing - venture capital investing – commercial paper -Warrants - Angel investing - Private equity, Warrants and convertibles.	15
4	Cost of capital: Basic concepts - Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model), Cost of retained earnings, methods of computing cost of capital - Weighted average cost of capital (WACC) and Marginal cost of capital.	15
Second Internal Examination		
5	Nature and types of investment decisions - capital budgeting process - selection of projects - estimation of cash flows - investment evaluation techniques - payback and discounted payback period - accounting rate of return NPV - IRR - capital rationing - project selection under rationing. Capital Budgeting decisions under risk (Theory only)	35
Trimester Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
26	Business Law	3-0-0	3	2015

Course Objectives

This subject provides an analysis of substantive law relevant to business. Topics include contracts, agency arrangements, credit transactions, and the relationship between the firm and its competitors, stockholders, customers, and other groups. The current legal scenario enveloping the Labour Laws, IPR, IT Act, Mergers & Acquisition, Arbitration & Conciliation Act etc. along with exploration of the judicial process and the current legal environment are examined. Throughout the subject emphasis is placed on the primary sources of law - cases and statutes

Syllabus

Features of contract, company law, negotiable instrument act, consumer protection act, Cyber laws, labour laws, Partnership law and sale of goods act

Expected Outcome

After the successful completion of the course, the students will have the knowledge of law relevant to business contracts and also provide an insight to the issues associated with globalization, diversity, internet, intellectual property rights, limited liability business structures, company laws, negotiable instruments, to name a few areas which is undergoing tremendous changes in commercial laws

References

1. Bare Acts. Government or Private Publications.
2. Gulshan, S S and G K Kapoor. Business Law Including Company Law (12/e). New Age International,
3. Kapoor, N D. Elements of Mercantile Law. Sultan Chand & Sons, 2014. [SEP]
4. Ramaiya. A Ramaiya. Guide to the Companies Act (18/e). Lexis Nexis, 2014. [SEP]
5. Sen, Arun Kumar and Jitendra Kumar Mitra. Commercial Law (including company law) and Industrial Law. World Press, 1977. [SEP]
6. Wadhwa, Anirudh. Mulla: Indian Contract Act (13/e). Lexis Nexis, 2011. [SEP]
7. H.L. Kumar : Practice and Procedure of Labour Laws, Universal Law Publishing Company Pvt. Limited
8. Aparna Viswanathan ,Cyber Law- Indian And International Perspectives On Key Topics Including Data Security, E-Commerce, Cloud Computing And Cyber Crimes, Lexis Nexis, 2012.

Unit	Topic	Percentage of marks
I	Indian Contract Act 1872: Definition (Sec 2); Essential elements of a contract - offer, acceptance, considerations; Competency to enter in contracts (Sec 11 & 12); Consent- free consent, coercion, undue influence, fraud, misrepresentation, mistake (Sec 13-23); Legality of object & consideration; Types of contracts; Performance of contracts; Void agreement (Sec 24-30); Quasi contracts, discharges of contracts; Consequences of breach of contract (Sec 73-75) Bailment (S.148 - S.171 & S.180 & S.181) Pledge (S.173 - S.179)- Indemnity & Guarantee (S.124, 125 128 - 147) Distinguish Indemnity & Guarantee ^[L] Laws Of Agency	20
II	The Companies Act 2013 Meaning, Definition & Characteristics of a company; Company distinguished from Partnership; Kinds of companies; Types of Companies, Formation-S.3, Promoter, Remuneration, Rights & Liabilities of a Promoter, Memorandum of Association (S.4,S.10, S.13), Form, Purpose, Clauses, Alteration. Articles of Association (S.5, S.10, S.14,) Provisions for Membership, Share & Share capital - Distinction Between Memorandum & Articles Incorporation (S.7, S.9, S.12),	20
First Internal Examination		
II	Prospectus - Public Offer S.25 - S.27, S.30 - S.40; Private Offer S.42- Kinds of shares S.43-44, Meetings & proceedings; S.173 -S.195 Directors S. 149 - 152, 164, 165. Boards powers and restrictions; S. 179, 180. Lifting of Corporate Veil. Doctrine of Ultra Vires, Winding up of companies - Modes S.270, 271, 304.. Mergers & Acquisitions	20
III	Essentials, Types of Partnerships and types of Partners Test of Partnership, and Sharing of profits is not the real test of partnership (Sec6), Partnership deed, and property of the firm - Characteristics of Negotiable Instrument Presumption; Promissory Notes, Bills of Exchange & Cheques- Negotiation (Sec 46 to 60); Crossing of cheque & dishonour of cheque (Sec 138 to 142)- Overview of cyber-law, Salient features of E-contract, Formation of E-contract and Types, Indian Approach on E-contracts, Dispute Resolution in Cyberspace	20
Second Internal Examination		
IV	Sale of Goods Act (1930)Â (Sec 2 - 11) Conditions and warranties; (Sec12 - 17, 59) Rights of an unpaid seller. (S.45 - S.58) Title to goods - (S.27 - 30)-Rights & Duties of Buyer & Seller; (S.31 - 44). Consumer Protection Act 1986: Consumer dispute, restrictive trade practices, unfair trade practices; Central Consumer Protection Council, State Consumer Protection Council; Consumer Redressal Forum.	20
V	Law of Industrial Disputes Act, 1947, Award and settlement- Industry industrial Dispute- Workman Strikes and Lock-out. Law of Industrial Disputes Act, 1947: Lay-off - Retrenchment-Closure - Unfair Labour Practices and Role of Government, The Minimum Wages Act, 1948- Fixation of minimum rates of wages - working hours and determination of wages and claims; Factories Act- its essential features, Safety, Health and Welfare measures	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
27	Managerial Skills II	0-2-0	-*	2017

*- Internal Evaluation Marks to count towards credit in the Third trimester

Course Objectives

The objective of this course is to enable students to acquire soft skills which complement the hard skills which are occupational requirement for a job. The course also emphasize on personal grooming and development, relationship, communication and presenting oneself. This course enables the student an effective manager with adequate soft skills required for any organization. In addition, he/she would acquire skills to enhance his/her career as well.

Syllabus

Communication skills, Business Etiquettes, persuasive and interpersonal skills

Expected Outcome

1. Enhancement of the holistic development of students and improvement of their employability skills.
2. To develop communication skill
3. To understand business etiquettes
4. To learn persuasive and interpersonal skills

References

1. Soft Skills for Everyone, Butterfield Jeff, Cengage Learning India Pvt Ltd; 1 edition (2011)
2. Training in Interpersonal Skills: Tips for Managing People at Work, Pearson Education India; 6 edition (2015)
3. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education; 1 edition (2013)

Course Plan		
Sl No	Topics	% of marks for Final (T3) Evaluation
1	Communication Skills / Communication with others- Art of listening- Art of reading-Art of speaking-Art of writing- Extempore, JAM, Role Plays, Debate, Its Review, Book and article Reviews & writing Summaries , Presentation (PPT) on given topics The art of Public speaking, Prepared Speech by students	12%
2	Ethics & Etiquettes Business Etiquettes - Get the first impression well, Greet others & introduce yourself, Body language- speak well, Dressing sense- appeals to others Social Media Etiquettes, Use & Abuse . E Mail & Telephone etiquettes, Office Manners Role of Value systems in life , Role Models in Society & Business	8%
3	Persuasive Skills- ability to analyze and persuade others to see the problem from multiple perspectives without hurting the other group members. Negotiation skill : Game on negotiation Interpersonal Skills/ Understanding Others - Developing interpersonal relationship-Team building-group dynamics-Team building exercises	5%
	T 2: Internal Evaluation only*	

* These marks will be carried over for Trimester 3 University Exam evaluation

MASTER OF BUSINESS ADMINISTRATION

**Programme
Under**



APJ Abdul Kalam Technological University

SYLLABUS & COURSE PLAN

Trimester 3

April 2016

Subjects and Credits in Trimester 3

Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam duration (Hrs.)	Credits
31	Marketing Management II	3-0-0	40	60	3	3
32	Financial Management II	3-0-0	40	60	3	3
33	Human Resource Management	3-0-0	40	60	3	3
34	Business Research Methods	1.5-0-0	20	30	1.5	1.5
35	Management Information Systems	1.5-0-0	20	30	1.5	1.5
36	Operations Research	3-0-0	40	60	3	3
37	Strategic Management	3-0-0	40	60	3	3
38	Managerial Skills III*	0-3-0	-	60	-	3
39	Project**	0-0-8	-	-	-	-
Total		18-3-8	240	420	-	21

* - Managerial Skills Exam will be conducted only in the Third Trimester with internals carried over from earlier First and Second Trimesters

** - 8 Hours of Project is distributed among all courses for Seminars/Presentations

Course No	Course Name	L-T-P	Credits	Year of Introduction
31	Marketing Management – II	3-0-0	3	2016

Course Objectives

The objective of this course is to equip the students with the concepts of Planning, designing and implementing marketing strategy to achieve the long-term objectives have been critical for any firm in a competitive market situation. This course seeks to develop the different analytical perspectives and management decision tools.

Syllabus

Promotion and Distribution Decisions, Marketing communications, Marketing Research,, Creating Competitive Advantage, Services Marketing, Rural Marketing, Emerging Trends in Marketing

Expected Outcome

On completion of the course, the students are expected to understand the importance and role of marketing in a global environment, to understand the scope and process of marketing, to know the process of designing effective marketing strategies and to understand how marketing mix decisions are made and managed over time.

References

1. Arunkumar and N Meenakshi. *Marketing Management*.Vikas Publishing, 2011.
2. Etzel,MJ, BJ Walker and William J Stanton. *Marketing (Fourteenth Edition)*.McGraw Hill, 2007.
3. Evans, Joel R and Barry Berman. *Marketing in the 21st Century*.Cengage Learning, 2010.
4. Karunakaran, K.*Marketing Management (Text and Cases)*. Himalaya Publishing House, 2010.
5. Kotler, Philip, et al. *Marketing Management: A South Asian Perspective*. Pearson, 2012.
6. Lamb, CharlesW, et al. *Marketing*. Cengage Learning India, 2012.
7. Masterson, Rosalind and David Pickton. *Marketing: An Introduction*. Sage Publications, 2014.
8. Neelamegham, S.*Marketing in India: Text and Cases (4/e)*. Vikas Publishing House, 2012.
9. Panda, TapanK.*Marketing Management: Text and Cases Indian Context*. Excel Books India, 2009.
10. Pride, William M and OC Ferrel. *Marketing: Planning, Implementation and Control*. Cengage Learning, 2011.
11. Ramaswamy, VS and S Namakumari. *Marketing Management: Global Perspective, Indian Context*.Maxmillan Publishers, 2009.
12. Saxena, Rajan. *Marketing Management (Fourth Edition)*.TataMcGraw Hill, 209.
13. Shahajan, S. *Applied Case Studies in Marketing*. Primus Books, 2011.

Course Plan – MARKETING MANAGEMENT – II

Unit	Topics	% of marks in Trimester Exam
I	Distribution Decisions- distribution channels - physical distribution systems- channel intermediaries - channel management -wholesaling and retailing - retail marketing - multi level marketing (network marketing)-Direct marketing: Meaning, features, functions, basic concepts of e-commerce, e-business, e-marketing, m-commerce, m-marketing, E-networking	20
II	Promotion Decisions: Promotion mix -integrated marketing communication - advertising – sales promotion - personal selling - publicity - public relations- Marketing communication: Concept of communication mix, communication objectives, steps in developing effective communication. Stages in designing message Advertising: Advertising objectives, Advertising budget, advertising copy, AIDA model, advertising agency decision	15
FIRST INTERNAL EXAMINATION		
III	Sales promotion: Sales promotion mix, kinds of promotion, tools and techniques of sales promotion, push-pull strategies of promotion Public Relations: Meaning, objectives, types, functions of PR Marketing Research: Marketing Information System and Research - demand estimation and sales forecasting. Creating Competitive Advantage: Competitor Analysis - competitive strategies - competitive positions – balancing customer and competition orientations	15
IV	Marketing organization: Concept of marketing organization, factors influencing size of the marketing organization, various types of marketing structures / organization Marketing control systems: Organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control-Marketing audit: Meaning, features of marketing audit, various components of marketing audit	15
SECOND INTERNAL EXAMINATION		
Va	Services Marketing - Meaning- characteristics of services and their marketing implications - strategies for service firms - managing service quality - managing productivity - managing product support services - marketing mix for service marketing. Rural Marketing - Meaning - current Indian rural market scenario - scope - difficulties - strategies to cope up- case studies	20
Vb	Emerging trends in marketing: social marketing – digital marketing - green marketing - global marketing – marketing analytics - Current developments in Marketing, Ethics in Marketing	15
FINAL EXAMINATION		

Course No	Course Name	L-T-P	Credits	Year of Introduction
32	Financial Management II	3-0-0	3	2016

Course Objectives

This course enables the students to familiarize with capital structure planning, dividend policy, working capital management and some of the emerging areas in financial management

Syllabus

The syllabus of the course includes capital structure decisions, dividend policy, working capital management and some emerging areas in financial management.

Expected Outcome

This course will enable the students to have sound knowledge on capital structure planning, dividend policy and working capital management

References

1. Brealey, Richard A and Stewart C Myers. *Principles of Corporate Finance*. McGraw Hill India.
2. Brigham, Eugene F and Joel F Houston. *Fundamentals of Financial Management*, Cengage Learning.
3. Chandra, Prasanna *Financial Management, Theory & Practice*. Tata McGraw Hill.
4. Damodaran, Aswath. *Corporate Finance: Theory and Practice* Wiley India.
5. Gitman, Lawrence J and Chad J Zutter. *Principles of Managerial Finance*, Pearson Education.
6. Kapil, Sheeba. *Financial Management*. Pearson Education India.
7. Khan, M Y and P K Jain. *Financial Management: text, problems and cases*. New Delhi: Tata Mc-Graw Hill.
8. Kishore, Ravi M. *Financial Management: Comprehensive Text Book with Case Studies*.. Taxmann Allied Services.
9. Kothari, Rajesh and Bobby Dutta. *Contemporary Financial Management*. McMillan Publishers, India.
10. Pandey, IM. *Financial Management*. Vikas Publishing House.
11. Reddy, G Sudarsana. *Financial Management*. Himalaya Publishing House.
12. Ross, Stephen, Randolph Westerfield and Bradford Jordan. *Fundamentals of Corporate Finance*, McGraw Hill.
13. Sharan, Vyuptakesh. *Fundamentals of Financial Management*. Pearson Education.
14. Srivastava, Rajiv and Anil Misra. *Financial Management*. Oxford University Press India.
15. Vanhome, James C. *Financial Management and Policy*, Pearson Education.
16. Vanhorne, James C and John M Wachowicz (Jr), *Fundamentals of Financial Management*, Pearson Education

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
I	Capitalisation and capital structure – Capitalisation –Theories of capitalization –over, under and fair capitalization – Capital structure –forms of capital structure - optimum capital structure – financial leverage, operating leverage and combined leverage - capital structure theories - net income approach - net operating income approach -Modigliani and Miller (MM) approach – traditional approach - Factors affecting Capital structure	25
II	Working capital management - concepts and types of working capital - issues in working capital management – operating cycle and determinants of working capital.	15
First Internal Examination		
III	Estimation of working capital requirement – schedule of changes in working capital. Components of Working Capital – Cash –motives of holding cash – cash management – techniques of cash management - Receivables - management of receivables, Inventory and inventory management – financing of working capital - trade credit - accrued expenses and deferred income - bank finance for working capital.	25
IV	Dividend Policy – Dividend - forms of dividend - dividend policy – types of dividend policy – determinants of dividend policy – dividend decision and value of firms – Irrelevance and relevance concepts- Residual approach -MM approach -Walter’s model - Gordon’s Model - the bird-in-the hand argument.	20
Second Internal Examination		
V	Emerging areas in Financial Management: Corporate restructuring – mergers, acquisitions, financial Restructuring, demergers, buyouts - Behavioral finance - Financial engineering – Role of financial engineers.	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
33	Human Resource Management	3-0-0	3	2016

Course Objectives

This subject provides the key aspects of managing human resources in domestic and multi-national organizations, including a consideration of labour relations and diversity management issues. Topics include job analysis, planning, recruiting, selection, orientation, training and development, performance appraisal, compensation and benefits, dispute resolution, and legal frameworks for both the non-union and union environments.

Syllabus

Evolution of HR, Definition- Meaning- objectives-differences between personnel management and HRM, Human Resource Acquisition, Analysis and Designing of Jobs, HR planning, Human Resource Development, Compensation, Employee Relations

Expected Outcome

The students are expected to have critical skills required to manage human resources in a multitude of workplace environments. Students are expected to get basic knowledge about management of Human Resources and Industrial Relations.

References

1. Decenzo, David A and Stephen P Robbins. *Human Resource Management (11/e)*. Wiley, 2013.
2. Dwivedi, R S. *A Text Book of Human Resource Management*. Vikas Publishing House, 2009.
3. Fisher, Cynthia D and Lyle F Schoenfeldt. *Human Resource Management (6/e)*. Cengage Learning, 2006.
4. Gomex-Mejia, Luis R, David B Balkin and Robert L Cardy. *Managing Human Resources*. Person/Prentice Hall, 2009.
5. Kandula, Srinivas R. *Human Resource Management in Practice with 300 Models, Techniques and Tools*. PHI Learning, 2009.
6. Kleiman, Lawrence S. *Human Resource Management: A Managerial Tool for Competitive Advantage*. Cengage Learning, 2009.
7. Ivancevich, John M. *Human Resource Management*. McGraw Hill, 2007.
8. Mamoria, C B and S V Gankar. *Personnel Management*. Himalaya Publishing House, 2009.
9. Pattanayak, Biswajeet. *Human Resource Management*. PHI Learning, 2005.
10. Rao, P Subha. *Essentials of Human Resource Management and Industrial Relations: (Text, Cases and Games)*. Himalayan Books, 2011.
11. Rao, V S P. *Human Resource Management*. Excel Books, 2010.
12. Sanghi, Seema. *Human Resource Management*. Vikas Publishing, 2014.
13. Snell, Scott, George Bohlander and Veena Vohra. *Human Resource Management: A South Asian Perspective*. Cengage Learning India, 2010.

Unit	Topics	% of marks in Trimester Exam
I	Introduction: Evolution of HRM - Meaning and significance - differences between personnel management and HRM - Major functions of HRM - Line functions and staff functions - human capital management – Characteristics and qualities of HR Manager - Recent trends in HRM	15
Ila	Job Design, Work and Motivation - Job design and quality of work life, A conceptual model of job design, Job performance outcomes, Job analysis, Job designs: the result of job analysis. The way people perceive their jobs, Designing Job range: Job rotation and job Enlargement, Designing Job depth: Job enrichment and job design.	15
First Internal Examination		
IIb	Pre-recruitment functions: Organizational structure - Analysis and Designing of Jobs - HR planning - Factors affecting HR Planning - HRP process - Requisites of a good HRP - Barriers to HRP Recruitment, selection and appointment: Meaning and significance of recruitment - Process of recruitment -Sources of recruitment - Cost-benefit analysis of recruitment - Process of selection - Difference between recruitment and selection - Selection techniques: tests, interviews and salary negotiation - Meaning and significance of appointment - Process of appointment - Induction and Placement.	25
III	Training and development: Meaning and significance of training and development - Process of training development - Training Need Analysis - Training Design – Training Implementation - Training evaluation - Methods of training: on-the-job and off-the-job methods	15
Second Internal Examination		
IV	Performance Management: Meaning and significance of Performance Management - Types of performance appraisal system - Performance goal setting – Performance coaching and monitoring - Performance evaluation and performance feedback - Aligning performance outcome to career and succession planning Compensation and benefits: Meaning and significance - Components of Compensation - Factors affecting wages and salaries	10
V	Employee relations: Meaning and significance of employee relations - Employee relations in unionised and non-unionised organizations, participative management - Handling grievances, managing discipline, conducting domestic enquiry -	20
Trimester Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
34	Business Research Methods	1.5-0-0	1.5	2016

Course Objectives

The course objective is to familiarize the research methods used in decision making by managers. The subject aims to meet the challenge of the fast pace decision making environment, to provide the knowledge and skills a manager needs to solve business problems.

Syllabus

Introduction to Business Research, Definition - need for business research, types of research, formulating research hypothesis and research design, Sampling design, Research Variable- Identification and defining research problems, secondary and primary methods of data collection, Questionnaire construction, data analysis and drawing inferences

Expected Outcome

After the completion of the course, the students will be able to study business problems and find ways to solve them by collecting relevant data and analyzing it in the appropriate manner to reach valid and insightful results and conclusions. The students will become familiar with sampling methods, defining research hypotheses and testing them statistically.

References

1. Chawla, Deepak and Neena Sondhi. *Research Methodology: Concepts and Cases*. Vikas Publishing House, 2011.
2. Cooper, Donald R, Pamela S Schindler and J K Sharma. *Business Research Methods (11/e)*. New Delhi: McGraw Hill Educaiton India, 2013.
3. Krishnaswamy, O R and M Ranganathan. *Methodology of Research in Social Sciences*. Himalaya Publishing House, 2011.
4. Levin, Richard I, et al. *Statistics for Management (7/e)*. Pearson Education, 2012.
5. Malhotra, Naresh K. *Marketing Research: An Applied Orientation (6/e)*. Pearson Education, 2010.

Course Plan

Unit	Topics	% of marks in Trimester Exam
I	Business Research: Need for business research - types of research - exploratory and conclusive - basic and applied research - qualitative research - general research process - identifying and defining research problem - literature survey - identification of key research variables - theoretical framework - formulating research hypothesis	20
II	Formulation of research design - sampling design – data collection and data editing - data analysis and interpretation - format of research report - research proposal framework - business research applications in marketing - human resource management - financial and accounting decisions - production and operations management - cross-functional areas - case studies	20
First Internal Examination		
III	Measurement and scaling - concepts and operational definitions - nominal, ordinal, interval and ratio scales - comparative scales - paired comparison scales - rank order scaling - constant sum scaling - Q sort technique - non-comparative scales - Likert, Semantic Differential - Staple - criteria for good measurement - reliability - validity – sensitivity	20
IV	Data Collection: Sampling design - secondary and primary methods of data collection - probability and non-probability sampling methods - merits and demerits -Review of various sampling methods - determination of sample size – sampling errors-data collection and data editing - coding - categorization - handling unsatisfactory responses and missing values - questionnaire construction - type of questions - guidelines for questionnaire designing - questionnaire testing - other methods of data collection - observation - projective methods - goodness of fit of data -reliability and consistency - Cronbach's Alpha	20
Second Internal Examination		
V	Data Analysis and Reporting: Data analysis – descriptive analysis of uni-variate and bi-variate data – parametric tests for hypotheses testing - z test - t test – ANOVA (Theory only) - introduction to MANOVA and ANCOVA (Theory only); SEM (Theory only) - non-parametric tests for hypotheses testing - Chi-square - run test for randomness - one and two-sample sign tests - Mann-Whitney U test - Wilcoxon signed-rank test - Kruskal-Wallis test - Correlation and regression analysis. Only Theory for the following topics: Multivariate analysis - dependency techniques: multiple regression - discriminant analysis - conjoint analysis inter-dependency techniques: Factor Analysis - Cluster Analysis. Preparation of a Research Report	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
35	Management Information Systems	1.5-0-0	1.5	2016

Course Objectives

The objective of this course is to acquaint the students with the role, functions and development of information systems at different levels of the organisation and to develop a broader understanding of the management and information technology systems.

Syllabus

Information systems, enterprise systems, types of information systems, E-business, decision making concepts, GDSS, Database concepts, DBMS, data warehousing, data mining, Cyber security, system development cycles.

Expected Outcome

On completion of this course, the students will have an understanding of systems thinking, and ability to analyse business situations from a systems perspective. They also get exposure to the various system concepts and terminologies.

References

1. Behl, Ramesh. *Information Technology for Management*. Tata McGraw Hill Education, 2009.
2. Laudon, Kenneth C and Jane P Laudon. *Management Information Systems: Managing the Digital Firm*. Pearson Education, 2013.
3. O'Brien, James and George Marakas. *Management Information Systems (10/e)*. McGraw Hill, 2010.
4. Rainer, R Kelly, Brad Prince and Hugh J Watson. *Introduction to Information Systems (3/e)*. Wiley, 2014.

Course Plan

Unit	Topics	% of marks in Trimester Exam
I	e-business- e-commerce- e-government e-Commerce models and strategies-Cases of successful e-Commerce companies Ethical and social issues with e-Commerce Impact of IT on business	20
II	Database concept, Advantages of DBMS, database types, Database models, data warehousing, data mining, data trends, Data Flow Diagram	20
	First Internal Examination	
III	Information Security and Control System Vulnerability- Wireless security challenges-Malwares-Cyber terrorism and Cyber crimes-Spoofing, phishing, sniffing, DOS attacks	20
IV	Ensuring wireless security, Encryption and public key infrastructure, Firewalls, Intrusion Detection systems and anti-virus software-Ensuring cloud security and mobile digital platform	20
	Second Internal Examination	
V	Enterprise Information systems-SCM, CRM, ERP. ERP-Benefits, Challenges, Trends, Big 5, ERP Implementation life cycle	20
	Trimester Examination	

Course No.	Course Name	L-T-P	Credits	Year of Introduction
36	Operations Research	3-0-0	3	2016

Course Objectives

The objective of this course is to acquaint the students with the scope and applications of operations research in business and industry problems. This course exposes the students to the use of various scientific tools and models in OR for business analysis and better managerial decision making. Use of software in solving problems is expected.

Syllabus

Introduction, development of OR, Linear programming problems, Allocation models such as transportation, assignment, and travelling salesman problems, Decision theory, Game theory, queuing theory, project management and introduction to simulation.

Expected Outcome

The successful completion of this course will enable the students to generate mathematical models of business scenarios and to analyze the business situations. The students will become able to use different mathematical models and the solution procedures.

References

1. Hillier, F S, et al. *Introduction to Operations Research (9/e)*. Tata McGraw Hill, 2011.
2. Ravindran, A and Don T Phillips. *Operations Research: Principles and Practice*. John Wiley & Sons, 1987.
3. Sharma, J K. *Operations Research: Theory and Applications (5/e)*. New Delhi: Laxmi Publications, 2013.
4. Taha, Hamdy A. *Operations Research: An Introduction (9/e)*. Prentice Hall, 2010.
5. Vohra, N D. *Quantitative Techniques for Management*. Tata McGraw Hill Education, 2015.

Course Plan

Unit	Topics	% of marks in Trimester Exam
I	Introduction to Operations Research: Origin and growth of OR, importance of OR in managerial decision making, scope & applications of OR, models and modelling in OR. Linear programming problems: Formulation of the problem, solution by graphical method & simplex algorithm, degeneracy in LPP. Case discussion	15
II	Allocation Problem models: Transportation problems: formulation, methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), test for optimality (MODI Method), unbalanced transportation problems, maximization transportation problem. Assignment problems: formulation, methods of solution, Hungarian method, multiple optimal solutions, unbalanced problems, maximization problems. Case analysis	20
First Internal Examination		
III	Duality in LPP, revised simplex method, Sensitivity of optimal LP solutions,	10
IV	Decision theory: Concepts of decision making, decision making environments, Decision making under uncertainty - Decision making under risk, decision tree analysis. Case discussion. Dynamic Programming - Concepts, forward and backward recursion, solution to LPP by dynamic programming method.	20
Second Internal Examination		
IV	Concepts of network analysis, project network models, Critical Path Method, PERT, project time-cost trade off, resource scheduling, Crashing. Case discussion	10
V	Game Theory: Two person zero-sum game, saddle point games, principle of dominance, graphical solution. Replacement analysis: items that deteriorate over time, items that fail suddenly, optimum replacement policies for both cases. Queuing model structure, Kendall Lee notation - M/M/1 queues - standard problems.	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
37	Strategic Management	3-0-0	3	2016

Course Objectives

The objective of this course is to provide the students an understanding of the growing relevance of strategic management; strategic management process; external and internal analysis for strategic management, competitor analysis and different types of strategies.

Syllabus

Strategy formulation, implementation, evaluation and control of strategies; internal and external analysis for strategic management; competitor analysis and strategies; portfolio analysis and strategies.

Expected Outcomes

On completion of the course students are expected to acquire the ability to generate and evaluate strategies in relation to real-world scenarios.

References

1. Hill, Charles W L and Gareth R Jones. *Strategic Management: An Integrated Approach*. Cengage Learning, 2012.
2. Kazmi, Azhar. *Strategic Management and Business Policy (3/e)*. Tata McGraw Hill, 2008.
3. Parnell, John A. *Strategic Management: Theory and Practice*. SAGE Publications, 2013.
4. Wheelen, Thomas L and J David Hunger. *Strategic Management and Business Policy: Towards Global Sustainability*. Prentice Hall, 2012.
5. John A Pearce II and Richard D Robins, *Strategic Management*, All India Traveller Bookseller, New Delhi.
6. Fred R David, *Strategic Management*, Macmillan, New York.
7. Michael Porter, *Competitive Strategy*, The Free Press, New York.
8. Lawrance R Jauch and William F Glueck, *Strategic Management and Business Policy*, McGraw Hill Book Co., New york.

Course Plan

Unit	Topics	% of marks in final exam
I	<p>Strategy Formulation</p> <p>Classes of decision in an organization; characteristics of strategic decisions; meaning of strategy and strategic management; levels of strategy; strategic management process/framework - steps in strategy formulation, implementation and evaluation and control; role of vision and mission in strategic management; role of top management and corporate governance in strategic management; benefits/limitations and relevance of strategic management.</p>	20
II	<p>Implementation, Evaluation and Control of Strategy</p> <p>Steps in strategy implementation; role of organizational structure and leadership in strategy implementation. Types of strategic and operational controls; control process; essential features of effective evaluation and control system; balanced score card; change management.</p>	20
First Internal Examination		
III	<p>Internal and External Analyses</p> <p>Internal and external analyses; SWOT analysis; benefits and pitfalls of SWOT analysis; role of SWOT analysis in strategic management. Gap analysis, organizational capability profile; strategic advantages profile; core competencies; McKinsey's 7 S framework, .</p>	20
IV	<p>Competitor Analysis and Strategies</p> <p>Purposes of competitor analysis; competitor response profile; Michael Porter's analysis of competitive structure of industry; generic competitive strategies; blue ocean strategy.</p>	20
Second Internal Examination		
V	<p>Portfolio Analysis and Strategies</p> <p>Purpose of portfolio analysis; BCG matrix; GE matrix; factors influencing portfolio strategy; trends in portfolio strategy; corporate restructuring related to portfolio strategy; business level generic strategies- stability strategy, growth strategy, retrenchment strategy; combination strategy; dimensions and trends in M&A.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
38	Managerial Skills III	0-0-3	3	2016

Course Objectives

The objective of this course is to enable students to acquire soft skills which complement the hard skills which are occupational requirement for a job. The course also emphasize on personal grooming and development, relationship, communication and presenting oneself. This course enables the student an effective manager with adequate soft skills required for any organization. In addition, he/she would acquire skills to enhance his/her career as well.

Syllabus

Problem solving and decision making, Group discussion , resume preparation, interview techniques, career planning

Expected Outcome

1. Enhancement of the holistic development of students and improvement of their employability skills.
2. To learn the teqnique of problem solving and decision making
3. To understand the group discussion techniques
4. To learn the peperation of resumes
5. To understand the interview techniques
6. To plan the career successfully

References

1. Soft Skills for Everyone, Butterfield Jeff, Cengage Learning India Pvt Ltd; 1 edition (2011)
2. Training in Interpersonal Skills: Tips for Managing People at Work, Pearson Education India; 6 edition (2015)
3. The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership, Caruso, D. R. and Salovey P, John Wiley & Sons (20 April 2004)
4. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education; 1 edition (2013)
5. The CV Book: Your definitive guide to writing the perfect CV, James Innes, Pearson Education India; first edition (30 July 2009)
6. Success in Interview, Anand Ganguly, RPH (5th Edition), 2016

Course Plan		
Sl No	Topics	% of marks for Final (T3) Evaluation
1	Problem Solving and Decision Making - Understanding Problem solving, Developing effective problem statements, ability to come out with divergent and offbeat solutions and use one's own creativity. Critical thinking - Convergent and Divergent thinking	15%
	Group Discussion - Do's and Don'ts, Practical sessions. Resume vs CV vs Biodata writing - Cover letter writing Interview Skills - attending Interviews, what to do and what not to do, Hands on Experience of giving and taking interviews	20%
2	Career counseling and career planning- choosing the right career, mapping Personality Type and indentify careers that match each personality.	10%
Final Trimester Examination with External Evaluation*		

*Final Exam will comprise of syllabi content from Managerial Skills I and Managerial Skills II to make up other 55% Marks for final Evaluation

MASTER OF BUSINESS ADMINISTRATION

**Programme
Under**



APJ Abdul Kalam Technological University

SYLLABUS & COURSE PLAN

Trimester 4

June 2016

TRIMESTER IV

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam Duration (hours)	Credits
	41	International Business	3-0-0	40	60	3	3
	42	Business Analytics	3-0-0	40	60	3	3
	43	Elective I	3-0-0	40	60	3	3
	44	Elective II	3-0-0	40	60	3	3
	45	Elective III	3-0-0	40	60	3	3
	46	Elective IV	3-0-0	40	60	3	3
	47	Project	0-0-11				
		TOTAL	18-0-11	240	300		18

Course No.	Course Name	L-T-P	Credits	Year of Introduction
41	International Business	3-0-0	3	2016

Course Objectives

This course is designed to prepare the students for global as well as domestic markets. It would help students to become familiar with the core aspects of international business and apply emerging concepts to real business situations. Students will understand how strategies are developed based on international business environments and firm characteristics.

Syllabus

Nature & Scope of International Business; International Business Environment; Market Selection Process; Market Entry Strategies; Global Trade; Foreign Capital and Technology.

Expected Outcome

On completion of the course, the students are expected to be familiar with the international business environment, market selection process and market entry strategies, strategic dimensions of different types of international firms and role of global trade and foreign investment in international business.

References

1. Ajeet N. Mathur: *Strategies for Future: Understanding International Business*, Indian Institute of Management (IIM), Ahmadabad.
2. Francis Cherunilam: *International Business: Text and Cases*, PHI Learning Private Limited, New Delhi.
3. Rakesh Mohan Joshi: *International Business*, Oxford Oxford University Press India;
4. J. Stewart Black and Anant K. Sundaram: *International Business Environment*, Pearson Education.
5. Ray A. August, “*International Business Law Text, Cases and Readings*” (4th Edition) Prentice Hall.
6. Helen Deresky, *International Management: Managing Across Borders and Cultures*, International Edition, Pearson Education.
8. F. Adhikary, Manab, *Global Business Management*, Macmillan, New Delhi
9. K. Aswathappa, *International Business*, McGraw Hill Education India Private Limited
10. Carole Murray, Schmothoff *The Law and Practice of International Trade*, Sweet & Maxwell Publishers
11. Fred Luthans and Jonathan Doh, *International Management: Culture, Strategy, and Behavior*, McGraw Hill Education India Private Limited, New Delhi.
12. Hill, C and Arun K, *International Business: Competing in the Global Marketplace*. (10th ed) McGraw Hill Education India Private Limited
13. UNCTAD, *World Investment Report (Annual)*
14. WTO, *World Trade Report (Annual)*.

Course Plan

Unit	Topics	% of marks in final exam
I	<p>International Business Nature, importance and scope/types of international business; reasons for companies going international; major decisions in international business; factors influencing international business decisions; indicators of growth of international business - trade/GDP ratio; FDI/GDP ratio, FDI/capital formation ratio, growth of international production, growth of global supply chains and global sourcing.</p>	20
II	<p>International Business Environment Importance of socio-cultural environments in international business; regulatory/legal environment of international business - kinds of legal systems, categories of laws, Indian laws affecting international business; double taxation avoidance treaties; trade barriers – tariff and non-tariff barriers. Regional economic integration schemes - objectives/rational, types, EU, Euro; NAFTA, SAARC/SAFTA, ASEAN and AIFTA, India–Sri Lank FTA, comprehensive economic partnership/ cooperation agreements involving India. . Types of international firms and their strategies – international corporation, multinational corporation, global corporation, transnational corporation; international orientations – ethnocentric, polycentric, regiocentric and geocentric (EPRG) orientations.</p>	20
First Internal Examination		
III	<p>Market Selection Process and Market Entry Strategies International market selection process; market entry strategies-exporting, licensing, franchising, strategic alliance, contract manufacturing, management contracting, assembly operations, joint ownership ventures, wholly owned subsidiaries, mergers and acquisition; market entry strategies of Indian companies.</p>	20
IV	<p>Global Trade Trends in growth of merchandise trade; composition of merchandise trade; regional pattern/distribution of merchandise trade. Trends in growth of services trade; composition of services trade; regional pattern/distribution of services trade. Trade of developing countries; south –south trade. Analysis of foreign trade of India; trade policy and promotion.</p>	20
Second Internal Examination		
V	<p>Foreign Capital and Technology Theories of foreign investment; factors affecting international investment; advantages and disadvantages of foreign investment; trends in foreign investment, FDI and production linkages; portfolio investments; foreign investment by Indian companies. Technological environment of international business; transfer of technology.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
42	Business Analytics	3-0-0	3	2016

Course Objectives

This course offers a perspective to the business needs and trends in analytics space. The objective of the course is to assist the student in gaining a basic understanding of Business Analytics and its application in various functional areas.

Syllabus

Introduction to business analytics, financial analytics, supply chain analytics, HR analytics, marketing analytics, web analytics, predictive analytics and applications of analytics in other business areas

Expected Outcome

1. *Acquire knowledge of Business Analytics terminologies and concepts*
2. *Understand and gain familiarity on the application of business analytics*
3. *Acquire knowledge on the tools and technique to answer business questions*
4. *Understand how to draw meaningful conclusions to business problems using analytics*

References

1. Evans, J.R. (2013), *Business Analytics: Methods, Models, and Decisions*, 3rd ed. Pearson India
2. Malhotra, N.K. and Dash, S. (2011), *Marketing Research*, 6th ed. Pearson India
3. Baesens, B., Vlasselaer, V.V. and Verbeke, W. (2015), *Fraud Analytics Using Descriptive, Predictive and Social Network Techniques*, 1st ed. Wiley India
4. Prasad, R.N. and Acharya, S. (2011), *Fundamentals of Business Analytics*, 1st ed. Wiley India
5. Davenport, T.H. and Harris, J.G. (2007) *Competing on Analytics: The New Science of Winning*, 1st ed. Harvard Business Review Press
6. Damodharan, A. (2007), *Strategic Risk Taking*, 1st ed., FT Press
7. Davenport, T.H., Harris, J.G., and Morison, R. (2010), *Analytics at Work: Smarter Decisions, Better Results*, 1st ed.
8. Raman, A & Fisher, M. (2010), *How Analytics Are Transforming the Supply Chain and Improving Performance*, 1st ed. HBS Press
9. Fitz-enz, J. (2010), *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, 1st ed., American Management Association
10. Peterson, E. (2004), *Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business*, 1st ed. Celilo Group Media & Café Press
11. Lilien, G.L. and Rangaswamy, L. (2004), *Marketing Engineering: Computer Assisted Marketing Analysis and Planning*, 2nd ed. Revised, Trafford Publishing.

Course Plan		
Sl No	Topics	% of marks in Trimester exams
1	<p>Business Analytics Business Analytics, evolution and scope, business analytics process, decision models. Spreadsheets, spreadsheet functions, spreadsheet modeling overview. Datasets, data cleaning, missing data handling, outliers. Data Visualization – charts and graphs, data queries – sorting and filtering, summarizing data – frequency, relative frequency, histograms, percentages and quartiles, cross tabulation, pivots.</p>	15
2	<p>Financial Analytics and Operations Analytics Understanding Risk, credit risk analysis, fraud detection and prevention analytics, analytics in banking and financial services - analytics in retail banking and wealth management Demand Planning – Forecasting Model building, Supply planning - Procurement and Strategic Sourcing, Inventory Modeling - Aggregate planning and resource allocation decisions, Make/Buy decision</p>	20
First Internal Examination		
3	<p>Human Resource Analytics Recruitment Analytics, On Boarding Analytics, Staffing Analytics, Performance & Skill Gap Analytics, Compensation & Benefit Analytics, Training & Learning Analytics, Promotion and Succession Planning Analytics, Compliance Analytics, Attrition & Retention Analytics</p>	15
4	<p>Marketing Analytics Basics of marketing analytics, marketing decisions models, characteristics, types and benefits of marketing decisions models, Segmentation using factors analysis and cluster analysis, regression and choice based segmentation, positioning - perceptual maps: developing perceptual map, multi dimensional scaling</p>	20
Second Internal Examination		
4	<p>Web Analytics Click stream analytics, engagement quantification frameworks, anonymous vs. registered users analysis, Social Media Analytics - User generated content - Sentiment Analysis- Analytics in digital decoding consumer intent, decoding customer sentiments from comments, Text mining from opinion platforms</p>	10
5	<p>Predictive Analytics and Application of Analytics in Business <i>Logic driven predictive</i> models – single-period purchase decisions, multiple time period models, overbooking decisions, <i>Data Driven predictive models</i> - retail pricing markdowns, modeling relationships and trends <i>Models involving uncertainty</i> - what-if analysis, scenario manager, goal-seek <i>Applications in other business areas</i> - Analytics in telecom and location based intelligence marketing, analytics in consumer packaged goods (CPG), analytics in utilities, analytics in healthcare, analytics in online retail</p>	20
Final Examination		

ELECTIVES

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T4-1	Financial Markets and Services	3-0-0	3	2016

Course Objectives

The core objective of this course is to provide an understanding of the structure, operations and trends in the Capital market and Money market. This will also help the student to understand the various financial products and their innovations in the financial markets.

Syllabus

Nature and scope of financial markets and their operations-financial instruments- financial institutions- Financial services- fund based services-innovations in financial services sector.

Expected Outcome

On completion of the course, the students are expected to be familiar with the various concepts of financial system and their operations. They will understand the latest trends in the financial service sector.

References

1. Pandian P, *Financial Services & Markets*, Vikas publishing
2. Bansal, L.K., *Merchant Banking and Financial Services*, Unistar Books Pvt. Ltd., Chandigarh.
3. Khan, M,Y, *Financial Services*, Tata McGraw Hill, New Delhi.
4. E.F. Fama, *Foundations of Finance*, Basic Books Inc., New York.
5. Gordon.E & Natarajan K, *Financial Markets and Services*, Himalayala Publishing House.
6. Bhole, L.M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
7. Chandra, P., *Financial Management*, Tata McGraw Hill, New Delhi. : 33
8. Kothari, C.R., *Investment Banking and Customer Service*, Arihand Publishers, Jaipur.
9. Frederic S. Mishkin, *Financial Markets and Institutions*, Pearson Publishing.
10. E.J. Elton, M.J. Gruber, S.J. Brown, W.N. Goetzmann, *Modern Portfolio Theory and Investment Analysis*, John Wiley & Sons, New York
11. Keith Pilbeam, *Finance and Financial Markets*, Palgrave
12. Steven Valdez, *an Introduction To Global Financial Markets*, Macmillan Press Ltd.
13. Bhatia, B.S., and Batra, G.S., *Financial Services*, Deep & Deep Publishers, New Delhi.

Units	Topics	% of Marks in Trimester Exam
1	<i>Financial system and markets:</i> Objectives of financial system- concepts of financial system-financial concepts-development of financial systems in India-weakness of Indian financial system.	15
2	<i>Financial Markets</i> - Money market-Organized and Unorganized- Sub markets-Capital market- Primary market-IPO-FPO- NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary Market-Stock exchanges- Role and functions of Stock Exchanges- BSE-NSE. Regulatory authorities and their functions – RBI, SEBI	15
First Internal Examination		
3	<i>Financial instruments-</i> Money market instruments- Call money markets- Treasury bills-Repurchase agreements-Bankers acceptance-Commercial paper- Certificate of deposits- Commercial bill market-Capital market instruments- Shares- debentures- Bonds-Financial institutions.	20
4	<i>Financial Services-</i> Nature and scope of financial services: introduction-Objective-meaning of financial services-classification of financial service industry-Financial innovation- causes of financial innovation- Innovative Financial Instruments- Challenges Facing the Financial Services Sector.	20
Second Internal Examination		
5	<i>Financial Service Industry-</i> Emergence and developments-Fund based services- Merchant banking- Non-fund based services-Leasing and hire purchasing- Bill discounting and Factoring-Forfeiting- Securitization- Mutual Funds-Venture capital funds- Depository participants.	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T4-2	Project Finance	3-0-0	3	2016

Course Objectives

The purpose of the course is to understand what project finance is, why and how it is used. Students will learn what the necessary elements of project finance to include contractual agreements, technology, sponsors, risk identification and mitigation, sources of capital, financial structuring, the use of financial modeling and accounting considerations.

Syllabus

Need and importance of Project Finance-Market Appraisal- Technical appraisal-Financial Appraisal of a project- Choice of Securities-External source of securities-Industrial Sickness and Rehabilitation.

Expected Outcome

On completion of the course, the students are expected to be familiar to look at a project financing as a viable financing option. Students would get a good knowledge about Financial, marketing and Technical feasibility of a project.

References

1. Prasanna Chandra, *Projects, planning, Analysis, Selection, Implementation and Review*, Fourth Edition MC Graw Hill Publishing co.
2. Machiraju, H.R, *Introduction to Project Finance*, Vikas Publishing House.
3. Prasanna Chandra, *Financial Management Theory & Practical*, Tata MC Graw Hill.
4. H R Machiraju, *Project Finance*, Vikas publishing House, New Delhi.
5. HPS Pahwa, *Project Reports and Appraisals*, Bharat Law House.
6. Khan Beenhakker, H.L. *Risk Management in Project Finance and Implementation*. Westport, CT: Quorum Books.
7. Esty, Benjamin, C. *Modern Project Finance: A Casebook*. New York NY: John Wiley & Sons.
8. Machiraju, HR, *Indian Financial system*, Vikas.
9. Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi.
10. Rao, Ramesh K.S, *Fundamentals of Financial Management*, Macmillan Publishing Company, New York.Francis, John Clark, *Investment Analysis and Management*, Mc Graw Hill Inc.
11. Machiraju, H R, *International Financial Markets and India*, Wheeler Publishers.

Units	Topics	% of Marks in Trimester Exam
1	<i>Over view of project finance</i> - Characteristics of a project, contents of a Detailed Project Report (DPR); introduction to project finance- - scheme for project finance.- Entity risk-transaction risk-Mitigating and Managing project Risk-Risk Period-Financial Risk-Political Risk-Legal Risk-Environmental Risk-Refinancing risk.	15
2	<i>Feasibility Analysis</i> - Demand forecasting- Market analysis- Technical analysis- Competitive status of a project-Economic Appraisal- Social Cost Benefit Analysis, Environmental Impact Analysis.	15
First Internal Examination		
3	<i>Financial Feasibility</i> - Cost of the project-Source of finance-finance projection-Evaluation of cash flow and profitability-Financial Analysis-Capital structure Analysis- Break Even Analysis-Appraisal of Advanced Manufacturing System-Financing Capital structure- Working capital Decision Capital Budgeting Decision.	25
4	<i>Source of Funding</i> - Public issue- Regulation-SEBI guide line for Debentures-Other Debt securities-Term loan-Development Financial Institutions-IDBI-ICICI-IFCI-SFC-SIDBI-SCICI-Commercial Banks-External Commercial Borrowing.	25
Second Internal Examination		
5	<i>Industrial sickness and Rehabilitation</i> - Industrial Sickness - Identification of Sickness, causes of sickness - rehabilitation programmers – Laws related to Sick Industries, RBI guidelines. Financing of sick industries - Recovery proceedings. Liquidation.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T4-3	Financial Risk Management	3-0-0	3	2016

Course Objectives

Financial Risk management establishes standards for aggregating disparate information, gathering market data, calculating risk measures and creating timely reporting tools for management market, credit, and operational risks. This course is directed toward students interested in understanding how large-scale complex risk can be quantified, managed and mitigated.

Syllabus

Financial Risk Measurement, Management and Control, Market Risk Management, Credit Risk Management, and Operational Risk Management.

Expected Outcomes

Upon completion of this course, the students will be able to:

- 1. demonstrate knowledge of the range of financial and financial related risks facing organisations.*
- 2. understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation).*
- 3. document and evaluate outcomes of risk management plans articulate the value of risk management*

References

1. Dun & B, *Financial Risk Management*, McGraw Hill Education (India) Private Limited, 2013
2. Brealey, Richard, Stewart Myers, Pitabas Mohanty, and Franklin Allen. *Principles of Corporate Finance*, McGraw Hill Education (India) Private Limited, 2012
3. McDonald, Robert. *Derivatives Markets*, Pearson Education, 2014
4. Hull, John. *Options, Futures, and Other Derivatives*, Pearson Education, 2013
5. Hull, John, *Risk Management and Financial Institutions (WSE)*, Wiley India Private Limited, 2012
6. Grinblatt, Mark, and Sheridan Titman. *Financial Markets and Corporate Strategy*. Mcgraw-hill, 1998
7. Garp Philippe Jorion, *Financial Risk Manager Handbook*, Wiley, 2013
8. Steve. L. Allen, *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*, John Wiley & Sons, 2013
9. Sharma and Meera, *Management of Financial Institutions: With Emphasis on Bank and Risk Management*, PHI Learning Private Limited, 2008.
10. Karen A. Horcher, *Essentials of Financial Risk Management* John Wiley & Sons, Inc.
11. Jimmy Skolund and Wei Chen, *Financial Risk Management: Applications in Market, Credit, Asset and Liability Management and Firm wide Risk*, John Wiley & Sons, 2015
12. Jayanth R. Varma, *Risk Management Lessons from the Global Financial Crisis for Derivative Exchanges*, IIM Ahmedabad, <http://www.iimahd.ernet.in/~jrvarma/papers/WP2009-02-06.pdf>
13. Various Research articles from Prof. Jayanth R Varma from IIM Ahmedabad link: <http://www.iimahd.ernet.in/~jrvarma/download.php>

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<p>Financial risk management - risk – types of risk – Enterprise Risk Management-financial and non-financial risk–sources of financial risk - types of financial risk –market risk – foreign exchange risk, interest rate risk, commodity price risk and equity price risk – credit risk - operational risk –liquidity risk – legal risk – measurement of market risk – Gap analysis –sensitivity analysis - value-at-risk – methods of computing value-at-risk (theory only) - Stress testing – RISKMETRICS - financial risk management – process of financial risk management – tools of financial risk management.</p>	15
2	<p>Interest rate risk management – interest rate – factors affecting interest rate – interest rate risk - sources of interest rate risk - absolute interest rate risk - yield curve risk - reinvestment or refunding risk - basis risk - managing interest rate risk – global cash netting - intercompany lending - changes to payment schedules - asset–liability management - forward rate agreement - interest rate futures - bond futures - interest rate swaps - asset swaps - basis swaps - forward interest rate Swaps - interest rate options - caps, floors, and collars – Swaptions.</p>	20
First Internal Examination		
3	<p>Foreign exchange risk management – foreign exchange rate – factors affecting foreign exchange rate - foreign exchange rate risk - foreign exchange risk exposure - transaction exposure – translation exposure - economic exposure – foreign exchange risk management – proxy hedging - foreign currency debt - changes to purchasing or processing - transfer exchange rate risk - forward contracts - foreign exchange swaps - currency swaps - currency futures - foreign exchange options - foreign exchange collars - average rate or asian options - barrier options - compound options.</p>	20
4	<p>Commodity price risk management – commodity price – factors affecting commodity prices -types of commodity risks - commodity price risk - commodity quantity risk - commodity basis risk – special risks - managing commodity price risk using commodity forwards – futures - options and swaps.</p> <p>Equity price risk management – equity price – factors affecting equity price - equity price risk – management of equity price risk - diversification - hedging with forwards – futures – options and swaps.</p>	20
Second Internal Examination		
5	<p>Credit risk management - credit risk - sources of credit and counterparty risk – types of credit risk - default risk - counterparty pre-settlement risk - counterparty settlement risk – legal risk - concentration risk – measurement of credit risk - methods for managing credit risk - credit exposure management – diversification - credit rationing – collateralization - netting agreements - credit limits - secured lending – hedging with credit derivatives - credit default swaps - credit spread derivatives.</p> <p>Operational risk management – operational risk –sources of operational risk - human errors and frauds - processes and procedural risk -technology and systems risk – measurement of operational risk - managing operational risk - internal controls - management involvement - staff training and skill development - monitoring exposures - communication and reporting - forecasts and reconciliations - professional assistance.</p>	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T4-4	Commercial Banking System	3-0-0	3	2016

Course Objectives

The objectives of the course are:

- *To provide basic knowledge of banking;*
- *To familiarize the students with the changing scenario of Indian banking;*
- *To gain insight into E-banking services;*
- *To familiarize the students with the functions of RBI.*

Syllabus

Modern Banking, Retail Banking, Banking sector reforms, Merchant Banking and RBI

Expected Outcome

This course aims to help students to understand the concepts, policy framework and Environment of Banking and Central bank functions.

References

1. Shelagh, *Modern Banking*, Cass Business School, City University London, John Wiley & Sons
2. K.C.Nanda, *Credit and Banking*, Response Book, Sage Publications, I 999.
3. Sundaram K.P.M. and Varshney P.N., *Banking and Financial System*, Sultan Chand & Sons.
4. S. Gurusamy , *Financial Services & System* , Vijay Nicole Imprints Pvt Ltd.
5. H.I. Bedi & V.K. Hardikar, *Practical Banking*.
6. B K Swain , *Commercial Banking in a changing scenario*, Excel Books

Course Plan		
Unit No.	Topics	% of marks in final exam
1	Banking: Role of banks in business - structure of commercial banking in India — Changing scenario in commercial Banking. Public sector and private sector banks scheduled banks — foreign banks new generation banks - functions of commercial banks	20
2	Innovations in banking-Social banking-Lead bank scheme - Offshore banking- Consortium banking-Negotiable instruments Cheque Truncation system-E-Purse. Customer services, creation of credit. Retail banking-Products and services- NPA-Its management	25
First Internal Examination		
3	E-Banking: Centralized Online Real Time Electronic Banking (CORE) Electronic Clearing Service (ECS) , Electronic Fund Transfer (EFT) ,Real Time Gross Settlement (RTGS) ,National Electronic Fund Transfer (NEFT) ,Society for Worldwide Interbank Financial Telecommunications (SWIFT) ,E-Cheque ,Any Time Money ,ATMs , Credit Cards , Debit Cards , Smart Cards ,Internet Banking ,Phone Banking , Mobile Banking.	10
4	Reserve Bank of India and its function-Banking Sector Reforms : Basel Norms — Capital Adequacy norms Global Challenges in Banking Services — New Trends in Banking Services –Business strategies of Banks-Instruments of Credit Control	20
Second Internal Examination		
5	Merchant banking - historical perceptive - nature of services provided by Merchant bankers- structure of merchant banking firm - setting up and managing a merchant bank – SEBI regulations on merchant banks.	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T4-5	Investment Management	3-0-0	3	2016

Course Objectives

Investment management course is to help students to understand the investments field as it is currently understood and practiced for sound investment decisions making. Further, key concepts are presented to provide an appreciation of the theory and practice of investments, focusing on investment portfolio formation and management issues.

Syllabus

Investment- Investment alternatives- Risk associated in Investment- types of risk in investment— Money market- money market Instruments- Capital Market- Stock Exchanges in India- Depository System- investor's protection

Expected Outcome

On completion of the course, the students are expected to be familiar with various Investment avenues; they can select best investment opportunities on the basis of risk and return.

References

1. Rajesh Kothari, *Financial Services in India*, Sage Publication.
2. Machiraju, HR, *Indian Financial system*, Vikas Publishers.
3. Khan, M.Y. *Financial Services*, Tata Mc Graw Hill.
4. Punithavathy Pandian, *Financial Services and Markets*, Vikas Publishers.
5. Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi.
6. Gordon, E & Natarajan, K. *Financial Markets & Services*, Himalaya Publishers.
7. Bodie, Zvi, Alex Kane, and Alan J. Markus, *Investments*, McGraw Hill.
8. Instefjord, Norvald, *Study Guide Investment Management*, London: University of London Press.
9. Grinblatt, Mark and Sheridan Titman, *Financial Markets and Corporate Strategy*, McGraw Hill Irwin.
10. Bode, Zvi, Alex Kane, Alan J. Marcus. *Investments*. McGraw Hill.
11. Francis, J C, *Investment Analysis and Management*, McGraw- Hill, New York.
12. Elton, Edwin j. and Martin J . Gruber, *Modern Portfolio Theory and Investment Analysis*, John Wiley & Sons, New york.
13. Singh, Preeti, *Investment Management*, Himalaya Publishing, Mumbai.
14. Bhalla V K, *Investment Management*, S Chand & Co.
15. Gorden J Alexander, William F Sharpe and Jeffrey V Baily, *Fundamentals of Investments*, Pearson Education
16. Presanna Chandra, *Investment Analysis and Portfolio Management*, TMH

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	Investment - objectives- Investment Avenues - Real and Financial Assets – Types of Financial Assets – Fixed income securities, equity securities and derivative securities - investment, speculation and gambling –Types of investors - Factors affecting investment - Investment process – Risk – systematic and unsystematic – measurement of risk.	20
2	Money market instruments – money market -features, functions and benefits- major instruments in money market – Call/Notice Money market (Reference rates, LIBOR, LIBID, MIBOR and MIBID) -Treasury bills - Commercial papers- Certificate of Deposits – Commercial bills – Collateralized Borrowing and Lending Obligation (CBLO) – Tools for managing liquidity in the money market - Money market in India.	20
First Internal Examination		
3	Long term debt securities – Bonds and Debentures – Characteristics – Types – Risk associated with bond investment – Valuation of bonds - Bond returns — Yield to Maturity (YTM) - Yield to Call (YTC) - bond management strategies – Duration - Macaulay’s duration - immunisation.	20
4	Equity securities – Equity and Preference shares - Capital market – Functions - Primary and secondary market – Participants in the primary market – Book building –Methods of primary issue – Secondary/stock market – Market participants – Stock exchanges – BSE, NSE - Listing - Trading Mechanism – Online trading, Dematerialisation and depository system – Stock Market Indices.	20
Second Internal Examination		
5	Mutual Funds – Benefits, structure and Types of mutual funds – Derivatives – Types of derivatives – Forwards, Futures, Options and Swaps – Exchange Traded Funds (ETFs). Regulatory mechanism in the capital market – SEBI – Powers, functions and guidelines – Role of SEBI in Investor Protection.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T4-6	Financial Statement Analysis	3-0-0	0	2016

Course Objectives

The aim of the course is to help the students analyze and interpret the financial statements effectively for making important business decisions. The objective is also to use this information to make forecasts and evaluation of firms.

Syllabus

Financial Statements, Techniques for financial statements, Ratio Analysis, Forecasts and projections, Valuation and modeling.

Expected Outcome

On completion of the course the students are expected to acquire knowledge on the concepts, tools and techniques of financial statement analysis. The students should be able to make forecasts on the basis of the financial statements.

References

1. Sinha.Gokul, *Financial Statement Analysis* PHI Learning Private Ltd.
2. T.R. Robinson, E. Henry, W.L.P. Pirie, M.A. Broihahn, *International Financial Statement Analysis*, John Wiley and Sons.
3. P.P. Drake, F.J. Fabozzi, *Analysis of Financial Statement*, John Wiley and Sons.
4. Fridson.Martin, Alvarez.Fernando, *Financial Statement Analysis*, John Wiley and Sons.

Sl No	Topics	% of marks in trimester
1	Financial statements- Balance sheet-Income Statements, Fund flow statements-Uses of financial statements; Financial statement analysis- Inter firm and intra firm analysis.	5
2a	Techniques for Financial Statement Analysis-comparative financial statements-common size financial statements-trend analysis-Percentages	20
2b	Ratio Analysis-Roles of Ratios in FSA; Analysis of Financial Statements through ratios-short term solvency analysis	10
First Internal Examination		
3	Long term solvency analysis-profitability analysis-Activity analysis-DuPont Analysis, Cash flow analysis- cash flow statements-format and presentation of cash flows	20
4	Forecasts and projections-Forecasting from book value-forecasting from earnings and book value	15
Second Internal Examination		
5a	Forecasting from accounting rate of returns-forecasting profitability and sales; analysis	5
5b	Valuation and Modeling- Price –to-book ratios and Price earnings ratio-Trading comparable analysis-Discounted cash flow model(DCF)-Accounting book values-Free cash flow-Cost of capital-Sensitivity	25
Final Examination		

Course No	Course Name	L-T-P	Credits	Year of Induction
HR-T4-1	Training and Development	3-0-0	3	2016

Course Objectives

This course is designed to examine and develop theoretical and applied perspectives on the role of training and development, needs assessment, design, development, delivery and evaluation of training and development in the organization. Emphasis is given in specific development of learning and performance outcomes throughout the training and development process.

Syllabus

Overview of Training & Development, T&D Methods & Models, Training Program designing, Training Evaluation and Modern technology utilization for Training.

Expected Outcome

Upon completion of this course, the students will be able to:

1. *Make recommendations for solving organizational training and development issues*
2. *Identify situations where human resource training would enhance organizational competitive advantage*
3. *Identify proper training and development approach*
4. *Create and implement a training needs analysis based on assessment*
5. *Make recommendations for type of training plan and delivery approach.*

References

1. Raymond A Noe and Amitabh Dep Kodwani, *Employee Training and Development*, McGraw Hill Education(India) Private Limited
2. P. Nick Blanchard, *Effective Training*; Pearson Education,
3. Bucklet, R., and Caple, J. *The theory and practice of Training* (5th ed.). Kogan Page India Private Limited,
4. Lynton, R., and Pareek, U.; *Training for Organizational Transformation for Policy Makers and Change Managers*, Sage India,
5. Kaye Thorne and David Mackey. *Handbook of Training*, Crest Publishing House.
6. Rae, L; *How to Measure Training Effectiveness*, Gower.
7. P. Nick Blanchard, James W. Thacker; *Effective Training: Systems, Strategies & Practices*,; Pearson Education.
8. Robert I Sutton and Huggy Rao, *Scaling Up Excellence: Getting to More Without Settling for Less*, Crown Business.
9. Alan M Saks, *Managing Performance through Training and Development*, Nelson Canada.
10. Padmaja Krishaswamy, *Evaluation of Training*, Kindle edition,.
11. Kevin Kruse and Jason Keil, *Technology-Based Training: The Art and Science of Design, Development, and Delivery*, Jossey Bass; Pap/Cdr edition, 2000
12. Kurt VanLehn, *The Behavior of Tutoring Systems*, University of Pittsburgh, Pittsburgh, PA, USA VanLehn@pitt.edu; <http://www.learnlab.org/opportunities/summer/readings/06IJAIED.pdf>
13. Valerie J. Shute and Joseph Psotka, *Intelligent Tutoring Systems: Past, Present and Future*, Soft Technologies: Instructional and Informational Design Research, http://myweb.fsu.edu/vshute/pdf/shute%201996_d.pdf
14. *Learning Management Systems (LMS)*, Various resources at <http://elearningindustry.com/subjects/elearning-software/learning-management-systems-lms>

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Training & Development:</i> Overview, The changing organizations, employee training scenario – India, Asia and Global; Strategic training; Training as a tool for employee performance enhancement; T&D from a change model perspective; Models of Training - Systematic Model, The Transitional Model; Understanding Learning Concepts.</p> <p>Role, competencies of training professionals; Training investment leaders, Role of HR department in In-house training; organizational characteristics that influence training, Role of employees and managers in training; Diversity training; cross-cultural training.</p> <p>Training Needs Analysis: The process and approaches of TNA, Team Work for conducting Training Needs Analysis, TNA and Training Process Design.</p>	20
2	<p><i>T&D Methods & Models:</i> Traditional training methods – presentation methods, lecture, audiovisual techniques, hands-on methods, OJT, self directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modelling, adventure learning, team training, action learning; e-learning, MOOCs (Massive Open Online Course), Coursera platforms; Employee development – issues and challenges in Training & Development.</p> <p>Models of organizing training – Faculty model, customer model, matrix model, corporate university model, business embedded model.</p> <p>Learning theories – Reinforcement theories, social learning theory, goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process – mental and physical process, the learning cycle, Kolbe’s Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.</p>	20
3	<p><i>Training Program designing;</i> Understanding & developing the objectives of training, facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design (learning environment, pre-training communication etc); Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan; Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer; Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer – The Learning Organization, knowledge and knowledge management – keys for effective knowledge management.</p>	20
4	<p><i>Training Evaluation</i> Formative evaluation, summative evaluation, evaluation process, Outcomes used in the evaluation of training program; Reaction outcome, Learning or cognitive outcomes, behaviour and skill based</p>	20

	outcomes; affective outcomes, results, ROI;; Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices; Myers-Briggs Type indicators; evaluation designs - types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.	
5	<p><i>Modern technology utilization for Training:</i></p> <p>Computer-based teaching and learning, web-based training, e-learning and learning portals; Advantages of online learning, effectiveness of online learning; blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, use of iPad, Smartphone in learning; Intelligent tutoring systems; expert systems, group wave, electronic performance support systems; technology for training administration - interactive voice technology, imaging; Learning management systems (LMS).</p>	20

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T4-2	Organizational Change & Development	3-0-0	3	2016

Course Objectives

This course will examine change in the workplace from multiple perspectives. There will be a review of forces and factors shaping today's workplace. This course will attempt to increase the student's awareness and capabilities in operating as a change agent.

Syllabus

Overview of Organization, Development and change, OD Process, Designing OD Interventions, appreciating Change and Mobilizing support and executing change.

Expected Outcome

Upon completion of this course, the students will be able to:

- *Accurately identify and describe the historical and contemporary transformations impacting the workplace and how those factors impact organizations and their work.*
- *Recognize common symptoms and reactions to change in the workplace and recommended interventions to address the reactions/resistance.*
- *Describe the main principles and characteristics of the multiple models for managing organizational change and apply those models in analyzing organizational change initiatives.*
- *Evaluate and assess an organizational change program.*
- *Develop an awareness of influencing and facilitating change.*

References

1. Weisbord, M. R. *Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century*, John Wiley & Sons
2. Brown, D. R. *An experiential approach to organization development*, Pearson Education.
3. Donald L Anderson, *Organization Development: The Process of Leading Organizational Change*, SAGE South Asia; Second edition.
4. Lenny T Ralph, *Organization Development (A Practitioner S Tool Kit)*, Viva Books Private Limited.
5. Thomas G. Cummings and Christopher G. Worley, *Theory of Organization Development and Change*, Cengage.
6. C.S.G Ramakrishnan and Lalitha Krishnamacharayulu, *Organization Development*, Kindle Edition, PHI Learning Private Limited, India.
7. Nicole Zimmermann, *Dynamics of Drivers of Organizational Change*, Gabler Verlag.
8. Wendell French, *Organization Development and Transformation: Managing Effective Change*, McGraw Hill Education India Private Limited.
9. S. Ramnarayan and TV Rao, *Organization Development: Interventions and Strategies*, SAGE Publications Pvt. Ltd.
10. OD Practitioner, *Handbook for Strategic HR: Best Practices in Organization Development from the OD Network*, Kindle edition, Amacom.
11. Dr Mee-Yan Cheung-Judge, Linda Holbeche, *Organization Development: A Practitioner's Guide for OD and HR*, Kogan Page.
12. Katalin Dobrai and Ferenc Farkas, *The relationship between individual and organizational development – findings of a large sample research*, <http://c.ymcdn.com/sites/www.istr.org/resource/resmgr/WP2014/WP-2014-Dobrai-K-Farkas-F-No.pdf>

Units	Topics	% of Marks in Trimester Exam
1(a)	<p><i>Overview of Organization, Development and change:</i> Organization – Overview, different perspectives - the strategic design perspective, the political perspective, and the cultural perspective. Organization development –, growth and relevance, history and evolution; Theories of planned change, general model of planned change, different types of planned change and critique of planned change; employee behavior and motivation; implications for managing change and OD; The human relations, social; OD and reinventing the organization.</p>	8
1(b)	<p>Change - Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign; Red Queen effect, Organizational Inertia; Change levers and organizational change and OD; human performance and the implications for managing change; the role of communication and information in change and OD. Greenfields and Greenfielding; OD practitioner role, competencies and professional ethics.</p>	7
First Internal Examination		
2	<p><i>OD Process</i> Initiating OD relationship, contracting and diagnosing the problem; Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostics information, feeding back the diagnosed information. Envisioning change and OD - Organization renewal, planned change; OD and changing organizational culture - Strong and weak organizational cultures and their implications for change; Stakeholder analysis, force field analysis and action research; Weisbord's six box model and creating organizational change for dignity, meaning and community.</p>	20
3	<p><i>Designing OD Interventions:</i> Human process interventions – coaching, training and development, process consultation, business process reengineering, third party intervention, and team building; Organization confrontation meeting, intergroup relations intervention and large group intervention, involvement, socio technical systems approach; HRM and Strategic interventions – Performance management, goal setting, performance coaching, appraising and rewarding; career planning, workforce diversity interventions, wellness and work-life balance; Strategic interventions – competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management; Applications of OD – OD in health care organizations, family owned business, educational institutions.</p>	25
Second Internal Examination		
4	<p><i>Appreciating Change</i> External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda; Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda.</p>	20

5	<p><i>Mobilizing support and executing change</i></p> <p>Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change; Executing change – challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T4-3	Industrial Relations and Labour Laws	3-0-0	3	2016

Course Objectives

This course provides insights on all the dimensions of industrial relations and labour laws. The course focuses on the history and theory relating to the industrial relations and provides detailed on specific provisions of labour laws being enforced in India.

Syllabus

Industrial Relations and Trade Unions, Strikes, Lockout, Lay-off and Retrenchment, Arbitration, Social justice and welfare, Acts and Laws.

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. acquire a solid theoretical, practical and ethical perspective on many aspects of industrial relations*
- 2. critically analyse theories, models, and paradigms in the field*
- 3. understand the key participants, institutions, relationships and processes in employment relations, so that the student acquire an enhanced ability to influence industrial relations outcomes in an informed manner*

References

1. Piyali Gosh and Shefali Nandan, *Industrial Relations and Labour Laws*, McGraw Hill.
2. S.C. Srivastava, *Industrial Relations and Labour Laws*, S. Chand & Company Ltd.
3. Mamoria CB, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publications.
4. P.R. Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education.
5. S.N. Mishra, *Labour and Industrial Laws*, Central Law Publication.
6. Venkata Ratnam, *Industrial Relations*, Oxford.
7. S. Asaithambi, *The Emerging Issues on Labour Problems in India under Globalization*, Abhijit Publications.
8. Ministry of Labour and Employment, India, <http://labour.nic.in/>
9. *Making India a Better workplace for All*, Ebook, Ministry of Labour and Employment, India
10. International Labour Organization, www.ilo.org

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Industrial Relations and Trade Unions</i> Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations, Collective bargaining; International Labour Organisation : Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation; Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.</p>	20
2	<p><i>Strikes, Lockout, Lay-off and Retrenchment</i> Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike and lockout. Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation, special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.</p>	20
First Internal Examination		
3	<p><i>Arbitration</i> Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties, different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.</p>	20
4	<p><i>Social justice and welfare</i> Concept of Social Justice, Working conditions in Organised and Unorganised sectors; Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises; Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.</p>	20
Second Internal Examination		
5	<p><i>Acts and Laws (objectives and key provisions):</i> 1. The Industrial Disputes Act, 1947 2. The Industrial Employment (Standing Orders) Act, 1946 3. The Maternity Benefit Act, 1961 4. The Payment of Bonus Act, 1965 5. The Payment of Gratuity Act, 1972 6. The Payment of Wages Act, 1936 7. The Trade Unions Act, 1926 8. The Employees Provident Fund and Miscellaneous Provisions Act, 1952 9. The Employees Compensation Act, 1923 10. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013</p>	20

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T4-4	Managing Self and Others	3-0-0	3	2016

Course Objectives

The goal of this course is to understand how the effective manager should be in an organization in order to improve both efficiency and quality of employee life. The course will give the students insight into the psychological factors of employee which will directly and indirectly impact their work life or Life.

Syllabus

Basic Personality development factors -Stress management-Time management-Emotional Intelligence-leadership and change management-Crisis management.

Expected Outcome

On successful completion of this one should be able to understand how effective a manager can be in an organization by giving importance to factors that impact Work Life as well as personal life.

References

1. Schermerhorn J.R. Jr., Hunt J.G & Osborn R.N., *Managing Organizational Behaviour*, John Wiley
2. Luthans, *Organizational Behaviour*, McGraw Hill, International
3. Daniel Goleman, *Working with Emotional Intelligence*.USA:Bantam Books
4. Prasad,Colonel V.R.K *Managerial Effectiveness-Concepts and Cases*, ICFAI University Press.
5. Rastogi, P.N, *Managing Creativity for Corporate Excellence*. Macmillan India Ltd.

COURSE PLAN		
Unit	Topics	% of marks in final exam
I	Managerial Effectiveness- Characteristics of An Effective Manager- Basic Managerial Skills, Productivity, Effective Decision –Making , Effective Communication, Participation, Creativity-Developing and Enhancing Creativity- Interpersonal Skills-Transactional Analysis-, Ethical managers	20
II	Importance of Time Management- Analysis of Time, Planning Time and Resource, Setting Goals and Objectives, Planning To Achieve Goals, Creativity, Importance Of Being Creative, Developing Creativity, Enhancing Creativity	20
First Internal Exam		
III	Emotional Intelligence In Management; The Nature of Emotional Intelligence; Evolution of Emotional Intelligence; Components of Emotional Intelligence; Analyzing the Impact of Emotions In The Workplace; Applications of Emotional Intelligence In The Workplace; Emotional Intelligence In India Organization; Improving Emotional Intelligence; Interpersonal Skill; Introduction to Interpersonal Skills; Developing Interpersonal Skills	25
IV	Stress Management; Kinds of Stress- Sources Of Stress, Effects Of Stress Strategies For Coping With Stress Maintaining Work –Life Balance Spiritually and Stress Management -Managing Stress-Burnout Management-Yoga and Meditation	15
Second Internal Exam		
V	Change management Skills -Leadership Skills -Crisis Management Skills-Identifying and Preventing a Crisis-Resolving the crisis-Communication In Crisis Management	20
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T4-5	Talent Sourcing & Acquisition	3-0-0	3	2016

Course Objectives

Increasingly, the one true competitive advantage an organization possesses is its ability to manage its pool of talent. This course will help students broaden their knowledge in the wide-sweeping area of talent management. It also aims at providing an insight on Talent management strategies & ways of talent retention in the changing competitive environment.

Syllabus

Identifying requirement needs through all stages of talent sourcing and acquisition and then talent retention and identifying the returns on talent to an organization.

Expected Outcome

Upon completion of this course, the students will be able to:

1. *Examine strategies to fill critical needs identified through a gap analysis*
2. *Identify key requirements to attract and acquire skilled talent*
3. *Explore best practices for developing talent*
4. *Understand the key elements to engage and retain skilled resources*
5. *Examine HR metrics and measures of success for talent management strategy*

References

6. Shukla R. *Talent management: Process of developing & integrating skilled worker*. Global India Publications
7. Hasan M , Singh A & Dhamija S. *Talent management in India: Challenges & opportunities*. Atlantic Publishers & Distributor.
8. Cheese, Peter, Robert J Thomas and Elizabeth Craig, *The Talent Powered Organization*, Kogan Page Ltd.
9. Stringer, Hank & Rusty Rueff, *Talent Force: A New Manifesto for the Human Side of Business*, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
10. Sears David, *Successful Talent Strategies*, American Management Association, AMACOM, Press, New York
11. Lawyer III, Edward E, *Talent: Making People your Competitive Advantage*, Dave Ulrich, JosseyBass, A Wiley Imprint
12. Phillips, Jack J, Lisa Edwards, *Managing Talent Retention, An ROI Approach*, Pfeiffer, A Wiley Imprint
13. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, *Talent Assessment*, Gower Publishing Ltd., Hampshire Ltd.
14. Shally Steckerl: *The Talent Sourcing & Recruitment Handbook: Source Better, Smarter, Faster & Cheaper Than the Competition*, Weddle's.
15. Ann W. Sholar: *The Talent Sourcing and Recruitment Handbook* , CreateSpace Independent Publishing Platform.
16. Lance Berger and Dorothy Berger: *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People*, McGraw Hill Education (India) Private Limited.
17. Jack J Philips and Lisa Edwards: *Managing Talent Retention: An ROI Approach*, Pfeiffer.

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<i>Overview of Talent identification, Sourcing and development:</i> Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs; Sourcing talent; Developing talent, deployment of talent; Establishing talent management system; Offer management; Role of HR in talent management.	15
2	<i>Understanding the Job Requisitions:</i> Job Requisition Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers; Understanding Resumes; IT and Sourcing (Selecting Keywords, Understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit); Social Media for Talent Sourcing (LinkedIn, FaceBook, Twitter, Online Talent communities) ; Online employer branding. Reference checks, using social media behaviour.	25
First Internal Examination		
3	<i>Talent acquisition:</i> Recruitment and selection strategies; Career planning and management; Succession planning; Socialization and induction of new employees; Training and development; Executive development program.	25
4	<i>Talent Retention</i> Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview); Measuring and monitoring turnover and retention data; Designing engagement strategies; Drivers of engagements.	25
Second Internal Examination		
5	<i>ROI of Talent:</i> Measuring contribution of talent to business performance; Talent metrics; Measuring human capital investment; Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow.	10
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T4-6	Industrial Psychology	3-0-0	3	2016

Course Objectives

The goal of this course is to understand how the business can be designed so that both efficiency and quality of employee life can be improved. The course will give the students insight into the psychological factors of employee which will direct and indirect impact on their work life.

Syllabus

Basic Psychological factors-individual differences-perceptions-learning-motivation; Job satisfaction. Emotions- emotional intelligent- individual behavior within the group and outside the group

Expected Outcome

On successful completion of this one should be able to understand how and why a person behaves in certain ways according to the situation

References

1. Davis K. & Newstrom J.W., Human Behaviour at work , Mcgraw Hill International
2. Schermerhorn J.R.Jr., Hunt J.G & Osborn R.N., Managing Organizational Behaviour, John Wiley
3. Luthans, Organizational Behaviour, McGraw Hill, International
4. Morgan C.T., King R.A., John Rweisz & John Schoples, Introduction to Psychology, McHraw Hill.
5. Blum M.L. Naylor J.C., Harper & Row, Industrial Psychology, CBS Publisher

COURSE PLAN		
Unit	Topics	% of marks in final exam
I	Psychology as a science area of applications – study of individual- individual differences-study of behavior-stimulus response behavior heredity and environment human mind attitude- personality	20
II	Basic Psychological aspects- Perceptions- Factors influencing perceptions- perceptual processes; implications of perceptions on organizational Behavior; Learning –learning theories- components of learning-determinants of learning- principles of reinforcement and Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design	25
First Internal exam		
III	Emotions- dimensions of emotions; Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory; Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient	20
IV	Individual and Group-group and inter group dynamics; managing group in organization- intra- group behavior and inter group behavior; self change- resistance to change- nature of change-transactional analysis	15
Second Internal Exam		
V	Mentoring, Mentor, Role of Mentor- Mentoring inside the organization. Counseling-Importance of counseling-role of counsellor-Clinical counsellor.	20
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T4-1	Rural Marketing	3-0-0	3	2016

Course Objectives

Majority of Indian population resides in rural parts of the country, which makes it a potential market. To tap such market potential the organizations resorts to Rural Marketing using paradigms fit for such a market. This course intends to provide an overview of rural markets and emerging perspectives of rural marketing, thus imparting managerial initiatives and relevant frameworks used by business managers for rural markets.

Syllabus

Rural Market, Rural Consumer Behavior, Rural Marketing Research , Segmenting, Targeting and Positioning, Product & Pricing Strategies for Rural Markets, Marketing of Agricultural Products, Rural and Urban Markets

Expected Outcome

On completion of the course, the students are expected to be familiar with the concepts and framework of Rural Economy, Rural Marketing theory & practices and Rural consumer behavior.

References

1. Pradeep Kashyap, *The Rural Marketing*, Pearson Education.
2. R. V. Badi and N.V. Badi, *Rural Marketing*, Himalaya Publishing.
3. Sanal Kumar Velayudhan, *Rural Marketing: Targeting the Non-urban Consumer*, Sage Publications.
4. C.S.G. Krishnamacharyulu and Lalitha R, *Rural Marketing*, Pearson.
5. S. Singh, *Rural Marketing – Focus on Agricultural Inputs*, Vikas Publishing House.
6. Shepherd, A., “*A Guide To Maize Marketing For Extension Officers*”. Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome.
<http://www.fao.org/docrep/013/i1792e/i1792e00.pdf>
7. Balaram Dogra & Karminder Ghuman, *Rural Marketing: Concept & Cases*, Tata Mcgraw-Hill Publishing Company.
8. A.K. Singh and S. Pandey, *Rural Marketing: Indian Perspective*, New Age International Publishers.
9. CSG Krishnamacharylu & Laitha Ramakrishna, - *Rural Marketing*, Pearson Education Asia.
10. RamKishen, *New Perspectives in Rural & Agricultural Marketing*, Jaico Publishing House.

Units	Topics	% of Marks in Trimester Exam
1	<i>Rural Market</i> : Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government, Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints.	15
2	<i>Rural Consumer Behaviour</i> : Rural Consumer Vs Urban Consumer – a comparison, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors. <i>Rural Marketing Research</i> : Process of Research in Rural Markets, Approaches in Rural Markets.	15
First Internal Examination		
3	<i>Segmenting, Targeting and Positioning</i> : Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools. <i>Product & Pricing Strategies for Rural Markets</i> : Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets, New Product Development in Rural Markets, Rural pricing Strategies.	20
4	Promotion & Distribution Strategies for Rural Markets: Advertising, Advertising mix factors, Media planning, Objectives of advertising and sales promotion	20
Second Internal Examination		
5	<i>Rural and Urban Markets</i> : Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer Behaviour in Rural & Urban Markets. <i>Marketing of Agricultural Produce and Inputs</i> : Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing & Retailing; Rural Marketing of FMCGs.	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T4-2	Consumer Behavior	3-0-0	3	2016

Course Objectives

The objective of the course is to acquaint the students with latest trends in consumer behavior. The different paradigms discussed in the course are careful blend of several theories and practices propagated by behavior theorists in understanding the contemporary practices of consumer behavior. The course also gives due importance in discussing the various models of consumer behavior which shall be helpful in building a concrete basement for the student understanding.

Syllabus

Introduction to Consumer Behavior, Market Research and Consumer Behavior , Market Segmentation and Positioning, Environmental Influence on Consumer Behavior, Consumer Attitude Formation and Change, Consumer Decision Making Process: Diffusion Innovation Model, Models of Consumer Behavior.

Expected Outcome

On completion of the course the students shall get acquainted with the different consumer behavior paradigms. The students shall also get to know the various contemporary practices of consumer behavior which shall help them in taking decisions in the due course of their career.

References

1. Leon G. Schiffman, Leslie Lazar Kanuk and Havard Hansen, *Consumer Behavior*, Pearson Education.
2. David Loudon and Albert J Della Bitta, *Consumer Behavior, Concepts and Applications*, McGraw-Hill Inc.
3. J Paul Peter and Jerry C. Olson, *Consumer Behavior and Marketing Strategy*, McGraw-Hill Education (ISE Editions).
4. Satish K Batra and SHH Kazmi, *Consumer Behaviour*, Excel Books.
5. Delbert I Hawkins, Roger J Best and David L Mothersbaugh, *Consumer Behaviour – Building Marketing Strategy*, McGraw-Hill Higher Education.
6. Jagdish N. Sheth and Banwari Mittal, *Customer Behavior: A Managerial Perspective*, S.Chand (G/L) & Company Ltd.
7. Roger J Best, Del Hawkins and Kenneth Coney, *Consumer Behaviour: Implications for Marketing Strategy*, McGraw-Hill Education (ISE Editions).
8. Bruce Wrenn, Robert E. Stevens and David L Loudon, *Marketing Research: Text and Cases*, Routledge.
9. *Consumer Buying Behavior*, <http://www.knowthis.com/principles-of-marketing-tutorials/consumer-buyingbehavior/internal-influences-personality/>
10. *Personality Psychology Study Guide*, http://psychology.about.com/od/psychologystudyguides/a/personalitysg_3.htm
11. *Personality - Type theory of personality, Trait theory of personality, Psychodynamic theory of personality, Phenomenological theory of personality*, <http://psychology.jrank.org/pages/484/Personality.html>

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Consumer Behavior:</i> Consumer Behavior-Scope and Application of Consumer Behavior-Evolution of Consumer Behavior as a Field Of Study and its relationship with Marketing: Behavioral Dimension. The Interdisciplinary Nature of Consumer Behavior.</p> <p><i>Market Research and Consumer Behavior:</i> Approaches to Consumer Behavior Research. Quantitative Research. Qualitative Research;</p> <p><i>Market Segmentation and Positioning:</i> Demographics and Market Segmentation; Lifestyle and psychographic segmentation-Usage Segmentation- Benefit Segmentation-Product Positioning</p>	15
2	<p><i>Environmental Influence on Consumer Behavior:</i> Culture-Subcultures-Social Class- Social Groups- Family-Personal Influence and Diffusion of Innovation; <i>Individual Determinants of Consumer Behavior:</i> Consumers Needs & Motivation - Emotions and Mood, Consumer Involvement-Consumer Learning –Personality- Self-concept and Self-image- Consumer Perception, Risk and Imagery.</p>	25
First Internal Examination		
3	<p><i>Consumer Attitude Formation and Change:</i> Structural Models and Theories, Attitude Formation, Strategies of Attitude Change.</p> <p><i>Consumer Decision Making Process:</i> Problem Recognition-Search and Evaluation – Purchasing Process- Post Purchase Behavior; Buying Motives. Buying Roles-Levels of Consumer Decision Making - Perspectives to Consumer Decision Making.</p>	25
4	<p><i>Diffusion Innovation Model-</i> Diffusion Process- Adoption Process - Consumer Innovators - Multiplicative innovation adoption (MIA) model – Buying Decision Process towards new Products.</p>	20
Second Internal Examination		
5	<p><i>Models of Consumer Behavior:</i> The Economic model. Learning model -Psychoanalytic model- The sociological model - The Howard Sheth model of Buying Behaviour-The Nicosia model.</p>	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT- T4-3	Social Marketing	3-0-0	3	2016

Course Objectives

This course is based on the use of marketing principles to develop social marketing strategies and programs and to bring behavioral change for a social good. Social marketing can be used to promote merit goods, or to make a society to avoid demerit goods and thus promoting well-being of society. The course will also examine issues of social responsibility in business and how marketing may be used to promote more environmentally and socially conscious business practices.

Syllabus

Social Marketing and the public health context of social marketing, Analyzing the Social Marketing Environment and Selecting target audiences, objectives and goal, identifying barriers, benefit and the competition, Developing Social Marketing Strategies and 4Ps, Managing Social Marketing Programs and Application of Social Marketing concepts - Live Project or case study analysis.

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. Define social marketing and understand the concepts of behaviour change for social good.*
- 2. Analyse the social marketing environment*
- 3. Distinguish marketing approaches to public health from other theories and models*
- 4. Apply advanced techniques for developing social marketing programs.*
- 5. Develop price, promotion and place strategies for a chosen social marketing issue.*
- 6. Understand the critical points for effectively managing the development, implementation and evaluation of social marketing projects.*

References

1. Nancy R Lee, *Social Marketing: Influencing Behaviors for Good*, Sage Publications, 2012
2. Kotler, P., Roberto, N & Lee, N, *Social marketing: Improving the quality of life*, SAGE Publications, Inc, 2002
3. Alan R. Andreasen, *Social marketing in the 21st century*, SAGE Publications, Inc, 2005
4. Reis, A. & Trout, J., *Positioning – The battle for your mind: How to be seen and heard in an overcrowded marketplace*, Kindle Edition, Business Book Summaries, 2014
5. Neumeier, M., *The brand gap: How to bridge the distance between business strategy and design*, New Riders, 2003
6. Sameer Deshpande, *Social Marketing in India*, SAGE Response, 2013
7. Craig Lefebvre , *On Social Marketing and Social Change*, <http://socialmarketing.blogs.com>
8. R. Craig Lefebvre & June A. Flora, *Social marketing and public health intervention*, *Health Education Quarterly* 1988;15:299–315; http://socialmarketing.blogs.com/Publications/Social_Marketing_and_Public_Health_Intervention.pdf
9. Sue Peattie & Ken Peattie , *Ready to fly solo? Reducing social marketing’s dependence on commercial marketing theory*, *Marketing Theory*, 2003, <http://mtq.sagepub.com/content/3/3/365.full.pdf+html>
10. Glenane-Antoniadis, A, Whitwell, G, Bell, SJ & Menguc, B, *Extending the vision of social marketing through social capital theory: Marketing in the context of intricate exchange and market failure*, *Marketing Theory* 2003 3:323-343, <http://mtq.sagepub.com/content/3/3/323.full.pdf+html>
11. Kirby, Freimuth, Taylor and Parvanta. (2001). *Identity Building and Branding at CDC: A Case Study*, *Social Marketing Quarterly*. 7 2, pp. 16–35, <http://smq.sagepub.com/content/7/2/16.full.pdf+html>
12. Youtube video: *What Inspires Behavior Change*, by Vic Strecher, <http://www.youtube.com/watch?v=bxMGuGUROiA>

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<i>Social Marketing and the public health context of social marketing</i> Social Marketing – Social Marketing in India, US and Africa; The social marketing process; Social marketing compared to other behavior change approaches, such as education and law; Ethical issues in social marketing; Marketing Public Health Basics - history and basic concepts of social marketing, Role of Marketing in public health to carry out its core services; Public Health in a Market Culture and in the Social Environment - Social and cultural factors that influence public health; Criticisms of the public health social justice/social change agenda; Challenges facing public health marketing in developed and under developed countries.	20
2(a)	Determining Research Needs and Options – Major Research terminology, steps in developing a research plan; Situation Analysis – describe the background, purpose and focus of your plan, conduct a situation analysis; ethical consideration.	10
First Internal Examination		
2(b)	Select target audiences; steps involved in selecting target audiences; variables used to segment markets; criteria for evaluating segments; how target audiences are selected; Ethical considerations in - selecting target audiences; setting objectives and target goals; identifying target audience barriers; benefits, the competition, and influencing others.	10
3	<i>Developing Social Marketing Strategies and 4Ps</i> Crafting a desired Positioning – positioning statement, behaviour-focused positioning, barriers-focused positioning, benefits- repositioning, positioning related to developing a positioning statement; Social Marketing Ps: Product – creating a product platform; Price – determining monetary and nonmonetary incentives and disincentives; Place – making access convenient and pleasant; Promotion – deciding on messages, messengers, and creative strategies; selecting communication channels.	20
Second Internal Examination		
4	<i>Managing Social Marketing Programs</i> Monitoring and Evaluation – developing a plan to monitor and evaluation; Measurement –what, how, when, and its cost; Ethical considerations in evaluation planning; establish budgets and funding sources, additional sources, justification for budget, fund-raising, crowd sourcing, revising plan; Ethical considerations when establishing funding; Implementation and sustaining behaviour – Implementation plan, Phasing, sustainability; Ethical considerations when implementing plans.	20
5	<i>Application of Social Marketing(it can be a live project or in-depth analysis of a case study by students with guidance from the faculty)</i> Social Marketing Project - Background & Purpose; Situation Analysis, Importance of accurately defining the problem, Formative research, Understanding and insight, selecting target audience, objectives, goals, setting behaviour objectives and goals, identifying barriers, benefits, the competition and influential others, social marketing strategies, defining 4Ps, Plan for monitoring and evaluation, and implementation plan.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T4-4	Services Marketing	3-0-0	3	2016

Course Objectives

The objective of the course is to acquaint the students to the different vistas of services characteristics and its marketing implication. The course intends to discuss the several facets in the area of services marketing essential for the success of a service sector firm.

The different paradigms discussed in the course are careful blend of several theories and practices propagated by the service industry leaders, which shall help the student to overcome the impediments in understanding the contemporary practices of service industry. By doing so the course aims to equip the students with employability skills as required by the services industry.

Syllabus

Understanding Service Products, Consumer Behavior in Services Context, Service Demand Management, Developing service products, Service Failures and Recovery Delivery of Services, Managing the Customer Interface.

Expected Outcome

On completion of the course the students develop a clear-cut understanding on the characteristics of services, 7 Ps of Services Marketing Mix, Consumer Behavior in Services Marketing, Different Services Environment, Marketing and Blueprinting in Services.

References

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: *Services Marketing: People, Technology and Strategy*, Pearson Education, 2011.
2. K. Rama Mohana Rao, *Services Marketing*, Pearson Education, 2011.
3. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2011
4. Rajendra Nargundkar, *Services Marketing: Text and Cases*, McGraw Hill Education India Private Limited, 2003
5. John E.G. Bateson and K. Douglas Hoffman, *Services Marketing*, Cengage Learning, 2012
6. C Bhattacharjee, *Services Marketing: Concepts, Planning and Implementation*, Excel Books, 2010
7. V. Zeithaml, Mary JB, Dwyane DG and Ajay Pandit, *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw Hill Education India Private Limited, 2013
8. Leonard L Berry, *On Great Service: A Framework for Action*, The Free Press, 1995
9. Jauhari and Dutta, *Services: Marketing, Operations and Management*, Oxford University Press India, 2009
10. Lusch and Vargo, *The Service - Dominant Logic of Marketing: Dialog, Debate and Directions*, PHI Learning Private Limited, 2006

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<i>Understanding Service Products: New perspective on marketing in service industry-</i> Four board categories of services, Traditional marketing mix applied to Services, The extended services marketing mix for managing the customer interface, Characteristics of services- Product vs Services-Tangibility Spectrum ; Services Sector in Indian Economy-Characteristics of Services Sector Industries.	15
2	<i>Consumer Behavior in Services Context-</i> Three stage model of Service consumption- Servuction Model - Expectation Development by Consumers- Zone of Tolerance-Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception; Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels-Developing and effective positioning strategy.	25
First Internal Examination		
3	<i>Service Demand Management:</i> Demand Situation- Demand Patterns, Demand Variations- Demand Forecasting Methods-Demand Management –Capacity Management; <i>Developing service products:</i> Planning and creating service products- The flower of service - Branding service products and experiences - New Service Development-Steps in development of a New Service. The Service Product Mix-Service Differentiation-Service Lifecycle Management.	25
4	<i>Managing the Customer Interface:</i> Flowcharting customer service process- Service Blue prints – Physical Evidence-Servicescapes- Types of Servicescapes- Mehrabian-Russell Stimulus Response Model- Russel’s Model of Affect Servicescape Model- Dimensions of Service Environment-Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit-GAP Model of Service Quality- SERVQUAL- Total Quality Services Marketing- Service Excellence	20
Second Internal Examination		
5	<i>Delivery of Services: Delivering Service</i> through intermediaries-distribution growth options- Internationalization in distribution. <i>Service Failures and Recovery:</i> Types of service encounters- Deviations in services - Types of service encounters - Customer response to failures - Service Failures - Failure types - Complaint Management- Service Recovery – Service Guarantee.	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T4-5	Marketing Research	3-0-0	3	2016

Course Objectives

The course aims at creating awareness among the students about the different research techniques and methodologies in the marketing domain, which shall be successfully implemented by the students. This course shall serve as a launching platform for the students to start their career in marketing research.

Syllabus

The Marketing Research System, Sampling Process in Marketing Research, Research Design, Measurement & Scaling in Marketing Research, Data Instruments, Application of Marketing Research, Recent Trends in Marketing Research.

Expected Outcome

On completion of the course, the students are expected to be familiar with the marketing research methodologies and techniques that shall be implemented in the marketing research.

References

1. Naresh K. Malhotra and Satya Bhushan Dash, *Marketing Research: An Applied Orientation*, Pearson Education, 2008
2. William G. Zikmund and Barry J Babin, *Marketing Research*, Cengage Learning India Pvt Ltd, 2009
3. Paul E. Green and Donald S. Tull, *Research For Marketing Decisions*, PHI Learning Private Limited, 2009
4. Green, *Research For Marketing Decisions*, PHI Learning Private Limited, 2009
5. Donald R. Cooper & Pamela Schindler, *Marketing Research Concept & Cases*, Tata McGraw Hill Education, 2005
6. Naresh K. Malhotra, *Marketing Research: An Applied Orientation and SPSS*, Prentice Hall, 2006
7. Rajendra Nargundkar, *Marketing Research: Text and Cases*, McGraw Hill Education India Private Limited, 2008
8. Alan Shao and Kevin Zhang Zhou, *Marketing Research : A Decision Maker's Tool*, Cengage Learning, 2009
9. Sunanda Easwaran and Sharmila Singh, *Marketing Research: Concepts, Practices and Cases*, Oxford Higher Education, 2006
10. A. Parasuraman, Dhruv Grewal and R Krishnan, *Marketing Research*, DreamTech Press, 2004

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<i>The Marketing Research System</i> - Marketing Research - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research- Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information.	20
2	<i>Sampling Process in Marketing Research</i> – Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors. <i>Research Design</i> - Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design	20
First Internal Examination		
3	<i>Measurement & Scaling in Marketing Research</i> : Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure	20
4	<i>Data Instruments</i> - Data Collection- Online data collection – Collection of Secondary Data – Collection of Primary Data Methods – Field Operations - Errors and Difficulties in Data Processing, Coding and Editing. Data Analysis - Report Writing - Presentation of Data. <i>Hypothesis Testing</i> : Introduction, Hypothesis, Steps Involved in Hypothesis Testing, Test of Significance of a Mean, Test of Significance of Difference between Two Means, Test of Significance of Difference between Two Standard Deviations, Test of Significance of Sample Proportion, Test of Significance of Difference between Two Sample Proportions, Student's t– Distribution, Parametric and Nonparametric Tests	20
Second Internal Examination		
5	<i>Application of Marketing Research</i> : Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research <i>Recent Trends in Marketing Research</i> : Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T4-6	Sales and Distribution Management	3-0-0	3	2016

Course Objectives

The main objective of the course is to impart skills and knowledge needed to manage sales force and distribution function so as to gain a competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts the course aims to provide to the student participants. The unique mixture of theory and practice incorporated in the course helps the students to understand the different paradigms and to practically implement it during their stint as a sales person.

Syllabus

Understanding Personal Selling and Sales Force Management, Overview of Sales Management Selling Process and Sales Organization. Channel management, Sales force control system. New Trends in Sales Management, Distribution Planning and Control, Distribution System and Logistics.

Expected Outcome

On completion of the course, the students are expected to be familiar with the concepts and framework of Sales and Distribution and a conceptual clarity on selling process, distribution system which shall be a value addition.

References

1. Pingali Venugopal, *Sales and Distribution Management*, SAGE Response, 2008
2. Tapan K Panda and Sunil Sahadev: *Sales and Distribution Management*: Oxford University Press, 2011
3. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. *Sales Management*. Pearson Education, 2007
4. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), *Marketing Channels*, Pearson Education, 2007
5. Still, Cundiff and Govoni: *Sales Management*, PHI, 2008
6. Rosann Spiro, Stanton, William J. and Gergory Rich, *Management of Sales Force*. McGraw Hill Education India Private Limited, 2003
7. Spiro, R, *Management of a Sales Force*, McGraw Hill Education India Private Limited, 2015
8. Gary Gagliardi and Sun Tzu, *Sales Management Strategy: Sun Tzu's The Art of War for Sales Force Success, (Kindle edition)*, Clearbridge Publishing, 2012
9. Tony Carter, *Sales Force Management: A Contemporary Approach*, Jaico Publishing House, 2008
10. Mukesh Bhatia, *Sales Force Management: Creating & Controlling Winning Sales Teams*, Regal Publications, 2014

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Sales Management-</i> Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers</p> <p><i>Understanding Personal Selling and Sales Force Management:</i> Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force</p>	15
2	<p><i>Selling Process and Sales Organization:</i> Prospecting, Pre approach, Approach, Presentation, Objection Handling, Sales Close, Sales Organization Design</p> <p><i>Channel management-</i> Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels</p>	20
First Internal Examination		
3	<p><i>Sales force control system:</i> Sales Quota setting, Sales Territory, Sales Budget, Sales Analysis and Audit and evaluating sales person performance</p> <p><i>New Trends in Sales Management-</i> Sales Management Information System, Relationship Marketing, Role of Ecommerce in Selling, International Sales Management, Challenges Faced by International Sales Managers</p>	20
4	<p><i>Distribution Planning and Control:</i> Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management.</p>	25
Second Internal Examination		
5	<p><i>Distribution System and Logistics:</i> Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics- Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T4-1	Supply Chain and Logistics Management	3-0-0	3	2016

Course Objectives

The core objective of this course is to provide a comprehensive understanding of supply chain and logistics management and its application in business. This course is aimed to endow with an in-depth understanding on IT application of supply chain and logistics and also a broad understanding about Global Logistics and Supply Chain Management.

Syllabus

Logistics Management, Supply Chain Management, Order Processing - Transportation - Demand Forecasting, Integrated supply chain, Growth of Supply chain, Strategic decision in supply chain, Logistics Network- Integrated Logistics system, Economics of Logistics, Third Party Logistics, The role of IT in Supply chain, Uses of IT in inventories, Global Supply Chain Management.

Expected Outcome

After the successful completion of this course, the students are able to conceptualize Logistics and Supply Chain Management in the contemporary business scenario. The emergence of Global Village and it deals with how Global Village facilitate this learning.

References

1. Sunil Chopra and Peter Meindl, *Supply Chain Management Strategy, Planning and Operation*, Pearson Education, 2012
2. R.P. Mohanty and S.G. Deshmukh, *Essentials of Supply Chain Management*, Mumbai: Jaico Publishing House, 2004
3. David Simchi Levi and Philip Kaminsky, *Designing & Managing The Supply Chain*, McGraw Hill Education (India) Private Limited, 2007
4. G. Raghuram and N. Rangaraj, *Logistics & Supply Chain Management – Cases & Concepts*, Laxmi Publications, 2015
5. Donald. J. Bowersox and David J. Closs, *Logistical Management: The Integrated Supply Chain*, McGraw Hill Education India Private Limited, 2000
6. Martin Christopher, *Logistics and Supply Chain Management*, Financial Times/ Prentice Hall, 2012.

COURSE PLAN

Unit	Topic	% Of Marks In Trimester Exam
1	Logistics Management: Evolution of Logistics- Components of Logistics Management- Competitive Advantages of Logistics – Functions of Logistics Management – Principles – Logistics Network – Integrated Logistics System- 3 rd Party & 4 th Party Logistics – Logistics Cost	30
2	Supply Chain Management: Concept of Supply Chain- Evolution of Supply Chain - Objectives & Importance of Supply Chain– Decision Phases in Supply Chain – Supply Chain Strategies (i) Cyclic View (ii) Push-Pull View- Strategic Fit, Obstacles to Strategic Fit- Supply Chain Framework, Supply Chain Drivers	30
First Internal Examination		
3	Elements of Supply Chain Management: Distribution Network- Meaning, Factors affecting Distribution Network, Distribution Network Design Options; Network Design – Meaning, Role, Factors affecting Network Design, Framework for Network Design	20
4	Logistics and Supply Chain Management in Practice: Role of IT in Supply Chain – Supply Chain IT Framework – Role of E-Business in Supply Chain – Role of Transportation in Supply Chain, Transportation Network Design Options and Strategies	10
Second Internal Examination		
5	Global Supply Chain and Global Logistics: Global Supply Chain – Meaning, Objectives – Factors influencing Global Supply Chain- Global Market Challenges; Global Logistics – Meaning, Operational Factors and Documentation - Global Vs. Domestic Logistics.	10
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T4-2	Facilities & Location Management	3-0-0	3	2016

Course Objectives

The objective of this course is to develop an in-depth understanding of product, process and schedule design as well as facilities location, layout design and material handling. The course is expected to provide a balanced exposure in facility management, layout design and material handling.

Syllabus

Production Facilities, Location, Planning Design, Maintenance, Production System, Machine Selection, Automation, Layout, Industrial Safety, Preventive Maintenance.

Expected Outcome

After successful completion of the course, the students will be able to define and analyse product, process and schedule design interactions by studying the functions involved in the product development cycle.

References

1. Tomkins, J. A; White, J A, Bozer, Y.A and Tanchoco.J, *Facilities Planning*, N J: John Wiley & Sons, 2013
2. McGinnis, F, Richard L Francis and White, J A, *Facilities Layout and Location: An Analytical Approach*, Pearson Education, 2015
3. G.K. Agarwal, *Plant Layout and Material Handling*, Jain Brother, 2008
4. Stevenson, W.J., *Operations Management*, McGraw Hill Education India Private Limited, 2015
5. Fred E. Meyers and Matthew P. Stephens, *Manufacturing Facilities Design and Material Handling*, Purdue University Press, 2013
6. Eric, Tiecholz, *Facility Design and Management Handbook*, McGraw-Hill Professional, 2001

COURSE PLAN

Unit	Topic	% of marks in Trimester Exam
1	<i>Facilities Management:</i> Principles and Theories, Organisational Models, Different Types of Facilities Layout – Product, Process, Bench Marking, Maturing, Survey Facilities and Asset Management, Facilities Asset Management, Life Cycle Analysis, different types of facilities – Product, Process, combination, fixed, and cellular layouts. Production facilities location decisions factors; warehouse location decision methods.	20
2	<i>Business Transformation and Facilities Management:</i> Changing Environment, Business Transformation process, Three Key Issues of Facilities Management Transformation, Three Obstacles of Facilities Management Transformation, comparison of layouts and the factors affecting the layout decisions	20
First Internal Examination		
3	<i>Facilities Condition Assessment:</i> Facilities Audit, Technology for Capital Planning, Alternative Work Places, Rethinking Office 2.0, Business Centres, Changing Political and Economic Boundaries, Changing Technology, Changing Social and Environmental Awareness, Sustainable Designs- Occupant Health and Comfort, warehousing and employee services – office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity.	20
4	<i>Smart and Intelligent Buildings:</i> Smart Building – Beyond Technology, Network and Central Management Systems, Smart Interior Systems, Smart HVAC Systems, Smart Lighting System, Lighting Ergonomics, Interior Lighting, Exterior Lighting, Lighting Analysis, Space Management, Energy in building design – Energy efficient and environment friendly building – Thermal phenomena – thermal comfort – Indoor Air quality – Climate, sun and Solar radiation, Psychometrics – passive heating and cooling systems .	20
Second Internal Examination		
5	<i>Energy Management & Industrial Safety:</i> Energy management, Energy audit – Types of Energy audit – Analysis of results – Energy flow diagram – Energy Consumption, Unit Production – Identification of wastage Priority of conservative measures, Maintenance of energy management programme, Hazards and Health Standards, NIOSH Guidelines. Stress & Preventions, Pollution and Environmental Consideration, Occupational Safety.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T4-3	Quality Management	3-0-0	3	2016

Course Objectives

This course deals with primary tools and methods used to monitor and control quality in organizations and the ways in which quality can be improved. It comprises of historical development of quality management, the seven basic tools for quality improvement, and management strategies for implementing world class quality improvement strategies. Emphasis is also given to control chart analysis and process capability study.

Syllabus

Quality-Total Quality –Quality Costs-Benchmarking- QFD-FMEA- quality tools-Acceptance sampling plans-process capability-benchmarking-Six Sigma-DPMO, SIPOC and DMAIC Methodology-Quality systems-ISO 9000 and ISO 14000

Expected Outcome

On successful completion of the course, the student should be able to identify concepts of quality management and improvement. It is envisaged at developing an understanding of the role of technology, managers, employees, and customers in developing a quality-based workplace. It is aimed at developing abilities to apply tools and techniques of Total Quality Improvement including, statistical process control, control charts, and quality function deployment techniques. It also builds the ability to utilize data gathering and analysis tools in process control and six sigma, benchmark organizations in Quality Management and helps understand the ethical issues in quality of services and products.

References

- 1 David L. Goetsch and Stanley B. Davis *Quality Management for Organizational Excellence: Introduction to Total Quality*, Seventh Edition, Pearson Education, Inc.
2. Eugene Grant, *Statistical Process Control*, Mc Graw Hill
3. Juran, J.M. & Gryna, F.M. : *Quality Planning and Analysis*, Mc Graw Hill
4. Joel E. Ross, Susan Perry, *Total Quality Management: Text, Cases, and Readings*, Third Edition, CRC Press
5. Charantimath, P.M., *Total Quality Management*, Pearson
6. Arthi Venkataraman(2000) *Journey Towards Zerodefects: Challenges, Best Practices And Testing Models(Wipro)*, Bangalore
7. Crosby, Philip B(1979) *Quality Is Free*, Newyork, Mcgraw-Hill Books, Fourth Edition
8. Subburaj Rama Swamy, *Total Quality Management*, TataMcgraw Hill, NewDelhi,
9. Joseph A. De Feo, William Barnard(2010), *Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods*, Newyork, Mcgraw Hill Books
10. Juran, Joseph M., Ed. (1995), *A History Of Managing For Quality: The Evolution, Trends, And Future Directions Of Managing For Quality*, Milwaukee, Wisconsin
11. Gupta, N S & B. Velamathi(2007), *Total Quality Management*, McGraw Hill Publications

COURSE PLAN

Unit	Topics	% marks in Final Exam.
I	Quality, Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus. Concept of Costs of Quality, TQM strategies, Customer satisfaction, Employees participation- Quality function deployment, Failure mode Effect Analysis.	15
2	Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Kaizen practice.	20
First Internal Examination		
3	Acceptance Sampling, single sampling, double sampling plans, Process capability studies, Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking	20
Second Internal Examination		
4	Six Sigma-Origin, Goals of six Sigma, Root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation ,cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies	25
5	Quality Systems, Quality management principles, ISO 9001, ISO 14000, Future of quality system audit, Audit objectives, types of quality audit, Quality Auditor, Audit performance.	20
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T4-4	Business Process Reengineering	3-0-0	3	2016

Course Objectives

The objective of this course is to make the students understand the role of Business Process Reengineering technique in an organisation and to gain insight on BPR tools and techniques.

Syllabus

Business Process Reengineering, Principles of BPR, Total Quality Management, Enterprise Resource Planning, Change Management, ISO Standards and Certifications

Expected Outcome

Students who successfully complete this course are able to get insight on Business Process Reengineering tools and techniques to focus on customer, innovation and quality management to speed up the processes and improve productivity of an organisation.

References

1. Radhakrishnan, R and Balasubramanian, S, *Business Process Reengineering: Text & Cases*, PHI Learning Private Limited, 2008.
2. Dey, B. R. *Business Process Reengineering and Change Management*, Dreamtech Press, 2004.
3. Vikram Sethi and William King, *Organisational Transformation through Business Process Reengineering: Applying the Lessons Learned*, Pearson Education, 1998.
4. Henry J. Johansson, Patrick McHugh, A. John Pendlebury, and William A. Wheeler, *Business Process Reengineering: Break Point Strategies for Market Dominance*, Wiley Wiley, 2007.
5. John Jeston and Johan Nelis, *Business Process Management: Practical Guidelines to Successful Implementations*, A Butterworth-Heinemann, 2008.
6. Joe, P and Philip, R., *Essence of Business Process Reengineering*, Financial Times/ Prentice Hall, 1995.

Course Plan

Unit	Topic	% of marks in Trimester Exam
1	Business Process Reengineering- Need for reengineering, Benefits of BPR, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR and Myths of BPR, Business Process Redesigning	20
2	BPR and Other techniques: Total Quality Management, Kaizen, Just – in- Time, Six Sigma, Quality Function Deployment, ISO Standards and Certifications, Enterprise Resource Planning.	20
First Internal Examination		
3	BPR Implementation Methodology: BPR Strategies, BPR Success and Failures, Factors Relating to BPR Success, Change Management, Culture, Leadership, Organisation Structure, Factors related to Business Process Failure – Communication and Organisational Resistance.	20
4	BPR, TQM & IT: Information Technology and Value Chain, IT Value and Business Alignment, IT Infrastructure, IT Networking Infrastructure, Key Elements of BPR, Establishing a Responsible Team, Redesigning the Business Process, BPR Methodologies – Implementation Phases.	20
Second Internal Examination		
5	Process Change Management: Nature, Process of Change, Management of Change in BPR, Planning for Reengineering, Analyse AS-IS Process, Case studies.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T4-5	World Class Manufacturing	3-0-0	3	2016

Course Objectives

The objective of this course is to acquaint the students about the global developments in the area of manufacturing, and the systems, tools and techniques which are required for achieving competitive edge by business organisations. The course orients in helping the learner improve their leaning and understanding in world class manufacturing.

Syllabus

Manufacturing & Operations Management, Just – in – Time Manufacturing, World Class Manufacturing Environment, Imperatives for Success, System Approach, Manufacturing excellence , Business Excellence, Benchmark and Best Practices in World Class Manufacturing, World Class Manufacturing – International Scenario and Indian Scenario.

Expected Outcome

On completion of the course, the students are expected to learn what actions are appropriate for different situations of World Class Manufacturing with respect to theories as well as concepts in competitive manufacturing and apply them in models and practices.

References

1. Sahay, B.S., Saxena, K.B.C and Ashish Kumar, *World Class Manufacturing - Strategic Perspective*, MacMillan, 2007.
2. Narayanan V. K, *Managing Technology & Innovation for Competitive Advantage*, Prentice Hall, 2014.
3. Nair, N. G, *Production & Operations Management*, McGraw Hill Education (India) Private Limited, 2002.
4. Richard J. Schonberger (2009). *World Class Manufacturing: The Next Decade: Building Power, Strength, and Value*, Free Press, 2013.
5. S. N. Chary, *Production & Operations Management*, McGraw Hill Education India Private Limited, 2012
6. Ron Moore, *Making Common Sense Common Practice – Models for manufacturing Excellence (Kindle edition)*, Reliabilityweb.com, 2013

Unit	Topic	% of marks in Trimester Exam
1	<i>Manufacturing & Operations Management:</i> Scope & Importance of Manufacturing & Operations Management, Interrelationship between Materials & Operations Management, Role of Raw Materials, Components and Work in Process inventories manufacturing, Methods of Quantity Assurance namely Sampling, SQC, Vendor rating, Self Certification , Just - in - Time Manufacturing.	10
2	<i>World Class Manufacturing:</i> World Class Manufacturing Environment, Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management, Choice of technology, Capacity and layouts, Automation in Materials handling system, World class Excellent organizations - Models for Manufacturing excellence - Business Excellence.	20
First Internal Examination		
3	<i>Benchmark and Best Practices:</i> Benchmarking, bottleneck and best practices, Best performers - Gaining competitive edge through world class manufacturing - Value added manufacturing, eliminating waste - Toyota Production System, Human Resource Management in WCM: Organizational learning - New organizational structures, Associates Facilitators, Teamsmanship, Motivation and reward in the age of continuous improvement.	20
4	<i>System & Tools for World Class Manufacturing:</i> Improving Product & Process Design - Lean Production - SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S , 7 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices. Total Productive Maintenance, Visual Control., Typical characteristics of WCM companies: Performance indicators, world class Performance - Six Sigma philosophy.	25
Second Internal Examination		
5	<i>World Class Manufacturing:</i> - International Scenario and Indian Scenario, Manufacturing Innovations, Quick Response Manufacturing, Agile manufacturing, lean manufacturing, concurrent engineering, Globalization and World Class Manufacturing - Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement POP System, TOPP System and Ambite System.	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T4-6	Logistics and Material Handling	3-0-0	3	2016

Course Objectives

This course will provide an understanding to the advanced concepts and practices in material handling and internal logistics. It also gives a comprehensive coverage of both traditional and contemporary topics in internal logistics and material handling.

Syllabus

Logistics Management, Integrated Logistics system, Logistics Network, 3PLs and 4PLs, Ware Housing – Warehouse Layout design, Logistics Information Systems, Material Planning, Material Handling, Transportation, Inventories.

Expected Outcome

After completing the course, the students are able to gain a fair understanding on contemporary topics in internal logistics and material handling. The course will equip the participants to deal strategically issues and challenges in internal logistics and materials handling in an organization.

References

1. Martin Christopher, *Logistics and Supply Chain Management*, FT Publishing International, 2016
2. Ronald H. Ballou, *Business Logistics and Supply Chain Management*, Pearson Education, 2007
3. Stephens, M. P & , F. E, *Manufacturing Facilities Design and Material Handling*, Purdue University Press, 2013
4. Agarwal, D. K, *Textbook of Logistics and Supply Chain Management*, Mac Millan India Ltd, 2003
5. Chase, RB, Jacobs, FR and Aquilano, NJ, *Operations Management for Competitive Advantage*, Irwin Professional Pub; 2004
6. Krishnaveni Muthiah(2009). *Logistics Management and Seaborne Trade*, Himalaya Publishing House, 2014

COURSE PLAN

Unit	Topic	% of marks in Trimester Exam
1	<i>Nature and Importance, Components of Logistics Management- Competitive Advantages of Logistics- functions of Logistics management- principles-Logistics Network- Integrated Logistics system. Supply chain management- Nature and Concepts- Value chain- Functions - Supply chain effectiveness- Outsourcing - 3PLs and 4PLs Supply chain relationships- Customer services.</i>	10
2	<i>Elements of Logistics and Supply chain management : Inventory carrying - Ware housing - Warehouse Layout design, the concept of honeycomb loss in goods stacking, method of assigning dedicated storages; Quantitative flow balance analysis, Material handling - Order Processing - Transportation, Demand Forecasting - Impact of Forecasts on Logistics and Supply chain management - Performance measurements.</i>	15
First Internal Examination		
3	<i>Logistical Information system (LIS) - Operations - Integrated IT solution for Logistics and Supply chain management - Emerging technologies in Logistics and Supply Chain management. Components of a logistic system - transportation - inventory carrying - warehousing-order processing - Ocean transport - ships - types - measurement of capacity of ships - shipping information.</i>	30
4	<i>Transportation & Logistics: Position of Transportation in Logistics and Supply chain management- Road, Rail, Ocean, Air, Transport Multi model transport- Containerization - CFS- ICDS -Selection of transportation mode - Transportation Network and Decision- Insurance Aspects of logistics.</i>	15
Second Internal Examination		
5	<i>Material Handling: Material Planning -Factors affecting material planning - Techniques of material planning - MRP, Inventories - Definition-Classification of Inventories- Need for inventories -Inventory control techniques and principles - classification, codification, standardization - ABC analysis - VED, GOLF, FSN - HML Equipment: Cranes, tower cranes, lifting equipment, series lifting equipment, lifting platforms, continuous mechanical handling equipment, monorail conveyors, belt, chain and overhead conveyors. Industrial trucks</i>	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T4-1	System Analysis and Design	3-0-0	3	2016

Course Objectives

Competence in information systems analysis is crucial to virtually every professional. This is why the topic System Analysis and Design course plays a key role worldwide. This course covers the concepts and techniques of information systems analysis and design, including analysis skills. In addition, this course covers techniques used by modern systems analysts and gives extensive practice with structured methodologies and object-oriented techniques.

Syllabus

Overview of Data, Information, Systems Analysis and Design Life Cycle, Structured systems analysis and design, Data input methods and Object oriented systems modelling, Control and System analysis and design.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. *Define various systems analysis and design concepts and terminologies.*
2. *Describe the stages of the system development life cycle model.*
3. *Describe different methodologies and state-of-the-art developments in SA&D techniques and method.*
4. *Compare, use and synthesize different conceptual modelling techniques for systems analysis (including ERDs and DFDs)*
5. *Apply logic modelling techniques (decision tree/table, structured English)*

References

7. S.K. Jha, *System Analysis and Design*, S.K. Kataria & Sons, 2009
8. Elias M Award, *System Analysis and Design*, Galgotia Publications Pvt Ltd, 1993
9. Kenneth E Kendall Julie, *System Analysis and Design*, PHI, 2012
10. Jeffery Whitten and Lonnie Bentley, *Systems Analysis and Design Methods - SIE*, McGraw Hill Education India Private Limited, 2006
11. Goyal A, *Systems and Design*, PHI Learning Private Limited, 2011
12. Whitten, Bentley and Barlow, *System Analysis and Design Methods*, McGraw-Hill Higher Education, 2006
13. Jeffrey A. Hoffer, *Modern System Analysis and Design*, Pearson Education, 2011
14. Jeffrey Slater, Joey Gerge and Joseph A. Valacich, *Modern System Analysis and Design – International Edition*, Pearson Education, 2007
15. Mahbubur Rahman Syed and Sharifun Nessa Syed, *Handbook of Research on Modern Systems Analysis and Design Technologies and Applications*, Information Science Reference, 2008
16. Claude Petitpierre, *Software Engineering: The Implementation Phase (Communication and Information Sciences)*, EPFL Press, 2006.

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1 (a)	<p><i>Overview of Data, Information, Systems Analysis and Design Life Cycle</i></p> <p>Data and Information – Types of information: operational, tactical, strategic and statutory – why do we need information systems – management structure – requirements of information at different levels of management – functional allocation of management – requirements of information for various functions – qualities of information.</p> <p>Systems Analysis and Design Life Cycle - Requirements determination – requirements specifications – feasibility analysis – final specifications – hardware and software study – system design – system implementation – system evaluation – system modification. Role of systems analyst – attributes of a systems analyst – tools used in system analysis.</p>	10
1 (b)	<p>Information gathering – strategies – methods – case study – documenting study – system requirements specification – from narratives of requirements to classification of requirements as strategic, tactical, operational and statutory;</p> <p>Feasibility analysis – deciding project goals – examining alternative solutions – cost – benefit analysis – quantifications of costs and benefits – payback period – system proposal preparation for managements – parts and documentation of a proposal – tools for prototype creation; Tools for systems analysts – data flow diagrams – case study for use of DFD, good conventions – leveling of DFDs – leveling rules – logical and physical DFDs – software tools to create DFDs .</p>	10
First Internal Examination		
2	<p><i>Structured systems analysis and design</i></p> <p>Procedure specifications in structured English – examples and cases – decision tables for complex logical specifications – specification oriented design vs procedure oriented design; Data oriented systems design – entity relationship model – E-R diagrams – relationships cardinality and participation – normalizing relations – various normal forms and their need – some examples of relational data base design.</p>	20
3	<p><i>Data input methods and Object oriented systems modelling</i></p> <p>Data input methods – coding techniques – requirements of coding schemes – error detection of codes – validating input data – input data controls interactive data input; Designing outputs – output devices – designing output reports – screen design – graphical user interfaces – interactive I/O on terminals;</p> <p>Object oriented systems modeling – Composition and Usefulness of objects –objects – Objects and their properties – classes – inheritance – polymorphism – how to identify objects in an application – how to model</p>	20

	systems using objects – some cases of object oriented system modelling.	
Second Internal Examination		
4	<p><i>Control</i></p> <p>Control – audit and security of information systems – why controls are needed – objectives of control – techniques used in control – auditing information systems – auditing around, through and with the computer – testing information systems – types of tests – how to generate tests – security of information systems – disaster recovery – business process continuity.</p>	20
5	<p><i>Systems analysis and design</i></p> <p>Systems analysis and design in the era of electronic commerce – B2B, B2C and C2C e-commerce – advantages and disadvantages of e-commerce. E-commerce system architecture – physical networks, logical network, world wide web, web-services – html, XML; Electronic data interchange – EDI standards – virtual private networks – XML and EDI; Security of e-commerce transactions, firewalls – encryption methods – symmetric and asymmetric encryption – digital signature – certifying authorities for signatures – legal status of e-commerce transactions;</p> <p>Software engineering and implementation - Quality assurance through software engineering; Implementing the information system.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T4-2	Software Engineering	3-0-0	3	2016

Course Objectives

The course emphasizes on the software concepts. These concepts will equip management graduates to understand the key elements in software development. Also the students will get an understanding on the industry standards, quality requirements and latest models in the field.

Syllabus

Overview of Software Engineering, Software Requirements Specification (SRS), Planning and executing a software Project, Software Design Concepts, Principles and Testing and Capability Maturity Model (CMM) for Software.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. *Help the student understand about software engineering and role of management.*
2. *Identify areas where management concepts are applied in software development projects.*
3. *Learn project planning and estimation principles in software projects.*
4. *Understand the latest quality models applicable in IT and its application.*

References

1. Ian Sommerville, *Software Engineering*, Pearson Education, 2013
2. Pressman R.S, *Software Engineering: A Practitioner's Approach*, McGraw-Hill Higher Education, 2014
3. Pankaj Jaiote, *An Integrated Approach to Software Engineering*, Narose Publishing House, 2005
4. Richard Fairly, *Software Engineering Concepts*, McGraw Hill Education India Private Limited, 2001
5. Mall R., *Fundamentals of Software Engineering*, PHI Learning Private Limited-New Delhi, 2014
6. S. Mukherjee, *Project Management for Software Development*, Jaico Publishing House, 2008
7. Behferooz A. and Hudson F.J., *Software Engineering Fundamentals*, Oxford University Press, 1997
7. Tory Dimes, *Scrum Essentials: Agile Software Development and Agile Project Management for Project Managers, Scrum Masters, Product Owners, and Stakeholder*, CreateSpace Independent Publishing Platform, 2014
8. Sumit Prakash. T, *Software Project Management*, Kindle Edition, University Science Press, 2011
9. Mark C.P, *The Capability Maturity Model*, Amazon Publishing, 2015
10. Carnegie Mellon University, *The Capability Maturity Model, Guidelines For Improving The Software Process*, Pearson Education, 1995
11. Charles Orton-Jones, *7 global project management trends*, <http://raconteur.net/business/seven-global-project-management-trends>
12. *Project Management Report*, Raconteur, <https://raconteur.uberflip.com/i/549582-project-management>

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Software Engineering</i> Overview - Software and Software Engineering –Phases in Software Development – Software Development process, Models; Software Life Cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model , Comparison of different life cycle models; Role of Management in Software Development – Role of Matrices Measurement; Software Quality Metrics; Professional software development; software engineering ethics; Agile software development – Agile methods, plan-driven and agile development. Extreme programming, agile project management, scaling agile methods.</p>	20
2	<p><i>Software Requirements Specification (SRS)</i> Role of SRS; Analysis Principles, Functional and non-functional requirements; the software requirements document; requirements specifications; requirements specification; requirements engineering processes; requirements elicitation and analysis; requirements validation; requirements management; Software Prototyping.</p>	20
First Internal Examination		
3	<p><i>Planning and executing a software Project</i> Software Project Management - Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques- empirical estimation techniques, Putnam’s model, basic COCOMO model, Halstead’s Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people. Software cost estimation- software productivity, estimation of productivity, factors effecting programming productivity, project duration and staffing; Quality Assurance Plans- Project Monitoring Plans – Risk Management.</p>	20
4	<p><i>Software Design Concepts, Principles and Testing</i> Software Design, Design Process, Design Fundamentals, Modular Design, Data Design, Architectural Design, Procedural Design, Design Documentation. Software Testing Techniques and Technical Metrics - Software Testing Fundamentals, White Box Testing, Control Structure Testing, Black Box Testing, Testing Real Time System, Automated Testing.</p>	20
Second Internal Examination		
5	<p><i>Capability Maturity Model (CMM) for Software</i> Fundamentals, Five Maturity Levels, Key Process Areas, ISO 9000 Series of Standards for Quality Management Systems, Mapping ISO 9001 to the CMM CMM Based Process Improvement - Introduction, Management Role, Process Focus, Useful Processes, Training, Risk Management, Customer-Supplier Relationship, Peer Reviews; Software Quality Assurance- Fundamentals, Software Quality Assurance, Quality Concepts, Quality Movement, Reviews, Software Reliability, Background Issues, Software Quality Assurance Activities, SQA Plan.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T4-3	Enterprise Resource Planning	3-0-0	3	2016

Course Objectives

This course throws light on the significance of Business Engineering and its link with Information Technology. Besides, it discusses the role of consultants, vendors and users, the process of customization, as well as the methodology and guidelines for ERP implementation.

Syllabus

Overview of Enterprise and Enterprise Resource Planning (ERP), ERP Implementation Life Cycle, ERP Modules Structure, Going Live and Post implementation and emerging trends in ERP.

Expected Outcomes

Upon completion of this course, the students will be able to:

- 1. Examine systematically the planning mechanisms in an enterprise, and identify all components in an ERP system and the relationships among the components.*
- 2. Gain knowledge of ERP implementation cycle.*
- 3. Understand core and extended modules of ERP.*
- 4. Understand the business process of an enterprise*
- 5. Understand the emerging trends in ERP developments*

References

1. Ashim Raj Singla, *Enterprise Resource Planning*, Cengage Learning, 2009
2. Alexis Leon, *ERP demystified*, McGraw Hill Education India Private Limited, 2014
3. DP Goyal, *Enterprise Resource Planning – A Managerial Perspective*, McGraw Hill Education Private Ltd., 2011
4. Cedric Alexander, *A Case Study Exploring the Effectiveness of ERP Integration Towards Managerial Performance*, Proquest, Umi Dissertation Publishing, 2011
5. David L Olson, *Managerial issues of ERP systems*, McGraw-Hill Higher Education, 2003
6. Pramod Mantravadi M, *ERP-Concept And Cases*, ICFAI, 2003
7. Dimpi Srivastava and Aarti Batra, *ERP Systems*, I K International Publishing House Pvt. Ltd, 2010
8. Vinod Kumar Grag and N.K. Venkitakrishnan, *ERP- Concepts and Practice*, Prentice Hall of India, 2004
9. Sinha P. Magal and Jeffery Word, *Essentials of Business Process and Information System*, Wiley India, 2009
10. George Anderson, Charles D. Nilson, Tim Rhodes, Sachin Kakade, Andreas Jenzer, Bryan Kin, Jeff Davis, Parag Doshi, Veeru Mehta and Heather Hillary, *SAP Implementation Unleashed: A Business and Technical Roadmap to Deploying SAP*, SAMS, 2009
11. Jagan Nathan Vaman, *ERP in Practice - ERP strategies for steering organizational competence and competitive advantage*, McGraw-Hill Education (India), 2008
12. Alexis Leon, *Enterprise Resource Planning*, McGraw Hill Education India Private Limited, 2007
13. Mahadeo Jaiswal, *Enterprise Systems and Business Process Management*, Macmillan India, 2008

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Enterprise and Enterprise Resource Planning (ERP)</i></p> <p><i>Enterprise</i> - Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modeling; Integrated data model</p> <p><i>ERP</i>- Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market.</p>	20
2 (a)	<p><i>ERP Implementation Life Cycle</i></p> <p>ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation;</p> <p>ERP Vendors, Consultants, and Employees- Vendors- Role of the Vendor; Consultants: Types of consultants; Role of a Consultant, Employees; Role of employees; Resistance by employees; Dealing with employee resistance, Role of Top Management, Role of Implementation Partner.</p>	20
First Internal Examination		
2 (b)	<p>Different ERP Vendors - ERP Vendors, SAP-AG: Products and technology R/3 overview; SAP advantage, Baan Company , Oracle Corporation: Products and technology; Oracle Application; Vertical solutions, Microsoft Corporation, Ramco Systems, Systems Software Associates Inc. (SSA), QAD.</p>	5
3	<p><i>ERP Modules Structure</i></p> <p>Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management; Engineering Change Control ; Configuration Management; Serialisation / Lot Control ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management - Functions of Quality Management; CAQ and CIQ; Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection.</p>	20
Second Internal Examination		

4	<p><i>Going Live and Post implementation</i></p> <p>Preparing to Go Live, Strategies for migration to New ERP system, Managing ERP system after Going Live; Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation, Roadmap for successful ERP.</p>	20
5	<p><i>Emerging Trends</i></p> <p>Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing; ERP to ERP II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor.</p>	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T4-4	e-Business	3-0-0	3	2016

Course Objectives

Upon successful completion of this course the student will be able to understand the e-business concepts and how it is different from e-commerce. Moreover, the student will be able to understand the e-business models and infrastructure. Students will learn how e-business concepts are applied to different fields, such as: education, banking, tourism and so on. Moreover, this course will inspire students with online business ideas and motivate them to apply what they learned in the real life.

Syllabus

Overview of e-Business, e-Business Strategy, e-Markets, e-Business Applications, e-Procurement, e-Payment Systems and Security and Reliability of e-Business, e-Business and Selected Industries and e-Business Start-up.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. Examine systematically the planning mechanisms in an enterprise, and identify all Understand e-Commerce and e-Business and their types.
2. Understand the e-Marketplaces.
3. Understand the main e-Business Models.
4. Understand some innovative e-Business systems like in e-Learning, e-Government, e-Tourism
5. Understand the requirements for starting an online business.

References

14. Michael P. Papazoglou and Pieter M.A. Ribbers, e-Business – Organizational and Technical Foundations, John Wiley & Sons, 2009
15. Parag Kulkarni, Sunita Jahirabdkar and Pradip Chande, E-Business, Oxford University Press India, 2013
16. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, Pearson Education, 2013
17. Efraim Turban, Jae K. Lee, David King and, Michael Chung, Electronic Commerce: A Managerial Perspective, Pearson Education, 1999
18. William Horton and Katherine Horton, E-learning Tools and Technologies: A consumer's guide for trainers, teachers, educators, and instructional designers, Kindle Edition, Wiley Publishing, 2008
19. Thaer Sabri, e-Payments: A Guide to Electronic Money and On-line Payments, Butterworths Law, 2002
20. Michael E. Gerber, The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It, Harper Business, 2004
21. Ravi Kalakota and Marcia Robinson, e-Business: Roadmap for Success (Information Technology), Addison Wesley, 1999
22. Ohad Samet, Introduction to Online Payments Risk Management, Kindle edition, O'Reilly Media, 2013
23. Various articles from e-Commerce Times, <http://www.ecommercetimes.com/>
24. e-Business and e-Commerce, <http://www.peterindia.net/E-businessOverview.html>

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of e-Business</i> e-Business –e-Business vs. e-Commerce, Characteristics of e-Business, Elements of an e-Business solution, e-Business Models, Internet marketing and e-Tailing, e-Business roles and their challenges, e-Business requirements, Impacts of e-business, Inhibitors of e-Business; Define e-Marketplace and Describe their Functions; e-Marketplace types and their features.</p>	20
2	<p><i>e-Business Strategy</i> e-Business Strategy – Strategy, Strategic positioning, Levels of e-Business strategy, The strategic planning process, Strategic alignment, The Consequences of e-Business – theoretical foundation – Theory of competitive strategy, The resource-based view, Transaction cost economics; Success factors for implementation of e-Business strategies; Business models – definition, classifications of business models – Internet-enabled business models, Value Web business models, The e-Business-enabled business models, Market participants business model, Cybermediaries business model; e-Business and value chain – The Business unit value chain, Value Chain Analysis, Value Stream Analysis, Unbundling the business unit value chain, the industry value chain.</p>	20
First Internal Examination		
3	<p><i>e-Markets</i> Electronic Markets – Working, Functional characteristics of business-to-business e-Markets, Classification of electronic markets, Market making mechanisms, Biased or unbiased markets; Functions of electronic markets, electronic markets vs traditional markets, Personalization and customization, Information goods, Search, Transaction mechanisms, Price discovery, Facilitation, Electronic invoicing and payment; Effects of electronic markets - impact, stakeholders – buyers, suppliers, investors and service suppliers; e-Market success factors.</p>	20
Second Internal Examination		

4	<p><i>e-Business Applications, e-Procurement, e-Payment Systems and Security and Reliability of e-Business</i></p> <p>Integration and e-Business suits; ERP, eSCM, CRM; e-Procurement definition, processes, methods and benefits; e-Payment; Reliability and quality considerations, quality requirements, trust, e-business risks; e-Business security – application security requirements, security mechanisms for e-Business; Realizing a secure e-Business infrastructure – Infrastructure availability, Network level security, Secure communications, Digital certification and trusted third parties, Trust services overview.</p>	20
5	<p><i>e-Business and Selected Industries and e-Business Start-up</i></p> <p>e-Tourism; Employment and Job Market Online; Online Real Estate; Online Publishing and e-Books; Banking and Personal Finance Online; On-Demand Delivery Systems and E-Grocers;</p> <p>Online Delivery of Digital Products; Entertainment; Media.</p> <p>e-Business Start-up – funding options; web site development basics, Search Engine Optimization (SEO); evaluate various e-Business websites on design criteria; Payment gateways; Challenges in e-Business; Risks involved in e-Business; Business Continuity.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T4-5	e Governance	3-0-0	3	2016

Course Objectives

Main objectives of this course are to develop an understanding of the e-governance from a multi disciplinary perspective, application of ICT in public governance systems, frameworks for such e-governance models, enabling technologies and contemporary trends.

Syllabus

e-governance evolution-models-frameworks- enabling technologies-infrastructure readiness-cases

Expected Outcomes

The student should have an overall picture on the evolution of e-governance and various models for e-governance. Sufficient knowledge on the application of ICT technologies for the enhancement of e-governance platforms is also envisaged in this course. A deeper understanding of the already implemented systems is aimed at providing a practical knowledge on development of such systems.

References

1. Bhatnagar Subhash, *E-Government: From vision to implementation*, Sage Publication, New Delhi
2. C.S.R. Prabhu, *E-Governance: Concepts and Case Studies*, Prentice-Hall of India Private Limited, 2004.
3. Backus, Michiel, *e-Governance in Developing Countries*, IICD Research Brief, No. 1, March 2001.
4. Gupta D M, *e-governance: A comprehensive framework*, New Century Publications India
5. Leslie Budd and Lisa Harris *e-governance: Managing or Governing*, Routledge.
6. Pankaj Sharma, *e-governance* APH Publishing India
7. Driss Kettani and Bernard Moulin, *E Government for good governance in developing countries*, International Development Research Centre, Anthem Press

COURSE PLAN

Unit	Topics	% marks in Final Exam.
1	Need for e-governance, Evolution of E-Governance, Issues in E-Governance applications;, Its scope; Global trends, Benefits in cost, time, speed and quality- other issues- e-government enablers	15
2	E-Governance Maturity Models-evolution- Levels- Characteristics - Good Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/ G2C2G	25
First Internal Examination		
3	Architectures for data warehouses for e-government-National Data Warehouses: Census Data, Prices of Essential Commodities -dashboards for online decision making-Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.	25
4	Infrastructure readiness - Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in E-Governance.	15
Second Internal Examination		
5	Cases on e-literacy project in Kerala-Bhoomi in Karnataka, FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat-General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E- China; Brazil and Sri Lanka	20
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T4-6	Business Database Systems	3-0-0	3	2016

Course Objectives

The primary objective of this course is to deliver the fundamentals of database. A variety of topics will be covered that are important for modern databases in order to prepare the students for real life applications of databases.

Syllabus

DBMS concepts- Components- classification-file organization-indexing- ER model- DDL and DML- Use of SQL-Normalization- distributed databases- database security and integrity aspects and privileges.

Expected Outcomes

Student must be able to master the basic concepts and understand the applications of database systems, construct an Entity-Relationship (E-R) model from specifications and to transform to relational model. Student also must be conversant with database normalization principles. It is also designed make the student know more about distributed databases and database security aspects.

References

1. C. J. Date, A. Kannan and S. Swamynathan, *An Introduction to Database Systems*, Pearson Education.
2. Raghu Ramakrishnan, Johannes Gehrke, *Database Management Systems*, McGraw-Hill Higher Education
3. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, *Database System Concepts*, McGraw-Hill Education (Asia).
4. Shio Kumar Singh, *Database Systems Concepts, Designs and Application*, Pearson Education.
5. Peter Rob and Carlos Coronel, *Database Systems Design, Implementation and Management*, Thomson Learning-Course Technology.
6. Patrick O'Neil and Elizabeth O'Neil, *Database Principles, Programming and Performance*, Harcourt Asia Pte. Ltd.

COURSE PLAN

Unit	Topics	% marks in Final Exam.
I	Database Environment, functioning of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of DBMS, Applications	15
2	Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems, DDL, DML and use of SQL in relational databases and normalization.	25
First Internal Examination		
3	File Organization -Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks, Placing File Records on Disk, Operation on Files, Files of Unordered Records (Heap Files), Files of Ordered Records, Hashing Techniques- primary index and clustering index	20
4	Conceptual Data model - ER Model Concept using example, Components of an ER Model, Relationships, Roles and Structural constraints, Constraints on Relationship Types	20
Second Internal Examination		
5	Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design Security and Integrity Violations, Authorization, Granting of Privileges	20
Final Exam		

MASTER OF BUSINESS ADMINISTRATION

**Programme
Under**



APJ Abdul Kalam Technological University

SYLLABUS & COURSE PLAN

Trimester 5

June 2016

TRIMESTER V

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam Duration (hours)	Credits
	51	Entrepreneurship	3-0-0	40	60	3	3
	52	Business Ethics and Corporate Governance	3-0-0	40	60	3	3
	53	Elective V	3-0-0	40	60	3	3
	54	Elective VI	3-0-0	40	60	3	3
	55	Elective VII	3-0-0	40	60	3	3
	56	Elective VIII	3-0-0	40	60	3	3
	57	Project (Report and Viva-voce)	0-0-11	50	50		4
		TOTAL	18-0-11	290	410		22

Course No.	Course Name	L-T-P	Credits	Year of Introduction
51	Entrepreneurship	3-0-0	3	2016

Course Objectives

The objective of this course is to enable the students to face the ground realities of starting & managing their own Entrepreneurial ventures

Syllabus

The syllabus covers Entrepreneurship which is playing a catalytic role in the rapid development of the country. The basic concepts, Entrepreneurship in Indian context. Supporting agencies, SSI initial processes and business management. Business plan and DPR structure and schemes

Expected Outcome

At the successful completion of the course the students will develop the achievement motivation and Entrepreneurial competency. It will also familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures

References

1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education, 2008
2. Kuratko & Hodgetts, Entrepreneurship in The New Millennium, Cengage learning, 2009.
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, 2009.
4. Dollinger M J, Entrepreneurship strategies and resources, Pearson Education, New Delhi 2006
5. N P Sreenivasan and G P Gupta, Entrepreneurial development, Sulthanchand and Sons
6. Vasanth Desai "Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House, 2011
7. S.S.Khanka "Entrepreneurial Development", S.Chand & Company Ltd., 2001
8. Bhide, Amar V., "The Origin and Evolution of New Business", Oxford University Press, 2000.
9. Bellon Whittington "Competing through Innovation" , Prentice Hall, 2006
10. Peter F. Drucker, "Innovation and Entrepreneurship", Harper Business, 2006
11. Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin, "Corporate Entrepreneurship & Innovation", Cengage learning, 2011.
12. John Bessant and Joe Tidd, "Innovation and Entrepreneurship", John Wiley and Sons Ltd.,2011
13. A Sahay , V Sharma, Entrepreneurship and New Venture Creation, Excel Books, 2008

Course Plan		
Unit	Topics	% of marks in Trimester Exam
1	Introduction to Entrepreneurship - Definition of Entrepreneur, Forms of business, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Start up India, Stand up India - schemes, Woman as Entrepreneur opportunities and challenges.	15
2(a)	The Entrepreneurial ideation and decision process. Managing Finance and Growth - Sources of capital, Venture capitalists, Angel Investors, Institutional Financial assistance: Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and commercial Banks, Appraisal of Bank for loans and financial controls.	10
First Internal Examination		
2(b)	E-commerce and Entrepreneurship, Features and evaluation of joint ventures, acquisitions, mergers, franchising. Public issues, rights issues, bonus issues and stock splits	10
3	Small Scale Industries – Meaning, Importance, Evolution, Organisational Structure, Decision Making, Starting a Small Scale Industry-Phases, Training requirements, Small Industry Extension Training Institute, Legal frameworks, Registration procedures, Concessions and reliefs by Government, Sickness in Small Scale Industries.	25
Second Internal Examination		
4	Production in Small Scale Industry, Optimum Size of plant, Factors affecting production process, Production planning, control, Product mix, Rural entrepreneurship, Social entrepreneurship	15
5	Incubation procedures and processes, Business plan preparation, DPR Structure and scheme, Reasons for failures, Revival process. Successful Entrepreneurs from India.	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
52	Business Ethics and Corporate Governance	3-0-0	3	2016

Course Objectives

The basic objective of the course is to sensitise the student on the various ethical aspects concerning the functioning of business enterprises, and to provide awareness about, how the society and business are interdependent for the survival of both. The course aims to equip the students to be honest and be responsible to the society. The knowledge of the subject will improve ethical reasoning by correlating moral concepts to business practices. The course aims to create awareness among students on the importance of Corporate Governance.

Syllabus

Values and its transformation to Ethics – Business Ethics, Stakeholder approach — Law & Ethics — Ethical Philosophies – Ethical Dilemma – Whistle blowing – Corporate Ethics, Ethics Programme – Ethics in functional areas of business – Corporate Governance

Expected Outcome

On successful completion of the course, the student will be well aware that ethical decision making in business management is a must for any organisation for its long term survival and consistent growth. Knowledge on business ethics will motivate the Managers to be more transparent in their business dealings resulting in a business world with no scams and with most effective corporate governance.

References

1. Kumar Senthil, Rajan Senthil, *Business Ethics and Values*, Himalaya Publishing, Mumbai
2. William H Shaw, *Business Ethics: Text Book with Cases*, Cengage Learning 2014
3. Sekhar R.C, *Ethical Choice in Business*, Sage Publication
4. Biswanath Ghosh, *Ethics in Management and Indian Ethos*, 2009, Vikas Publishing.
5. Jennings M.Marianne, *Cases in Business Ethics*, 2008, Cengage Learning India Pvt Ltd, New Delhi.
6. Murthy.C.S.V, *Business Ethics – Text and Cases*, 2010, Himalaya Publishing, Mumbai.
7. Balachandran, and Chandrasekharan, *Corporate Governance, Ethics and Social Responsibility*, PHI, 2/e, 2011.

COURSE PLAN		
Unit	Topics	% marks in Final Exam.
I	Values – intention – action – consequences, Ethics, Inventory of values, Business Ethics – Stakeholder Model of Business Ethics, Ethics and Religion – Sources of Morality – influences to ethical responses – Indian Work Ethics - Law and Ethics – relationship and comparison, Interdependence of Business & Society – Corporate Social Responsibility	20
2	Ethical Philosophies – Normative Ethics – Descriptive Ethics – Applied Ethics – Meta Ethics, Deontological ethics – Teleological Ethics – Virtue Ethics, Utilitarianism – Egoism – Divine Command – Immanuel Kant's Theory, Social Contract Theory, Moral Relativism	15
First Internal Examination		
3	Ethics in functional areas of business – Financial Management (Window dressing, misleading financial analysis, insider trading, churning etc.) – Human Resource Management – (Discrimination – age, gender, race) sexual harassment, ethics at work place, issues affecting privacy of employees, fairness of employment contracts, occupational safety– Marketing Management – Pricing issues like Price discrimination, Price fixing, Price skimming, Ethics in advertising (surrogate, deceptive advertising), Distribution issues like tying arrangement, black market– Production Management – Process issues like effluents, optimisation of resources like power & water, Product issues like additive & intrinsically hazardous products, genetically modified products, flawed products– Ethics in Information Technology – Ethics in customer and vendor relationship	20
Second Internal Examination		
4	Ethics Programme – code of ethics – ethics training – ethics committee – ethics officer, Ethics Audit, Transparency International - Whistle Blowing – classification – legal support to Whistle-Blower – Tips to successful Whistle Blowing - Corporate Governance - Definition - need for corporate governance - evidence of corporate governance from Arthashastra - elements of good corporate governance - corporate governance theories - Agency Theory - Shareholder Theory - Stake Holder Theory - Stewardship Theory	20
5	Developments in corporate governance - evolution in US, UK and India – board effectiveness - issues and challenges - role and types of directors - corporate board committees - corporate disclosure - emerging trends in corporate governance - corporate board duties - responsibilities and liabilities. Legal framework for corporate governance Companies Act, Basel III	25
Final Exam		

ELECTIVES

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T5-7	Behavioral Finance	3-0-0	3	2016

Course Objectives

Behavioral Finance deals with the influence of psychology on various aspects of financial markets, including the behavior of individual and institutional investors. This will help the students to minimize or eliminate the psychological bias in investment decision process.

Syllabus

Conventional Finance, Prospect theory and Market Efficiency- Agency theory- Behavioural Science Foundation- Investor Behaviour- Money Management- Expertise and Implicit learning- Neuro-finance.

Expected Outcome

Upon successful completion of this course, the students will be able to understand the psychological bias in investment decisions.

References

1. Ackert, Lucy F., Deaves, Richard (2010). *Behavioral Finance*. South-Western Cengage Learning
2. Sulphery M.M, *Behavioural Finance*, PHI Learning.
3. Arnold, Glen (2010). *Investing: the definitive companion to investment and the financial markets*. 2nd ed. Financial Times/ Prentice Hall.
4. Gold, M. *Investing in pseudo-science: the `active versus passive` debate // The Journal of Financial Research*, Spring
5. Gitman, Lawrence J., Michael D. Joehnk , *Fundamentals of Investing*. Pearson / Addison Wesley
6. LeBarron, Dean, Romeesh Vaitilingam. *Ultimate Investor*, Capstone
7. Nofsinger, John R. *The Psychology of Investing*. 3rd ed. Pearson/Prentice Hall
8. Sharpe, William, F. Gordon J. Alexander, Jeffery V. Bailey. *Investments*, International edition. Prentice –Hall International.
9. Rabin, Matthew, *Risk Aversion and Expected-Utility Theory: A Calibration Theorem*, Econometrical, 2000.

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<i>Conventional Finance, Prospect theory and Market Efficiency: The Pricing of Risk-Market Efficiency-Agency Theory-Prospect Theory-Challenges to Market efficiency- Behavioural Vs Neo Classical Finance-Irrational preference and Cumulative Prospect Theory.</i>	20
2	<i>Behavioural Science Foundation: Perception, Memory, and Heuristics- representatives and Related Biases- Irrationality and adaptation- Miscalibration- Other strains of overconfidence- Brief history of rational thought-Pascal-Femat to friedman-Savage- Pre requisites for Rational choice and Quasi Rational Choice</i>	20
First Internal Examination		
3	<i>Investor Behaviour: Financial Behaviour stemming from Familiarity, Financial Behaviour stemming from Representativeness-Over confidence and Excessive Trading- Under diversification and Excessive Risk Taking- Investor Decision cycle-Decision making under risk and uncertainty-Expected utility theory- Decision making in Historical prospective-Allais and Elsbeg's paradoxes-Errors in Decision making.</i>	20
4	<i>Corporate Finance: Mispricing and Goals of Managers- Irrational Managers or Irrational Investors. Investor psychology-Forecasting Bias-Emotional Decision Making- Errors in Decision making- Behavioural corporate finance and Managerial decision making- Investing style and Behaviour Finance.</i>	20
Second Internal Examination		
5	<i>Money Management: Anomaly Attenuation-style peer Groups and style investing Multivariate approach- Style rotation-Neurofinance and the trader's Brain- Expertise and Implicit learning- Expertise and Emotion- Gender, Personality Type, and Investor Behavior- Investor Personality Types- Neuroeconomics- rational Managers and Irrational investors</i>	20
END TRIMESTER EXAMINATION		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T5-8	Security Analysis and Portfolio Management	3-0-0	3	2016

Course Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.

Syllabus

Investment- Risk and Return and Measurement-Indian Stock Market and their Operation-Fundamental analysis- Technical analysis-Portfolio Analysis- Selection-Evaluation

Expected Outcome

On completion of the course, the students are expected to be familiar with different concepts of Portfolio Management. They would understand how to develop an efficient portfolio based upon risk and return criteria.

References

1. Francis, J C, Investment Analysis and Management, McGraw- Hill, New York.
2. Avadhani, V A, Securities Analysis and Portfolio Management, Himalaya Publishing, Mumbai.
3. Elton, Edwin j. and Martin J . Gruber, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, New york.
4. Kevin .S , Security Analysis and portfolio Management PHL Publishing , New Delhi
5. Farrell, James L, Portfolio Management: Theory and Application, McGraw- Hill, New York.
6. Markowitz, Harry, 1952, "Portfolio Selection", Journal of Finance.
7. Singh, Preeti, Investment Management, Himalaya Publishing, Mumbai.
8. Bhalla V K, Investment Management, S Chand & Co.
9. Bodie, Kane, Marcus and Mohanty, Investments, McGraw- Hill, New York.
10. Donald E Fischer and Ronald E Jordan, Security Analysis and Portfolio Management, Pearson Education
11. Gorden J Alexander, William F Sharpe and Jeffry V Baily, Fundamentals of Investments, Pearson Education
12. Presanna Chandra, Investment Analysis and Portfolio Management, TMH
13. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publications
14. Reghunathan, Investment Analysis and Portfolio Management, Pearson Education.

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	Security analysis – meaning – approaches – fundamental analysis – economy analysis – domestic and international factors – economic forecasting – industry analysis – industry life cycle - company analysis – valuation of shares – EPS –P/E ratio – Dividend payout ratio – intrinsic value – constant growth model –multiple growth model – multiplier approach.	20
2	Technical analysis – concept – Dow theory – Elliot wave theory – types of charts – line charts, bar charts – Japanese candlestick charts – technical market indicators – patterns – trend and trend reversals – continuation patterns – mathematical indicators – moving averages: simple and exponential – rate of change indicator – RSI – moving average convergence and divergence – market indicators.	20
First Internal Examination		
3	Efficient market Theory - random walk theory – Efficient Market Hypothesis (EMH) - forms of market efficiency –weak form, semi strong form and strong form of market efficiency – empirical tests of market efficiency.	15
4	Portfolio analysis and selection – measurement of return and risk of portfolios – portfolio diversification – portfolio selection – Markowitz Portfolio Theory (MPT) – feasible set – efficient frontier – Sharpe’s single index model – Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM - multifactor models – APT – Fama French three factor model.	25
Second Internal Examination		
5	Portfolio revision and evaluation – portfolio revision – need – factors affecting portfolio revision – Portfolio revision strategies – formula plans - portfolio evaluation – need – benchmarks, Sharpe reward to variability ratio – Treynor reward to volatility ratio – Jensen’s measure – Fama’s decomposition model.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T5-9	Corporate Taxation	3-0-0	3	2016

Course Objectives

The course aims to familiarize the students with major latest provisions of Indian tax laws and related judicial pronouncements pertaining to corporate world.

Syllabus

Income Tax basic frame work-Income tax system in India- Assessment year- previous year- Residential status- Profits and Gains from Business or Profession; Chargeability- Assessment of companies- Special Provision in Respect of Newly Established Undertaking.

Expected Outcome

The course will sensitize the students to recognize tax planning opportunities for developing appropriate tax strategies required in corporate decision making. This course will enable the learners to do effective tax planning to reduce tax liability of companies.

References

1. Singhania, Vinod, *Direct Taxes – Law and Practice*, Revised edition for the relevant Assessment year, Taxmann Publications.
2. Mehrotra, HC and Goyal, SP, *Corporate Tax Planning and Management*, Edition for the relevant A .Y, Sahitya Bhawan Publication, Agra.
3. Singhania V.K., *Corporate Tax Planning*, Edition for the relevant A .Y, TMH.
4. Aggarwal, K., *Direct Tax Planning and Management*, Atlantic Publications
5. Sreenivas, E.A.: *Handbook of Corporate Tax Planning*, Relevant A.Y, Tata McGraw Hill, NewDelhi.
6. Ahuja, G. K. & Gupta, Ravi, *Systematic Approach to Income Tax*, Bharat Law House
7. Lakhotia, R.N., *Income Tax Planning Handbook*, Vision Books
8. Gupta and Gupta, *Corporate Taxation in India*, Edition for the relevant A .Y Himalya Publishing House, New Delhi

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<i>Income Tax basic Frame work:-</i> Income Tax in India-Basic changes in Income Tax- Income- Agricultural Income- Kinds of Agricultural income-Assessee-Income Tax Systems in India-; Assessment year- Previous year. Rebate and Relief of Tax- Direct and Indirect tax-Tax deducted at source	20
2	<i>Residential status:</i> Residential Status of individual-Computation of Residential status- Residential status of Company- Heads of Income-Exempted income- Income tax rate- Corporate tax rate-Corporate Tax Expenditure	20
First Internal Examination		
3	<i>Computation of Income:</i> Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on computation of income from business or profession.	20
4	<i>Assessment of companies:</i> Computation of Taxable Income of Companies- Taxable Income of Companies- Steps in Computation of Taxable Income of Companies- Carry-forward and setoff losses of companies--Minimum Alternative Tax (MAT) - Calculating Book Profit- Tax on Distributed Profits of Domestic Company.	20
Second Internal Examination		
5	<i>Tax Planning:</i> Special Provision in Respect of Newly Established Undertaking in FTZs-Special Provision in Respect of Newly Established Undertaking-Special Provision in Respect of Newly Established Undertakings in 100% Export Oriented Units (EOUs).-Tax Audit- tax Planning with reference to nature of Business- Tax Evasion and tax Avoidance	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T5-10	International Finance	3-0-0	0	2016

Course Objectives

The objective of this course is to provide a good understanding about international financial environment and international financial markets. The course would ensure that the students would acquire sound knowledge about exchange rate and currency risk management system.

Syllabus

International financial environment-financial transaction- Balance of payment-foreign exchange market-International monetary system-currency crisis-exchange rate- currency risk management-International financial markets-Financing international trade

Expected Outcome

On completion of the course, the students are expected to be familiar with the concepts and framework of International Financial markets, Foreign exchange markets and monetary system.

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<i>International Financial Environment</i> -Global Economy- Financial Globalization Experiences from India-Functions of International Financial Manager-International financial Transaction-Balance of Payment, Meaning, structure- International Monetary System- Evolution of International Financial System- Evolution of International financial Institutions bilateral agencies- Emergence of International Banks- Euro Banks- Bank for International Settlements (BIS)-IMF	20
2	<i>Foreign Exchange Market</i> : Forex market- trading Volume of foreign exchange market-Evolution of foreign exchange market and foreign exchange system- foreign exchange rates- types of foreign exchange transaction -Types of Forex market participants-Hedger- speculator-Arbitrageurs- Forex Market in India-RBI intervention in Forex Market-	20
First Internal Examination		
3	<i>International Monetary system</i> : Introduction to International monetary system- gold standard- paper currency standards and purchasing power parity- Bretton Woods system- Exchange rate – fixed and Floating- Currency Board system- Basket system- Currency Risk Management.	20
4	<i>Exchange Rates</i> - Introduction-Purchasing power parity- Interest rate parity-Fisher effect- International parity conditions and Indian foreign exchange market integration- Exchange rate forecasting-Foreign exchange contract-Spot Forex transaction-forward Forex transaction-Forex future contract-Foreign currency swap-foreign currency option- Forex transaction in India-	20
Second Internal Examination		
5	<i>International Financial Markets</i> :- Introduction-participants of International financial Markets-International Financial institutions-Euro market- International Equity Market and Indian ADRs and GDRs -International Bond market-Types of International Bond market- Bonds issued by Indian companies-Financing international trade- Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T5-11	Non-Banking Financial Companies (NBFCs) and Micro Finance	3-0-0	0	2016

Course Objectives

The course aims to enable the students to acquire basic understanding of the structure, organization, functions and the legal and regulatory framework of NBFCs. The course will also help the students to understand the aim of financial inclusion, role of micro finance, models of micro finance, Legal and Regulatory Framework, various financial services and products that are offered through micro-finance schemes in India.

Syllabus

The structure, organization and functions of Non-Banking Financial Companies in India. It also covers the various services offered by NBFCs and the legal and regulatory framework of NBFCs. It covers the evolution, scope, impact, trends, models of micro finance, Legal and Regulatory Framework various financial services and products that are offered to micro-finance clients in India.

Expected Outcome

The students will have enhanced awareness of Non-Banking Financial Companies (NBFCs), Financial Inclusion, Micro finance and its implication on the economy. This course will enable the students to manage and avail these services in their professional and personal life. This course will help the students meaningfully participate in the nation building process aligned with the objectives of financial inclusion plans of the government.

References

1. Khan M.Y. *Financial Services*, Tata Mc Graw Hill
2. Kohak M. A. *Financial Services in India*, Digvijay Publication
3. I. M. Pandey, *Venture Capital – The Indian Experience*, Prentice Hall India
4. J. C. Verma, *Venture Capital Financing in India*, Response Books
5. J. K. Dietrich, *Financial Services and Financial Institutions*, Prentice Hall India
6. *Stationary Guide for Non-Banking Financial Companies*, Taxman Publishers Pvt.
7. V. A. Avadhani, *Financial Services and Markets*, Himalaya Publishing House
8. S. Teki , R.K. Mishra, *Microfinance and Financial Inclusion 2012*. Institute of Public Enterprise, Hyderabad.
9. P. K. Sahoo, *Financial Services and Markets*, Himalaya Publishing House
10. B. L. Mathur, *Changing Profile of Financial Services*, Bookman Associates
11. Ghosh. D: *Banking Policy in India*, Allied Publication, Delhi.
12. Srivastava R.M. *Management of Indian Financial In situation*, Himalaya Publishing House, Mumbai.
13. Muhammad Yunus, *Banker to the Poor: Micro-Lending and the Battle Against World Poverty*, October, 2003
14. Jonathan Morduch, Beatriz Armendariz, *The Economics of Microfinance*, May 2010
15. Ananya Roy, *Poverty Capital: Microfinance and the Making of Development* , April 2010
16. A. Vijayakumar, *Banking, Micro Finance and Self-help Groups (SHGs) in India*, July 2009
17. www.rbi.org

Course Plan		
Units	Topics	% of marks in Trimester Exam
1	Evolution of Financial Services–Indian Financial System– Formal Financial System And Informal Financial System– Financial Institutions- Banking Companies- Difference Between Banks And NBFCs	15
2	History of Non-Banking Financial Companies– Classification of Non-Banking Companies –Classification of Activities of Non-Banking Finance Companies - Fund Based Activities – Fee Based Activities – Concepts, Growth and Trends of Fee Based And Fund Based Activities.	20
First Internal Examination		
3	Sources of Finance- Functions -Investment Policies of Non Banking Financial Institutions in India- RBI Guidelines on NBFCs- Products offered by different NBFCs in India- Features of these Financial Products-	20
4(a)	Major Non-Banking Financial Companies Operating In India- Trends- Legal frame work	10
Second Internal Examination		
4(b)	Procedure of application to the Reserve Bank for NBFC Registration- Section 45-IA of the RBI Act, 1934 - Companies Act Section 3	10
5	Financial inclusion-objectives- Microfinance as a Development Tool - The Indian Experience- Evolution and Character of microfinance in India- Microfinance Delivery Methodologies and models- Legal and Regulatory Framework- Impact of Microfinance - Revenue Models of Microfinance- Profitability Efficiency and Productivity- Emerging issues	25
Final examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T5-12	Cost Accounting and Budget Control	3-0-0	3	2016

Course Objectives

On completion of this course student will be able to:

1. To provide the students with knowledge on advanced approaches of Cost Accounting to enable them to apply costing methods and techniques
2. To prepare and interpret standard costs and variance statements.

Syllabus

Cost Accounting Methods & Systems- Marginal costing – cost volume profit analysis - Budgeting and Budgetary Control- Standard Costing- Variance analysis

Expected Outcome

After the course, students would have a good understanding of how corporate value creation is measured in practice, how business plans models are developed and what day-to-day business process looks like with respect to cost.

References

1. M L Agarwal, K L Gupta, *Cost Accounting*, Sahitya Bhavan Publications
2. K L Gupta, *Management Accounting*, Sahitya Bhavan Publications
3. N.K. Agarwal, *Cost Accounting for C A*, Suchitra Prakashan Pvt. Ltd.
4. SN. Maheshwari, *Cost Accounting (Problem and Theory)*, Mahavir Publications
5. B.K. Bhar, *Cost Accounting (Methods & Problems)*, Academic Publisher (Calcutta)
6. Ashish K. Bhattacharya, *Principles and Practices of Cost Accounting*, A. H. Wheeler publisher.
7. R. Jaya Prakash Reddy, *Cost Accounting and Control Systems*, APH publishing Corporation, Delhi
8. S.P. Jain & K.L. Narang : *Cost and Management Accounting*; Kalyani Publishers, Delhi
9. VK.Saxena & CD.Vashist: *Cost and Management Accounting*; Sultan Chand & Sons, Delhi
10. M.N. Arora : *Cost and Management Accounting (Theory and Problems)*; Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Kelewadi, Girgaon, Mumbai-400 004. 4. S.N. Maheshwari : *Cost and Management Accounting*; Sultan Chand & Sons, Delhi
11. I.M. Pandey : *Management Accounting*; Vikas Publishing House (P) Ltd. Noida – 201 301
12. Ravi M. Kishore : *Advanced Management Accounting*; Taxmann's, Taxmann Publication (P) Ltd. 59/32, New Rohtak Road, New Delhi – 110 005.
13. M.Y. Khan & P.K. Jain : *Theory and Problems of Management and Cost Accounting*; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
14. Jawahar Lal : *Cost Accounting*; McGraw-Hill Education (India) Ltd. Noida – 201 301.
15. C.T. Horngren : *Cost and Management Accounting - A Managerial Emphasis*; Pearson Education Asia, 482, F.I.E. Patparganj, Delhi-110 092.
16. B.M. Lall Nigam & I.C. Jain : *Cost Accounting Principles and Practice*; Prentice Hall of India, M-97, Connaught Circus, New Delhi-110 001

COURSE PLAN

Unit	Topics	% of marks in final Exam.
1	Cost Accounting Methods & Systems: Importance Of Cost Accounting- Role of Cost Accountant in decision making- Integrated Accounting System.	10
2	Methods / Types Of Costing: Unit or Output costing – Statement of Cost; Tender price, Quotation price and Estimation price - Estimation of tender price; Contract costing; Job and batch costing; Process costing – valuation of work-in-progress; Operating costing	20
First Internal Examination		
3	Marginal Costing: Calculation of marginal cost – make or buy decisions – product-mix decisions – pricing decisions – market expansion decisions – Divesting decisions; Breakeven analysis – cost-volume-profit analysis	20
4a	Budgeting and budgetary control: budgeting and budgetary control – Classification of budgets – Sales budget, production budget, raw material budget, labour budget, overhead budget, cash budget	20
Second Internal Examination		
4b	Fixed and flexible budget – zero based budgeting – responsibility accounting	10
5	Standard costing: Advantages and limitations of standard costing – application of standard costing – standard costing and budgetary control Variance Analysis: Managerial uses of variance analysis – causes of variances – computation of material cost variances, labour cost variances	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T5-7	Performance Management	3-0-0	3	2016

Course Objectives

The purpose of this course is to make Student understand how to manage individual performance, Review performance appraisal system and discuss the nature of 360 degree feedback and how performance management system attempts to integrate both enabling and assessing individual performance.

Syllabus

Overview of Performance Management, Performance Management Process, Performance Management Planning & Development; Performance Appraisal and Issues in Performance Management.

Expected Outcome

Upon completion of this course, the students will be able to:

1. *Evaluate the performance management processes that are common*
2. *Determine individual and group objectives necessary to achieve organizational objectives.*
3. *Specify the qualitative and quantitative means for assessing performance.*
4. *Propose appropriate reward systems to support the achievement of the desired outcomes.*
5. *Evaluate the ethical issues associated with specific performance management decisions.*

References

1. Robert Bacal, *Performance Management*, McGraw-Hill Education (India) Pvt Ltd.
2. T.V. Rao, *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*, Sage Publications.
3. Michael Armstrong, *Employee Reward*, Beekman Books Inc.
4. D.K.Srivastava, *Strategies for Performance Management*, Excel Books.
5. R.K. Sahu, *Performance Management System*, Excel Books.
6. Prem Chadha-*Performance Management*, MacMillan.
7. Michael Armstrong, *Performance Management: Key Strategies and Practical Guidelines*, 3rd Edition, Kogan Page Limited, Philadelphia.
8. G.K.Suri, Venkat Ratnam and N.K. Gupta, *Performance Measurement and Management*, Excel Books.
9. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, *Human Resource Management*, Dreamtech Press.
10. Kanishka Bedi, *Quality Management*, Oxford University Press, India.
11. Merchant, A. K. & Van der Stede, W. A., *Management Control Systems: Performance Measurement, Evaluation and Incentives*, Financial Times/ Prentice Hall.
12. N. Bahra, *360 Degree Appraisal*, Financial Times/ Prentice Hall.
13. *Performance Management: Measure and Improve The Effectiveness of Your Employees*, Harvard Business Review Press.
14. *Performance Appraisal*, Harvard Business Review Press.
15. Corey Sandler, *Performance Appraisal Phrase Book*, Fw Media.
16. Rakesh Mittal, *High Performance Work Systems: A cross-cultural perspective*, Journal of International Business and Cultural Studies, Vol 6, Jan 2012.
17. Pachsiroy Chompukum, *Performance Management effectiveness in Thai Banking industry: a look from performers and a role of interactional justice*, Journal of International Business and Cultural Studies, Vol 6, Jan 2012.

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Performance Management:</i> Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes Theoretical Framework of Performance Management - Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management</p>	20
2	<p><i>Performance Management Process:</i> Overview of Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management</p>	20
First Internal Examination		
3	<p><i>Performance Management Planning & Development;</i> Introduction, Performance Management (PM) Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process. Mechanics of Performance Management Planning and Documentation - The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of Performance Management Document.</p>	20
4	<p><i>Performance Appraisal (PA):</i> Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Errors made by Human Resource Department. Performance Appraisal Methods - Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Executives. Performance Appraisal Feedback - Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components</p>	20

	<p>of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback.</p> <p>360-Degree Appraisal - Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback.</p>	
Second Internal Examination		
5	<p><i>Issues in Performance Management</i></p> <p>Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams.</p> <p>Role of Line Managers in Performance Management - Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay, Linking Performance to Total Reward, Challenges of Linking Performance and Reward; Ethics in Performance Management - Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management.</p> <p>Automation in Performance Management - Improving Execution Aspects of Performance Management, Automation Process.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T5-8	Compensation Management	3-0-0	3	2016

Course Objectives

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing and analysing and restructuring reward management systems, policies and strategies.

Syllabus

Compensation Framework and Theories, Wage and Pay systems, Wage Fixation, Expatriate Compensation, Social Security measures, Retirement Benefits and Design of Pay Structures.

Expected Outcome

Upon completion of this course, the students will be able to:

1. analyse, integrate, and apply the knowledge to solve compensation related problems in organizations.
2. demonstrate comprehension by constructing a compensation system encompassing; a) internal consistency, b) external competitiveness c) employee contributions, d) organizational benefit systems, e) administration issues and in compliance of market and regulatory requirements

References

1. Armstrong , Michel and Murlis , Helen, *Reward Management : A Handbook of Salary Administration*, Kogan Page Ltd, 1988
2. S.S. Upadhyay, *Compensation Management: Rewarding Performance*, Global India Publications, 2009
3. Mark Bussin, *Expatriate Compensation: A practical and informative textbook for managing expatriate compensation, mobility, and international assignments in the world of work*, Knowres Publishing, 2015
4. A.M. Sharma, *Understanding Wage and Compensation System*, Himalaya Pub.House, 2014
5. Designing Pay Levels, Mix and Pay Structures. <http://business.uni.edu/mitra/chap08.pdf>
6. How to build Pay Grades and Salary Ranges, <http://resources.payscale.com/rs/payscale/images/2013-How-to-Build-Pay-Grades-and-Salary-Ranges.pdf>
7. How to Set Competitive Compensation Structures, [http://downloads.erieiri.com.s3.amazonaws.com/pdf/How_to_Set_Competitive_Compensation_Structure s.pdf](http://downloads.erieiri.com.s3.amazonaws.com/pdf/How_to_Set_Competitive_Compensation_Structure_s.pdf)
8. Hendorson , Richard I. *Compensation Management : Rewarding Performance in Modern Organization*, Prentice Hall, 1988
9. Lance Berger and Dorothy Beger, *The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design*, McGraw-Hill Professional, 2015
10. A.K. Sharma, *Labour Economics*, Anmol Publications Pvt. Ltd, 2006
11. K.N. Subramoniam, *Wages in India*, McGraw-Hill Inc, 1977
12. A.I. Fonseca, *Wage Issues in a Developing Economy : An Indian Experience*, Oxford University Press, 1964
13. B.D. Singh, *Compensation and Reward Management*, Excel Books, 2012
14. Richard I. Henderson, *Compensation Management in a Knowledge Based World*, Pearson Education, 2007
15. Ten Steps For Building A Salary Structure, <http://internationalhrforum.com/2010/07/29/ten-steps-for-building-a-salary-structure/>

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<i>Compensation Framework and Theories</i> Conceptual Framework of Compensation Management: Meaning of wage , Minimum wage , Fair wage , Living wage , Money wage, Take home pay, Difference between wages and salary, Concept and Components of Wages; Components of compensation; Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.	10
2	<i>Wage and Pay systems</i> Principles of wage and salary administration, Job Evaluation - meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system, Incentive payments. Fringe benefits, Fringe benefits tax (FBT); Cost to the company (CTC) – calculation and computing.	20
First Internal Examination		
3	<i>Wage Fixation</i> Criteria of wage fixation. Methods of Payment, Broad- banding, Performance based pay systems, Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans; Executive compensation; Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards and Tribunals: Structure, Scope and functions, Role of Collective bargaining in wage determination, Minimum Wages Act 1948; Emerging trends of compensation management in IT industries.	20
4	<i>Expatriate Compensation</i> Expatriate assignment approaches - Fringe benefits, Career management of expatriates, Job pricing, Expatriate reward models, Cost-of-living data, expatulator and calculations, Taxation and the expatriate, Repatriation and reintegration; Expatriate management systems; success factors.	20
Second Internal Examination		
5 (a)	<i>Social Security and Retirement Benefits</i> Social Security, definition, concept, approaches, Employees' Provident Fund Scheme, Employees' Deposit Linked Insurance Scheme, Employees' Pension Scheme, Pension Fund, Payment of gratuity, Participatory/Contributory Pension; Employee State Insurance Corporation (ESIC).	10
5 (b)	<i>Design of Pay structures</i> Pay structures – concept, measuring the Market; Pay Mechanics (Structure Design) - Pay mechanics; Number of grades - career bands, broad grades and narrow bands; Pay ranges - Pay slopes -Pay overlap (current practices)- Smoothing the pay curve - techniques and guidance on best practice; Positioning Staff in the Pay Scale - Options for employees below minimum of pay scale, Options for employees above maximum of pay scale, Market premiums - guidance on types of premium and when they are necessary; Reviewing the Pay Scale & Pay structure - Timing and frequency, Impact of market movement and inflation, other factors – External & Internal factors that affects the pay scale of an organization.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T5-9	Leadership, Power and Influence	3-0-0	3	2016

Course Objectives

The objective of this course is to enable the students to develop competence to lead a business organization through good and bad times to success. It also aims at familiarizing students with the research output in the area of Leadership.

Syllabus

The syllabus covers Leadership general aspects, various approaches, Values of the leader and its impact, Personality of the leader, Methods of influencing people, power and politics and essential leadership processes competencies.

Expected Outcome

At the successful completion of the course the students will develop leadership quality required in a business organization. It will enable the students to assess their own and others value orientation and leadership style. It will also develop leadership process competencies required for a successful leader.

References

1. Northouse, P. G. *Leadership: theory and practice*, fifth edition, Sage Publications, New Delhi
2. Daft, R L.. *Leadership*. Cengage learning India private limited, New Delhi.
3. Dorfman, P W, Mobley W. *Advances in Global Leadership*. Emerald Group Publishing
4. Kouzes, J. M., & Posner, B. Z. *The leadership challenge* (Vol. 3). John Wiley & Sons.
5. Lubar K, Halpern B L. *Leadership Presence*. Penguin Plubishers
6. Pedler, Mike, Burgoyne, John, Boydell, Tom , *A Manager's Guide To Leadership*. McGraw-Hill Education (UK), 01-Jun-2010
7. Yukl, G. A.. *Leadership in organizations*. Pearson Education India.
8. Burns, J M, . *Leadership*: New York: Harper and Row.
9. Ciulla, J B. *The Ethics of Leadership*. Belmont: Thompson Learning
10. Rost, J.C. *Leadership for the twenty- first century*, New York: Preager.

Course Plan		
Units	Topics	% of marks in Trimester Exam
1	Leadership - Definition of Leadership, Leader vs. Manager, , Trait Approach to Leadership, Behavioral/style Approach to Leadership, Situational Approaches to Leadership, Emerging Leadership approaches-Transformational, Servant, Team, Psychodynamic and Emergent	35
First Internal		
2	Leadership and ethics - values at a personal level, organizational level, Value-Based Decision Making, Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations	10
3	Stewardship –Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent. Risk- Break-Even Analysis – Organizational views on risk Trust- Vulnerability, and Performance, Important Characteristics Crisis handling -Crisis Management - Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis Accountability -Taking Inventory of readiness and motivations, Detecting and integrating patterns in the Environment	25
Second Internal		
4	Influence- Styles of Influence, Unethical Influence Styles Organizational politics. The forms of power, Leadership and organizational learning and adaptation, Woman Leadership	10
5	Decision Making Frameworks, Skillful Discussion, Team building, Focusing, Storytelling, System Thinking Models Driving Accountability, Engaging People, Empowering people Building Personal Strengths, Problem Solving Skills	20
Final examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T5-10	Negotiation and Conflict Resolution	3-0-0	3	2016

Course Objectives

The purpose of this course is to understand how to be more effective in negotiating to help you secure more of what you want in life. A basic premise of the course is that while a manager needs analytic skills to discover optimal solutions to problems, negotiation expertise opens the way for these solutions to be implemented.

Syllabus

Intergroup Relations and Conflict, Negotiation, Negotiations and Collective Bargaining, Conflict and Disputes Resolution, Trends in industrial conflict

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. develop an understanding of the principles, strategies, and tactics of effective negotiation, conflict resolution, and relationship management*
- 2. to assess the impact of interpersonal styles, personality, culture, and other variables that influence negotiation.*

References

- Harvard Business Essentials, *Guide to Negotiation*, Harvard Business Review Press.
- Fisher, R., Ury, W L., *Getting to Yes; Negotiating an Agreement without Giving in*, RHUK.
- Deepak Malhotra and Maz Bazerman, *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*, RHUS; Reprint edition.
- Edgar H. Schuster, *Negotiation And Conflict Resolution*, Harvard Business Review Press
- Mark Stephens, *Conflict Resolution*, Amazon Digital South Asia Services, Inc. (Kindle version)
- Muookin, Peppet and Tulumello, *Beyond Winning: Negotiating to Create Value in Deals and Disputes*, Harvard University Press; New edition edition.
- Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprise*, Galgotia Publishing Company.
- Druckman D. *Intuition or Counterintuition? The Science behind the Art of Negotiation*“, Negotiation Journal, October, pp. 431 - 446.
- Ury, W.L., J. M. Brett and S. B. Goldberg. *Three Approaches to Resolving Disputes: Interests, Rights and Power*“, in *Getting Disputes Resolved: Designing Systems to Cut the Cost of Conflict*, San Francisco: Jossey-Bass, (November).
- Anstey, M., *Distributive and Positional Bargaining*“, in *Negotiating Conflict*, London: Juta and Co.
- Hopmann, P. T., *Two Paradigms of Negotiation: Bargaining and Problem Solving*“, *Annals of the American Academy of Political and Social Science*, vol. 542, pp. 24 - 47.
- Pruitt, G. D., *Strategic Choice in Negotiation*“, *American Behavioral Scientist* November, vol. 27, no. 2, pp. 167-194.
- Holzinger, K. , *Negotiations in Public-Policy Making: Exogenous barriers to Successful Dispute Resolution*“, *Journal of Public Policy*, vol. 21 (1), pp. 71-96.
- Osler, F. and M. Hart, *Multilateral Negotiations*“ (Chapters 1 and 2), in *Multilateral Negotiations: Lessons from Arms Control, Trade and the Environment*. Baltimore: John Hopkins University Press, pp. 4-52.
- Susskind, Lawrence E., et al. (2003) *“Multistakeholder Dialogue at the Global Scale”*. *International Negotiation*, vol. 8, no. 2, pp. 235-266.
- Antal, Ariane Berthoin & Victor Friedman. (2003) , *Negotiating Reality as An Approach to Intercultural Competence*“, Discussion Paper SP III 2003-101, Wissenschaftszentrum Berlin für Sozialforschung.
- Kleiboer, M. (1997) *Four Realities of International Mediator*, in *The Multiple Realities of International Mediation*.

Course Plan

Units	Topics	% of Marks in Trimester Exam
1	<i>Intergroup Relations and Conflicts:</i> Overview, History of negotiations, Common elements of negotiations, Nature of conflict in organisations, Changing view of conflict, Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter-organisational.	10
2	<i>Negotiations:</i> Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation – The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies; Third party negotiation; Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA, Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.	25
First Internal Examination		
3	<i>Collective Bargaining and Distributive Bargaining:</i> Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining, Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement; Distributive Bargaining - Concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving;	20
4 (a)	<i>Conflict and Disputes Resolution:</i> Conflicts; Conflict management - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window	15
Second Internal Examination		
4 (b)	Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.	15
5	<i>Trends in industrial conflict:</i> Dynamics of conflict and collaboration; Nature, causes and types of industrial disputes, handling interest and rights disputes, Statutory and Non-statutory.	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T5-11	HRM – Policy & Strategy	3-0-0	3	2016

Course Objectives

The primary objective of this elective is about both the design and execution of human resource management strategies. This course makes students to think systematically and strategically about aspects of managing the organization's human assets, and teaches what needs to be done to implement these policies and to achieve competitive advantage.

Syllabus

The implementation of strategy and alignment of human resource practices required to make the strategy work. Key HR levers available to managers in the development of an effective work system, including competency maps, investing in people (training and development), participation and involvement (team-based systems), measurement and information sharing.

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. Understand the relationship between human resource management strategy and organisational performance*
- 2. Evaluate the impact of human resource management strategies, concepts and values upon the organisation's success*
- 3. Understand a range of human resource management activities (e.g. HRM structures, policies, policy formulation, competency models in HR)*

References

1. Phillips, J.M: *Strategic Staffing*. Pearson.
2. Phillips, J.M. and Gully, S.M: *Strategic Staffing*. Pearson
3. James N. Baron and David M. Kreps: *Strategic Human Resources – Frameworks for General Managers*, Wiley.
4. Scott Snell, George Bohlander and Veena Vohra: *Human Resources Management – A South Asian Perspective*, Cengage Learning.
5. Merchant, A. K. & Van der Stede, W. A., *Management Control Systems: Performance Measurement, Evaluation and Incentives*, Financial Times/ Prentice Hall.
6. Tanuja Agarwala: *Strategic Human Resource Management*, Oxford.
7. Charles R Greer: *Strategic Human Resource Management – A General Managerial Approach*, Pearson Education.
8. C. Appa Rao: *Strategic Human Resource Management*, Dreamtech Press.
9. Lipe, M. G. & Salterio, S., *A note on the Judgmental Effects of the Balanced Scorecard's Information Organization*, *Accounting, Organization and Society* 27, 2002, 531 – 540.
http://www2.nkfust.edu.tw/~percy/Report19/judgmental_effects_of_BSC_information_organization.pdf
10. *Five Levers of Effective Change in HR*, <http://www.bsherman.net/change.htm>
11. *Taking HR to Next Level*, Deloitte
http://public.deloitte.com/media/0524/us_bnet_takinghrnextlevel_Feb08.pdf

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<i>Business Strategy and HR Strategy Concepts:</i> Understanding of strategic management concepts – strategy development process, peculiarities of global strategic management, organizational and HRM strategies, formulation of alternative business unit level strategies, collaborative strategies, Strategic planning & HR planning steps, MNC's business strategies and HRM strategies; Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM, shifts in industrial relations; downsizing and rightsizing.	10
2 (a)	<i>Strategic Human Resources Management:</i> Concept of SHRM-objectives, scope, functions; Strategic role of SHRM; Difference between traditional HRM and SHRM; Essential elements of SHRM; Approaches to SHRM; Strategic fit; Strategic HRM Models; HRM structures and Policy – HR Policy formulation in alignment with Business Strategy;	25
First Internal Examination		
2 (b)	Strategic Staffing -Business and Staffing Strategies, Legal Context of Staffing Strategic, Identifying Recruits, Recruiting, Assessing External Candidates Assessing Internal Candidates, Choosing and Hiring Candidates, Managing Workforce Flow, Staffing System Evaluation and Technology; Outsourcing	10
3	<i>Competency based HRM:</i> Types of competencies, coverage and content of competency framework, competency models used to enhance HRM system, developing a competency model, validating competency models, integrating competency models into HRM systems,; Competency Assessment Centre (CAC) – establishing CAC, communicating and implementing competency models.	20
Second Internal Examination		
4	<i>Strategic Performance Management (PM) and reward practices:</i> PM system - characteristics of an ideal PM system; six-step performance management process, linkage of PM systems to the strategic planning process of an organization; performance and approaches to the measurement of performance, performance dimensions, discuss the behaviour, results, and traits approaches to measuring performance; measuring results vs. behaviours; comparative systems vs. absolute systems; recording of performance information is gathered; various forms and characteristics of performance appraisal documents; 360 degree feedback systems; prevention of rating distortion through Rater training; appeals process;	25
5	<i>HR Information Management System (HRIMS):</i> HRIMS – need, benefits, types of HRIMS data; productive HRIMS; calculation of turnover, computing the turnover rate, computing absenteeism rates, costs of absenteeism.	10
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T5-12	Global Human Resources Management	3-0-0	3	2016

Course Objectives

Global HRM deals with all aspects of HR in the worldwide context. This course is a unique blend of theories and practices in Global HR and would help students to become familiar with the core aspects of Global Human Resources, its applications, core differences in different regions in handling human capital.

Syllabus

HR in different geographies, HR models, HR Planning, Talent sourcing and Talent Management, employee and labor relations, managing risks in HR and ethical issues in Global HR from a global perspective.

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. Understand issues, opportunities and challenges pertaining to Global HRM;*
- 2. Understand the standards and practices of HRM in various international contexts, especially in areas such as HR Planning, Talent Sourcing and Talent Management, employee and labor relations, managing risks and ethical issues involved*
- 3. Develop generic and transferable skills-especially in diagnosing Global HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to Global HRM.*

References

1. James N. Baron and David M. Kreps: *Strategic Human Resources – Frameworks for General Managers*, Wiley.
2. Scott Snell, George Bohlander and Veena Vohra: *Human Resources Management – A South Asian Perspective*, Cengage Learning.
3. R.S Dwivedi: *A Textbook of Human Resource Management*, Vikas Publishing House Pvt. Ltd.
4. Varma Budhwar: *Managing Human Resources in Asia-Pacific*, T&F.
5. K. Aswathappa, *International Business*, McGraw Hill Education India Private Limited
6. P. SubbaRao: *International Human Resources Management*, Himalaya Publishing House.
7. Vikas Banger: *Human Resource Management Global Trends and Essence*, Enkay Publishing
8. Scullion Collings: *Specifications of Global Talent Management*, Routledge.
9. Hayton Biron: *Global Human Resource Management Casebook*, Routledge.
10. *The Fair Labor Standards Act Of 1938, As Amended*,
<http://www.dol.gov/whd/regs/statutes/fairlaborstandact.pdf>
11. *FMLA*, <https://www.dol.gov/general/topic/benefits-leave/fmla>
12. *OSHA*, <https://www.osha.gov/>
13. *COBRA*, <https://www.dol.gov/general/topic/health-plans/cobra>
14. *HIPPA*, <http://www.hhs.gov/hipaa/>
15. *ERISA*, <https://www.dol.gov/general/topic/health-plans/erisa>
16. *Labor Laws in GCC Countries*, <https://www.gulftalent.com/resources/labour-laws>
17. *Types of Work Visas in US*, http://chennai.usconsulate.gov/types_of_visas.html
18. *The Right Way to Manage Expats*: <https://hbr.org/1999/03/the-right-way-to-manage-expats>

Units	Topics	% of Marks in Trimester Exam
1	<i>Global HRM models and HR in different Geographies:</i> Poole's adaptation of the Harvard model- the Brewster and Bournois model of International HRM; HR practices and standards in SAARC nations, Gulf Cooperation Council Countries, BRIC Nations, ASEAN; International Labor Organization.	15
2	<i>HR Planning, Talent Sourcing and Talent Management – Global Perspective:</i> Role and need for HR Planning - Objectives, Planning Process, Forecasting HR requirements, impact of economic and market factors; Talent Sourcing - Concept, definition, recruitment, reference checking, negligent hiring, recruiting for diversity, selection, staffing metrics and yield ratios, organization entry (induction), socialization and on-boarding; Talent management – Concept, definition, process, being an Employer of Choice, Attraction and Retention Strategies, Rewarding, Succession Planning strategy, career development as a retention tool, Talent Audits, International Labor Markets (ILM), Critiques of ILMs, Diffusion of ILMs, Five Factors; Expatriate Management	25
First Internal Examination		
3	<i>Employee and Labor Relations – Global Perspective:</i> Employee relations, employment policies and practices, discrimination, affirmative action and equal employment opportunity, Diversity in the workforce, Managing a multigenerational workforce, Resolving disputes and complaints; Understanding of selected laws and acts governing employment relationships in US – Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA), Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA)	25
4	<i>Downsizing:</i> Reasons for downsizing, effects of downsizing; how to downsize – Process consideration, Massacre or drip-drip-drip, broad and targeted layoffs; factors to be considered while downsizing (experience, seniority, age, skill); documenting and rationalizing layoff decision; dealing with community after downsizing.	15
Second Internal Examination		
5	<i>Managing Risks in Human Resources – Global Perspective:</i> Legal compliance, ensuring sound employment practices, safety and security of employees, monitoring, surveillance and privacy concerns, Managing inspections, disaster preparation, business continuity and recovery planning, handling catastrophic events, managing strikes and boycotts, prevention of workplace violence, sexual harassments; Protection from retaliation, illegal harassment (expat and locals); HR audit; HR Data security, maintaining appropriate and required HR records in different countries.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T5-7	International Marketing	3-0-0	3	2016

Course Objectives

As the world is becoming flatter, it is imperative that management students prepare themselves for the different challenges that the globalized world is going through. This course intends to prepare the students with several international marketing theories and practices.

Syllabus

International Marketing; Market Coverage Strategies; Organising for International Marketing; International Product, Pricing, Promotion and Distribution Strategies; Foreign Trade Policy and Procedures.

Expected Outcome

On completion of the course, the students are expected to be familiar with the framework of international marketing management, different factors influencing international marketing strategies and foreign trade policy and procedures.

References

1. Francis Cherunilam, *International Marketing: Text and Cases*, Himalaya Publishing House, 2015.
2. Keiefer Lee and Steve Carter, *Global Marketing Management*, Oxford University Press, 2012.
3. Svend Hollensen, *Global Marketing*, Pearson Education, 2009
4. Rakesh Mohan Joshi, *International Marketing*, Oxford University Press India, 2014
6. Sak Onkvisit, John J. Shaw, *International Marketing Analysis and Strategy*, Prentice-Hall of India PvtLtd., 2000.
7. Isobel Doole and Robin Lowe, *International Marketing Strategy*, Cengage Learning EMEA, 2012.
8. Subhash C. Jain, *International Marketing*, South-Western, 2001.
9. Warren J Keegan, *Global Marketing Management*, Pearson Education, 2010.
10. Philip R. Cateora, Mary C Gilly, and John L. Graham, *International Marketing*, McGraw Hill Education India Private Limited, 2014.
11. Masaaki Kotabe and Kristiaan Helsen, *Global Marketing Management*, John Willey & Sons Inc., 2014.
12. *Handbook on Foreign Trade Policy and Guide to Export & Import*, The Institute of Chartered Accountants of India, New Delhi.
13. *Handbook of Procedures*, Department of Commerce, Ministry of Commerce & Industry, Government of India, New Delhi.
14. Aseem Kumar *Export and Import Management*, Excel Books, 2007.

Course Plan

Unit	Topics	% of marks in final exam
1	<p>International Marketing Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage; benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing; technological developments and international marketing; future and challenges of international marketing.</p>	20
2	<p>Market Coverage Strategies Concentrated marketing; niche marketing; market segmentation and differentiated marketing; new product introduction strategies – shower approach, waterfall approach.</p> <p>Organising for International Marketing Built in export department; separate export department; international sales subsidiary; international division; global organisation.</p>	20
First Internal Examination		
3	<p>International Product Strategies Products for international markets; international product life-cycle; international product planning; product adoption and standardization; product-communication strategies.</p> <p>Pricing for International Markets International pricing objectives; retrograde pricing; Incoterms. International marketing of services.</p>	20
4	<p>International Promotional Strategies Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion.</p> <p>International Distribution Strategies International channel system; direct exports and indirect exports; types of international marketing intermediaries, marketing environment and distribution strategies; international logistics</p>	20
Second Internal Examination		
5	<p>Foreign Trade Policy and Procedures Foreign trade policy and export promotion measures; export procedures and import procedures; quality control and pre-shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing; role of Exim Bank; foreign exchange regulations; Incoterms.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T5-8	Brand Management	3-0-0	3	2016

Course Objectives

This course intends to create awareness amongst the students to appreciate the use of branding as a key differentiator. This course is designed in such a way that students get familiarized with the different contemporary branding theories and practices. The latest challenges in branding brought in by the proliferation of Internet and Social Media are also discussed in the course.

Syllabus

Branding concepts ,Brand strategy decisions, Brand personality, Measuring brand equity, Planning & Implementing Brand Marketing Programs, Measuring & Interpreting Brand Performance, Borderless branding.

Expected Outcome

The students upon completing the course shall get equipped themselves with the latest paradigms of branding practices. They are expected to understand the branding concept, strategic branding and branding personality. Also, to garner enough learning to strategically design a branding plan for a product.

References

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Issac Jacob, *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, Pearson Education, 2015
2. David A Aaker, *Brand Relevance: Making Competitors Irrelevant*, John Wiley & Sons, 2011
3. David A. Aaker, *Managing Brand Equity: Capitalizing on the Value of a Brand Name*, Free Press, 1991.
4. David A Aaker, *Building Strong Brands*, Simon & Schuster, 2010
5. David A Aaker and Erich Joachimsthaler, *Brand Leadership*. Simon & Schuster, 2009
6. Kapferer, Jean- Noel, *The New Strategic Brand Management: Advanced Insights and Strategic Thinking (New Strategic Brand Management: Creating & Sustaining Brand Equity)*, Kogan Page, 2012
7. Berthon. P et al (2011). *Brand worlds: from articulation to integration*, Journal of Advertising Research, 182-194.
https://www.researchgate.net/publication/237011456_Brand_Worlds_From_Articulation_to_Integration
8. Subroto Sengupta, *Brand Positioning: Strategies for Competitive Advantage*, Tata McGraw-Hill, 2005
9. *Customer-Based Brand Equity: A Literature Review*, Journal of Arts Science & Commerce, 2011
http://www.researchersworld.com/vol2/PAPER_04.pdf
10. Chaudhuri. A., & Holbrook. M.B. (2001). *The Chain of Effects From Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty*. Journal of Marketing, 65(2).
https://www0.gsb.columbia.edu/mygsb/faculty/research/pubfiles/593/The_Chain_of_Effects.pdf
11. Keller, K. & Lehmann, D.R. (2006). *Brands and Branding Research: Research Findings and Future Priorities*, Marketing Science, 25(6), 740–59.
<http://bear.warrington.ufl.edu/CENTERS/MKS/invited/BRANDS%20AND%20BRANDING.pdf>
12. Brodie.R.J & Chernatony, L.D,(2009). *Towards New Conceptualizations of Branding: Theories of the Middle Range*. Marketing Theory, 9(1), 95-100. <http://mtq.sagepub.com/content/9/1/95.short>

Units	Topics	% of Marks in Trimester Exam
1	<i>Branding</i> : Brand equity, Brand value, Brand awareness and Brand loyalty, Brand identity system – identity perspectives, identity traps, identity structure, providing value proposition; Managing multiple brand identities – Brand identity planning model	15
2	<i>Brand strategy decisions</i> : Brand architecture – brand portfolio, portfolio roles, portfolio graphics, portfolio structure and product-market context roles, Brand architecture audit, Managing Brand Systems – objectives, brand hierarchies, brand roles, Brand leveraging – line extension, vertical brand stretch, co-branding and brand extension – horizontal and vertical brand extensions; Brand Systems Audit	15
First Internal Examination		
3	<i>Brand personality</i> : Creating brand personality – drivers of brand personality – measuring brand personality using brand personality scale (BPS), Creating equity through personality - self-expression model, relationship basis model and functional benefit representational model, Brand associations – measurement of brand associations, scaling brand perceptions; selecting, creating and maintaining associations, Brand revitalizing.	20
4	<i>Measuring brand equity</i> : Measures – The Brand Equity Ten, Brand value based upon future earnings. <i>Planning & Implementing Brand Marketing Programs</i> : Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of Integrated Marketing Communication for Brand Building, Leveraging Secondary Brand Associations to Brand building.	20
Second Internal Examination		
5	<i>Measuring & Interpreting Brand Performance</i> : Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity. <i>Borderless branding</i> : Brand building on the web, e-branding, online vs. offline brand building Global branding strategies – global brand planning process, creating cross-country synergy	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T5-9	Retail Management	3-0-0	3	2016

Course Objectives

The objective of this course is to make aware the students the different nuances of retailing and the strategies involved in managing its strategies. The course also intends to ensure that the students understand that the retailing concept is foundation of a successful business with an emphasis on total retail experience, customer service, and relationship retailing.

Syllabus

Retailing in India: Evolution of Retailing in India, Choosing a Store Location: Trading- Area Analysis, Merchandise Management and Pricing, Merchandising Philosophy, Buying organization format and process

Expected Outcome

On completion of the course the students develop an understanding on different retail management paradigms including the retail lifecycle, wheel of retailing, retail buying behavior, store management and merchandise planning.

References

1. Barry Berman, Joel Evans and Mini Mathur, *Retail Management: A Strategic Approach*, 11th Edition, Pearson
2. Swapna Pradhan, *Retail Management: Text and Cases*, 4th Edition McGraw Hill
3. Bajaj, Tuli and Srivastava, *Retail Management*, New Delhi: Oxford University Press
4. Gibson G. Vedamani, *Retail Management*, Mumbai: Jaico Publishing House
5. Lewison, D. M. and Delozier, W. M., *Retailing*, Columbus: Merrill Publishing Co
1. Dunne Patrick M., Lusch Robert F, Griffith David A, (2002) *Retailing*, 4th Ed, Thomson South Western
2. Levy Michael, Weitz Barton A. (2001) *Retailing Management*, 5th Ed, McGraw-Hill Irwin
3. Sinha Piyush Kumar and Uniyal Dwarika, (2005) *Retail Management - An Asian Perspective*, Thomson Learning, Singapore.
4. Gerasimos Marketos, Evangelos E. Kotsifakos and Yannis Theodoridis, *Rethinking Decision Making: Measuring and Managing Performance*, <http://infolab.cs.unipi.gr/pubs/confs/NTmarketing07.pdf>
5. *Types of Retail Locations*, http://retail.about.com/od/location/a/retail_location.htm
6. *Retail Location Strategies*, <http://www.ccim.com/cire-magazine/articles/retail-location-strategies>
7. *Ethical and Legal Issues in Retailing*, <http://www.icmrindia.org/courseware/Retail%20Management/Ethical-Legal%20Issues-Retailing.htm>
8. *Competitive Advantages and Strategic Information Systems*, <http://ccsnet.org/journal/index.php/ijbm/article/download/6631/5247>

Units	Topics	% of Marks in Trimester Exam
1	Retail Management: Rise of the retailer, Growth of global retail market, Challenges Faced by Retailers World Wide; Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail, Understanding Retail Formats, Non-store and Non-Traditional Retail Formats, Service Retail.	20
2	<i>Retailing in India:</i> Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail, Foreign Direct Investment in Indian Retail, Rural Retailing in India. <i>Strategic Planning in Retailing:</i> Situational Analysis, Objectives, Identification of Consumer Characteristics and Needs, Overall Strategy, Control & Feedback	20
First Internal Examination		
3	<i>Retail Institution by Ownership:</i> Independent, Chain, Franchising, Leased Department, Vertical Marketing System, Consumer Cooperative, Horizontal Marketing System. Retail Institution by Store-Based Strategy Mix: The Wheel of Retailing, Scrambled Merchandising, The Retail Life Cycle. Web, Non-Store Based, and other Forms of Traditional Retailing: Direct Marketing, Direct Selling, Vending Machines, E-Retailing, Other Non-Traditional Forms of Retailing. Targeting Consumers and Gathering Information – Identifying and Understanding Consumers, Consumer needs and desires, Shopping Attitudes and Behaviour	20
4	<i>Choosing a Store Location:</i> Trading- Area Analysis, Characteristics of Trading Area; <i>Site Selection</i> – Types of Location, Location and Site Evaluation; Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery <i>Store Management:</i> Retail Business –HRM in Retail Organization, Financial Management in Retailing-Profit Planning, Asset Management and Budgeting, , Compensating and rewarding store employees,	20
Second Internal Examination		
5	<i>Merchandise Management and Pricing:</i> Merchandising Philosophy, Buying organization format and process, Devising Merchandising Plans, Category Management, Implementing Merchandise Plans, Logistics, Inventory Management, External Factors Affecting Retail Price Strategy, Developing a Retail Price Strategy. Promotional Strategy: Elements of Retail Promotional Mix, Planning a Retail Promotional Mix	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT- T5-10	Integrated Marketing Communication	3-0-0	3	2016

Course Objectives

The objectives of the course are:

- To develop a clear understanding of integrated marketing communications (IMC) practices.
- To understand how key elements within the marketing communications mix are integrated.
- To shift the perceptual focus of class participants from an audience to creators of IMC strategies for businesses.

Syllabus

Concept and Process of Integrated Marketing Communications (IMC), IMC Message Design Advertisement Media, Design and Execution of Advertisements, Agency Operation, Introduction to Sales Promotion, Sales Promotion Campaign, Advertising and Society

Expected Outcome

On completion of the course, the students are expected to be familiar with the concepts and framework of IMC and shall be able to translate theory into practice by analyzing a number of pragmatic examples and case studies of real-world experiences.

References

1. Philippe Malaval, *Integrated Marketing Communication*, Pearson Education.
2. Nagpal, *Integrated Marketing Communication and Advertising*, Sheth Publishers Private Limited.
3. George E. Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education India Private Limited.
4. Kenneth Clow. Donald Baack, *Integrated Advertising, Promotion and Marketing Communications*, Pearson.
5. S. H. H. Kazmi and Satish K Batra, *Advertising & Sales Promotion*, Excel Books.
6. Sarangi. S, *Advertising & Sales Promotion (Marketing Management III)*, Asian Books Pvt. Ltd.
7. CN Sontakki, *Advertising and Sales Management*, Kalyani Publishers.
8. Jaishri Jethwaney, *Advertising Management*, Oxford University Press India.
9. Abrahams David, *Brand Risk: Adding Risk Literacy to Brand Management, Kindle edition*, Gower.
10. Bergh Bruce G, *Advertising Principles Choice Challenge Change*, NTC Business Book, USA.
11. Bhatia K.Tej, *Advertising and Marketing in Rural India*, Macmillan India Ltd.
12. Clifton Rita and John Simmons, *Brands and Branding*, Profile Books Ltd. UK.

Units	Topics	% of Marks in Trimester Exam
1	<i>Concept and Process of Integrated Marketing Communications (IMC):</i> Elements of IMC-Advertising; Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns. Classification of advertising, types, advertising appropriation, advertising campaigns.	15
2	<i>IMC Message Design :</i> AIDA model – Considerations for creative idea visualisation Suppliers in IMC : Hoarding contractors/Printers; Advertisement Agency- Departments of Ad Agency, Client Servicing-client Agency relationship,; <i>Advertisement Media</i> - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.	15
First Internal Examination		
3	<i>Design And Execution Of Advertisements</i> - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Concept Testing–Measuring impact of advertisements. <i>Account Management:</i> Account Planning, Responsibilities and Implementation Paths	20
4	<i>Agency Operation:</i> The organizations in Advertising, the Role of Advertising Agency, Types of Advertising Agencies. <i>Creative and Media Briefing Process:</i> Agency -Media Interface, Agency Revenue Process, Setting and Allocating Budget, Various Methods of Budgeting. <i>Sales Promotion</i> - Scope and role of sale promotion – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.	20
Second Internal Examination		
5	<i>Sales Promotion Campaign</i> - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Outsourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions <i>Advertising and Society:</i> Ethical Issues in Advertising, Social Criticism of Advertising, Advertising Statutory Bodies in India.	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T5-11	Customer Relationship Management	3-0-0	3	2016

Course Objectives

The purpose of this course is to prepare students to deal with these changes in the corporation and the global market. It explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow. The focal issues of the course are explored in a multi-pronged manner.

Syllabus

Enterprise Marketing Automation (EMA), Introduction to CRM, Call Center, Introduction to Application Service Provider (ASP), Implementing CRM, Impact of CRM on Marketing Channels, CRM Tools

Expected Outcome

On completion of the course the students shall understand the strategic and analytical aspects of CRM which has a deeper understanding of the power of CRM, and how to put it to work effectively.

References

1. Paul Greenberg, *CRM at the speed of light*, McGraw Hill Education (India) Private Limited, 2010
2. V Kumar, Werner J Reinartz, *Customer Relationship Management, A Databased Approach*, Wiley India Private Limited, 2006
3. Kristin L Anderson and Carol Kerr, *Customer Relationship Management*, McGraw-Hill Professional, 2006
4. Rai. AK, *Customer Relationship Management: Concepts and Cases*, PHI Learning Privat, Limited, India, 2012
5. Francis Buttle, *Customer Relationship Management: Concepts and Technologies*, Butterworth-Heinemann Title, August 2008.
6. Jagdish Seth, Atul Parvatiyar, G Shainesh, *Customer Relationship Management- Emerging Concepts, Tools and Applications*, McGraw Hill Education India Private Limited, 2000
7. S.Shajahan , *Relationship Marketing, Concepts and Cases*, McGraw-Hill Higher Education, 2006
8. Supriya Biswas, *Relationship Marketing, Concepts, Theories and Cases*, Prentice-Hall of India Pvt.Ltd, 2014
9. Kaushik Mukerjee , *CRM: A Strategic Approach*, ICFAI University Press, 2006
10. Kaushik Mukerjee , *Customer Focus: the New Imperative: Customer Loyalty and Retention (Vol. II) (Marketing Series)*, ICFAI University Press, 2006

Units	Topics	% of Marks in Trimester Exam
1	<i>CRM</i> : CRM technology components, customer life style, customer interaction. Difference between CRM and eCRM, features of eCRM Sales Force Automations (SFA) barriers to successful SFA functionality, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools.	15
2	<i>Enterprise Marketing Automation (EMA)</i> : Components of EMA, marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management. <i>Call Center</i> : Customer interaction, the functionality, technological implementation, ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration), web enabling the call center, automated intelligent call routing, logging & monitoring.	25
First Internal Examination		
3	<i>Implementing CRM</i> : Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, roll out and system hand off, ongoing support, system optimization, follow up.	25
4	<i>Introduction to Application Service Provider (ASP)</i> Their role and function, advantages and disadvantages of implementing ASP. <i>Impact of CRM on Marketing Channels</i> : Traditional distribution channel structure supporting customer relationship, emerging channel trends that impact CRM.	20
Second Internal Examination		
5	<i>CRM Tools</i> : CRM tools – overall modules – lead management – lead to sales life cycle-Communication methodologies-relationship management – complaint handling	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T5-12	Digital and Social Media Marketing	3-0-0	3	2016

Course Objectives

The objective of this course is to equip the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. The course also enables to understand recent moves in the digital space through Social Media Marketing.

Syllabus

Digital marketing, Marketing in the Digital Era, Digital Marketing Management, Digital Marketing Plan, Digital Advertising and Promotion, Introduction to Search Engines, search engine optimization, Online Campaign Management, How online ads work, Business Drivers in the Virtual World-Online Tools for Marketing, Introduction to social media, Benefits of social media, Face book strategy-Twitter Management, The Future of Marketing Gamification, Apps and Social Media Marketing.

Expected Outcome

On completion of the course the students shall understand how firms use the Internet to provide and communicate value to consumers through digital platforms and how firms use analytics and social media to make data-driven decisions for Internet marketing. It helps how to measure and assess the effectiveness of social media for marketing purposes.

References

1. Vandana Ahuja. *Digital Marketing*. Oxford University Press India, 2015
2. Dave Evans. *Social Media Marketing: An Hour a Day Serious skills* (2nd Edition). John Wiley & Sons, 2012.
3. Jan Zimmerman and Deborah Ng. *Social Media Marketing : All-in-One For Dummies*(3rd Edition).John Wiley & Sons, 2015
4. Joe Teixeira. *Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer*. John Wiley and Sons, 2011.
5. Damian Ryan. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (3rd Edition). Kogan Page Publishers, 2014.
6. Alan Charlesworth. *Digital Marketing: A Practical Approach* (2nd Edition). Routledge, 2014.
7. Judy Strauss and Raymond Frost. *E-marketing* (5th Edition 5). Pearson Prentice Hall, 2009.
8. Dave Chaffey and PR Smith. *E-marketing Excellence: Planning and Optimizing your Digital Marketing* (4th Edition). Routledge, 2013.
9. Matthew A. Russell and Matthew Russell. *Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn, and Other Social Media Sites*. O'Reilly Media, Inc., 2011.

Unit	Topics	% of marks in end-sem Exam.
I	Digital marketing for the 21st century, Importance and scope of digital marketing; Marketing in the Digital Era: E-marketing, The Online Marketing Mix, The Online Consumer, Customer Relationship Management in a Web 2.0 World Digital Marketing Management : Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel.	25
II	Digital Advertising and Promotion: Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results., search engine marketing, paid search advertising, search engine optimization, display advertising, and landing page optimization. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices Online Campaign Management, Consumer Segmentation, Targeting, and Positioning using Online Tools, Market Influence Analytics in a Digital Ecosystem	20
First Internal Examination		
III	Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience. Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses	20
IV	Business Drivers in the Virtual World Social Media, Online Branding, Traffic Building, Web Business Models, E-commerce Online Tools for Marketing: Engagement Marketing through Content Management, Content Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization.	15
Second Internal Examination		
V	Social Media: Introduction to social media, Examples of social media, Uses of social media, How companies use social media. Benefits of social media: Case studies of social media, SEO for social media, Social media profile creation and optimization.	10
VI	Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. Working of Face book advertisement: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Facebook, Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions, You Tube: You Tube branding, You Tube Ads, Getting started guide. The Future of Marketing Gamification, Apps and Social Media Marketing	10
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T5-7	Healthcare Management	3-0-0	3	2016

Course Objectives

The course is designed to understand management of key activities in a hospital like front desk operation and to understand eHealth care systems and its features. It also helps in knowing more about different lab certifications and waste management. It is focused on how to establish and sustain global competitiveness in healthcare services.

Syllabus

Front desk activities in a hospital environment-special skills needed in HR- Characteristic features of hospital services and its planning-Electronic Healthcare Records Management-Automation of front desk activities and other features of integrated Hospital Information System- medical records management- Lab certification- waste disposal-services outsourcing in hospitals-location and layout decisions- green hospital concept.

Expected Outcome

By completing the course, student should be able to understand and handle the functions at the front desk in an automated environment. It sheds light on lab certifications to go global for wider acceptance and standardization. Green Hospital Concept is stressed to save energy and proper waste management while designing new hospital layouts. Features of Hospital Information Systems and its benefits also form part of this course.

References

1. G.D.Kunders *Designing for Total Quality in Healthcare* Prism Books Pvt.Ltd., Bangalore.
2. Goel, S.L and Kumar 2004. *Hospital supportive services* Deep and Deep Publications, New Delhi.
3. *NHS Guide to good Practices in Hospital Administration National Health Services*, London.
4. Syed Amin Tabish *Hospital and Health Services Administration* Jaypee Brothers Medical Publishers, New Delhi.
5. S.L. Goel, *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd. New Delhi.
6. Srinivasan, A.V. (ed.), *Managing a Modern Hospital*, Response Books, New Delhi.
7. Liewellyne Davis and H.M. Macacaulay, *Hospital Administration and Planning*, JP Brothers, New Delhi, 2001.
8. Arun Kumar (ed) *Encyclopedia of Hospital Administration and Development*, Anmol Publications, Delhi.

COURSE PLAN

Unit	Topics	% marks in Final Exam.
1	Hospital types such as Government, Private, Corporate and public. Functional areas in hospital services management, services offered in hospitals, skills needed in Human capital in hospitals, Characteristic features of hospital services and Principles of hospital planning and execution.	15
2	Front office management- outpatient and inpatient admissions and discharge – Admission and discharge procedures -Emergency services	20
First Internal Examination		
3	Classification of medical records and significance, their automation using EHR, its maintenance for Medical statistics, materials records, management of patient records and personnel records electronically, functionality of computerized hospital information systems (HIS), merits and demerits of CHIS, trends in HIS, Legal and other operational records including Discharge summaries.	20
Second Internal Examination		
4	Lab classification, managing laboratories, their functions and management, accreditation of labs NABL, ISO certification of laboratory procedure and process. Maintaining hygiene in hospital environment. Basic and special cleaning, Odour control- solid, liquid waste disposal, Safety, Pest control, Interior decoration, outsourcing hospital housekeeping services.	25
5	Location decision and layout decision of hospitals, green hospital concept and designing for low energy consumption, Department allocation criteria in the building for improved productivity, Designing easy scale-up, Automated patient handling and equipment handling systems-e-alert systems with e-checkin and e-checkout facility.	20
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T5-8	Service Operations Management	3-0-0	3	2016

Course Objectives

This course enlightens to the concepts, principles, problems, and practices of successful service operations management. Emphasis is focused on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence.

Syllabus

Understanding Services economy, Demand and Capacity issues in service systems, Service Inventory and Supply Chain Management, Service Quality, Service facility, - Live Project or case study analysis.

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. To obtain an overview of the successful Service Operations Management (SOM) function through the introduction of the topics traditionally associated with the study of Service Operations Management.*
- 2. To develop an understanding of the terminology and responsibilities that relate to Service Operations Management.*
- 3. To formulate and describe the function of the Service Operations Management discipline in various sectors.*

References

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, and Information Technology*, McGraw Hill Education (India) Private Limited, 2014
2. Robert Johnston, *Service Operations Management*, Pearson Education, 2007
3. C. Haksever and Render B, *Service Management, Student Workbook: An Integrated Approach to Supply Chain Management and Operations*, Financial Times/ Prentice Hall, 2013
4. Richard D Metters, *Successful Service Operations Management*, Cengage, 2012
5. W. Earl Sasser Jr., Leonard A. Schlesinger and James L. Heskett, *The Service Profit Chain*, Free Press, 1997
1. Silei Shan, *Analysis of Hospital Pharmacy Inventory Consolidation Decision Using Multi-Echelon Newsvendor Inventory Model*, Proquest, Umi Dissertation Publishing, 2012 William J Hollins, *Managing Service Operations: Design and Implementation*, Kindle Edition, SAGE Publications Ltd, 2006
2. J. Nevan Wright and Peter Race, *The Management of Service Operations*, Cengage Learning EMEA, 2003
3. Bitran, G. and Lojo, M. (1993), *A framework for analysing service operations*, European Management Journal, 11 (3), 271 – 282.
<http://dspace.mit.edu/bitstream/handle/1721.1/47924/frameworkforanal00bitr.pdf?sequence=1>
4. Nambisan, S. (2001), *Why service businesses are not product businesses*, MIT Sloan Management Review, Summer 2001, 72 – 80, <http://sloanreview.mit.edu/article/why-service-businesses-are-not-product-businesses/>
5. Sawhney, M., Balasubramanian, S. and Krishnan, V.V. (2004), *Creating growth with services*, MIT Sloan Management Review, Winter 2004, 34 – 43.
6. Heskett, J.L. (1991), *Lessons in the service sector* in The Service Management Course: Cases & Reading, Free Press, 47 – 64.

- <http://www.mktgsensei.com/AMAE/Services/Creating%20Growth%20through%20Services.pdf>
7. Shah, J. and Murty, L.S. (2005), *Compassionate high quality health care at low cost: The Arvind Model*, IIMB Management Review, 16 (3), 31 – 43.
<http://www.mktgsensei.com/AMAE/Services/Creating%20Growth%20through%20Services.pdf>
 8. Schneider, B. and Bowen, D.E., (1999), *Understanding customer delight and outrage*, Sloan Management Review, Fall 1999 35 – 45. <http://www.customerdelight.nu/content/04-artikelen/02-artikel-b/delight.schneider.pdf>
 9. Metters, R. and Vargas, V., (2000), *A typology of decoupling strategies in mixed services*, Journal of Operations Management, 18, 663 – 682.
<http://www.business.uzh.ch/professorships/som/stu/Teaching/HS09/doc/sem1/MettersVargas2000.pdf>
 10. Ravichandran, N, and Bahuguna, D, (2006), *Rule bound government agency to customer centric service facility: Can Indian passport offices make the leap?*, IIMB Management Review, 18 (1), 59 – 66. <http://www.iimb.ernet.in/publications/review/march2006/government-agency>
 11. Harrel, C., Ghosh, B.K. and Bowden, R. (2000), *Modeling Service Systems*, Chapter 13 in Simulation using PROMODEL, Mc Graw Hill, 321 – 337. http://iss.uni-leipzig.de/index.php/Download-document/72-paper_bottcher.html
 12. *Putting the Service-Profit Chain to Work*, Heskett, Jones, Loveman, Sasser, Schlesinger, *Harvard Business Review*, March-April 1994, 164-174. (94204). <https://hbr.org/2008/07/putting-the-service-profit-chain-to-work>
 13. M. A. Cohen, N. Agrawal and V. Agrawal, *Winning in the Aftermarket*, *Harvard Business Review*, June 2006, pp. 129-138. <https://hbr.org/2006/05/winning-in-the-aftermarket>
 14. Production and Operations Management ebook:
<http://dl4a.org/uploads/pdf/Ebook%20for%20PRODUCTION%20AND%20OPERATIONS%20MANAGEMENT.pdf>

COURSE PLAN

Unit	Topics	% of Marks in Trimester Exam
1	<p><i>Understanding Services Economy</i> Overview and imperatives of Services; Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum; Recent trends in manufacturing, increased role of services in manufacturing; Developing an overall vision for the service system; Developing a service strategy; Service Positioning & Implications for Service Delivery - Design Degree of customer contact, divergence, customization; Service blue printing; Service Enhancement using Internet; Pricing strategies in Services; Performance issues in service systems; value of self-service in an economy; roles of front-line employees, customers, operations, and marketing in the service innovation process.</p>	20
2	<p><i>Demand and Capacity issues in service systems</i> <i>Forecasting</i> Capacity demand in services; - Smoothing Customer Demand In Services; Service Capacity Management; Yield management; Resource and Workforce Scheduling in Services; Capacity, Capacity build up strategies Capacity Vs System Performance; Introduction to Queuing System; Queuing Theory Applications in Service Systems; Characteristics of Queuing system; Queuing Models; Demand and capacity issues related to growth, expansion strategies, franchising. Offshore operations; Services Management in IT/ITES Sectors Capacity Management Issues.</p>	20
First Internal Examination		
	<p>Service Inventory and Supply Chain Management Service inventory management; Service supply chains; Processes in Service Supply Chain; Data Envelopment Analysis; Simulation as a tool for design of services; Use of simulation software for modelling; Nature of design issues addressed using simulation; Simulation Applications in Service System Design; Vehicle Routing and Scheduling; Inventory Pooling.</p>	20
4	<p>Dimensions in Quality, Service Quality Five Gap Model; Kano's Model; Measuring Service Quality – SERVQUAL, Walk-through Audit; Service Recovery – Service Guarantees, Service encounter – triad, service culture, Service profit chain – Service consolidation; Critical Fractiles: The Newsvendor Model (Optimal Service Levels).</p>	20
Second Internal Examination		
5	<p>Process behaviour – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem; Ford's Auto collection concept; Product Support – Customer Centric strategy, repairable parts inventory management, Performance based logistics. Service Improvement – a mini-consulting project. It involves use of the</p>	20

	methodologies introduced in class to analyze a real life service operations system, diagnose its problems, identify opportunities for improvement and quantify potential costs, benefits, risks and service impacts (at a nearby service station or Car dealership or automobile workshop or the like)	
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T5-9	Technology Management	3-0-0	3	2016

Course Objectives

This course will expose the students the concept of technology management, nuances and issues in technology management and the decision making related to technology management. This subject will also help to acquaint the students with the role of technology and innovation in global industrial competition with latest trends and developments.

Syllabus

Technology, Technology Management, Technology Life Cycle, Technology Forecasting, Technology Acquisition, Technology Strategy and Competitiveness, Technology Adoption, Diffusion, and Absorption, Technology Based Innovation, Human Aspects in Technology Management, Social Issues in Technology Management.

Expected Outcome

After completing the course, the students are able to gain a fair understanding on contemporary topics in technology and innovation management. The course also provides insights on technical, human and social aspects of technology management.

References

1. P N Rastogi, *Management of Technology and Innovation: Competing Through Technological Excellence*, (Kindle Edition), SAGE Publications, Response Books, 2009
2. Tushman, M.L. and Anderson ,P. *Managing Strategic Innovation & Change*, New York: Oxford University Press, 2004.
3. Khurana, V. K., *Management of Technology and Innovation*, New Delhi: Ane Books, 2012
4. Narayanan, V. K, *Managing Technology and Innovation for Competitive Advantage*, Pearson Education, 2002
5. Ettore, J. E, *Managing Innovation: New technology, New Products and New Services in a Global Economy*, A Butterworth-Heinemann Title, 2006
6. Afuah, A. *Innovation Management, Strategies, Implementation and Profits*, Oxford University Press, 2009

COURSE PLAN

Unit	Topic	% of marks in Trimester Exam
1	<i>Technology Management:</i> Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business-Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.	10
2	<i>Technology Acquisition and Technology Forecasting:</i> Technology Acquisition, Alternatives for Acquiring New Technologies, New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale, <i>Technology Forecasting:</i> Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting.	15
First Internal Examination		
3	<i>Technology Strategy, Technology Adoption, Diffusion and Absorption and Competitiveness:</i> Technology Strategy- Technology strategy and management; Elements of technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment, <i>Technology Adoption, Diffusion, and Absorption:</i> Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption, Technology Package and Technological Dependence, Indian Experience in Technology Absorption Efforts, Issues Involved in the Management of Technology Absorption and Government Initiatives.	30

4	<p><i>Technology Generation and Development:</i> Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)-Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology, <i>Technology Transfer:</i> Transfer of Technology, Models of Technology Transfer-Traditional technology transfer models; Qualitative technology transfer models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer, <i>Technology Assessment:</i> Technology Choice, Technology Assessment Process, Technology Leadership and Followership, Technology Concepts- Technology acquisition; Meaning of innovation and creativity; Innovation management.</p>	30
Second Internal Examination		
5	<p><i>Human Aspects in Technology Management:</i> Integration of People and Technology, Factors Considered in Technology Management- Organisational factors; Psychological factors, Organisational Structure and Technology, <i>Social Issues in Technology Management:</i> Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem.</p>	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T5-10	Innovation Management and New Product Development	3-0-0	3	2016

Course Objectives

The main objective is to make the student understand why organizations continually need to innovate and bring to market products and services that clearly distinguish themselves from the competition. Students will learn how to offer more features/improved services at lower prices and thereby offering higher value to specified target markets. It is to make the student know the methodology to develop and implement a new product or service to already existing or new market.

Syllabus

Innovation function –theories- strategic alliances for innovation-development and testing of new products-Organization structure for R& D and Technology Transfer.

Expected Outcome

The student should be able to understand innovation and its importance as a strategic initiative in an organization. Learn the approach for new product development and apply new product development method to business problems/cases. Student will learn why some new products fail or succeed.

References

1. Paul Trott, *Innovation Management and New Product Development*, Pearson
2. Crawford, Merle and Di Benedetto, Anthony. *New Products Management*. McGraw-Hill/Irwin.
3. Michael Z Brooke & William Ronald Mills, *New Product Development: Innovation in the Market Place*, Jaico Books
4. Ulrich, Karl and Eppinger, Steven (2012). *Product Design and Development* (5th Edition). McGraw-Hill Irwin.
5. Bettencourt, Lance (2010) *Service Innovation: How to Go from Customer Needs to Breakthrough Services*. McGraw-Hill Irwin.

COURSE PLAN

Unit	Topics	% marks in Final Exam.
1	Innovation function - types of innovation - innovation models- framework for management of innovation - difference between innovation and invention.	20
2	Innovation diffusion theories - Pearson's uncertainty map -organizational characteristics that facilitate innovation - organizational structures and innovation - trademarks, copyrights, patents and their use in innovation management - remedy against infringement.	20
First Internal Examination		
3	Forging strategic alliances-Technology trajectories-knowledge base of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing.	20
Second Internal Examination		
4	Development and testing of new products - Differentiation between products and services - types of services - new service development models - techniques used in consumer testing of new products - models for new product development.	20
5	Organization structures for new product development - evaluating R&D projects - strategic pressures on R&D - models of technology transfer.	20
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T5-11	Green Logistics and Supply Chain Management	3-0-0	3	2016

Course Objectives

The aim of this course is to make the students aware of the impacts of business on the environment and how these can be tackled through green design and green products and by adopting green practices in supply chain management.

Syllabus

Sustainable Development, Green Logistics, Supply Chain Management, Evolution of Green Supply Chain Management from Supply Chain Management, Comparison of Traditional and Green Supply Chains, Green Logistics, Reverse Logistics, Regulatory Requirements.

Expected Outcome

After the successful completion of this course, the students are able to develop an understanding about Green and sustainable supply chains including Reverse Logistics by learning tools and techniques required to analyze and design environmentally sustainable supply chain systems and also critically assess strategic choices related to Green SCM design.

References

1. Sunil Chopra, Peter Meindl, D.V. Kalra, Supply Chain Management, Pearson, 2016.
2. V.V. Sople, Logistics Management, Pearson, 2015.
3. Nada. R. Sanders, Supply Chain Management: A Global Perspective, Wiley, 2013.
4. Donald J Bowersox, David J Closs, M Bixby Cooper, Supply Chain Logistics Management, Mc Graw Hill, 2016.
5. Jay Heizer, Barry Render, Operations Management – Sustainability and Supply Chain Management, Pearson, 2017.
6. Vogt, J J; Pienaar, W J; de Wit, P W C, *Business Logistics & Management - Theory and Practice. Oxford University Publications, 2002*
7. Gilbert, M. Masters, *Introduction to Environmental Engineering and Science*, Pearson Education, 2015
8. Hsiao-Fan Wang, Surendra M. Gupta, *Green Supply Chain Management: Product Life Cycle Approach*, McGraw-Hill Professional, 2011

Additional Readings

1. Mackenzie Leo Davis and Susan J. Masten, (2008). *Principles of Environmental Engineering and Science*, McGraw Hill Education India Private Limited, 2013.
2. Charles J. Kibert, *Sustainable Construction: Green Building Design and Delivery*, Kindle edition, NY: Wiley. 2016
3. Stuart Emmet and Vivek Sood, *Green Supply Chains: An Action Manifesto*, Wiley International, 2010

COURSE PLAN

Unit	Topic	% Of Marks In Trimester Exam
1	Logistics and Supply Chain Management Traditional View: Supply Chain Metrics – Logistics Performance Control and Logistics Audit.	10
2	Logistics and Supply Chain Management Modern View: Green Supply Chain and Logistics Management – Renewable Energy Sources, Steps to Reduce Energy Use, Steps to cut Water Volume usage and Counter Contamination, Carbon Foot Print and Carbon Sequestering – 3 R: Reducing, Recycling, Reusing – Reverse Logistics – Environmental Impact Assessment – Product Design for Environment - Reusable Packaging – Managing Uncertainty and Predictive Variability for Waste Management.	30
First Internal Examination		
3	Sustainability in Supply Chains: Sustainability- Role, Principles, Measures – Key Metrics for Sustainability – Sustainability and Supply Chain Drivers – Tragedy of the Commons – Aggregate Planning for Sustainability.	20
4	Green Supply Chain: Meaning, Benefits, Methods – Green Supply Chain Initiatives – Green Supply Chain Vis – a’ – Vis SCM perspective – Closed Loop Supply Chain – El Nino Climate changes and Atmospheric Pollution – Environmental Policies and Compliances – Concept of EPA, WEEE and RoHS – Manufacturability and Value Engineering.	20
Second Internal Examination		
5	Green Logistics: Introduction- Drivers of Green Logistics – Green Logistics Management – Controls and Compliances – Responsiveness to Green Strategy – Shippers Guide to Green Logistics	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T5-12	Six Sigma and Total Quality Management	3-0-0	3	2016

Course Objectives

The objective of this course is to understand the concept and culture of total quality management and to develop skills to use Statistical Quality Control techniques and other quality tools in solving quality-related problems. Learn approaches to achieve customer satisfaction at a competitive price are the core of lean concept.

Syllabus

Fundamentals of Quality and TQM, Quality Philosophies and Practices, Statistical Process Control, Non-statistical Quality Tools and Techniques, Quality Awards and Certification.

Expected Outcome

After successful completion of the course, the students will be able to understand the Total Quality Management and Six Sigma practices, able to prepare and analyse quality control techniques for better decision making.

References

1. Mikel Harry Ph.D, and Richard Schroeder, *Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations*, RHUS, 2006.
2. T.M. Kubiak , *The Certified Six Sigma Black Belt Handbook*, Pearson Education, 2009
3. Dale H. Besterfield Ph.D. P.E., Carol Besterfield-Michna , Glen Besterfield , Mary Besterfield-Sacre., *Total Quality Management*, Pearson Education, 2003.
4. Juran, J.M., and Gryna, F.M, *Quality Planning and Analysis*, McGraw-Hill Higher Education, 1993.
5. Schroeder, R.G., *Operations Management: Contemporary Concepts and Cases*, McGraw-Hill Education (ISE Editions), 1999.
6. William J Stevenson, *Operations Management*, McGraw Hill Education (India) Private Limited, 2009. 2010.
7. Thomas Pyzdek, *Six Sigma Handbook*, McGraw Hill Education India Pvt Ltd., 2015.
8. T.M. Kubiak, *The Certified Six Sigma Black Belt Handbook*, Pearson Education, 2009
9. R. Panneerselvam and P. Sivasankaran, *Quality Management* (Kindle Edition), PHI Learning, 2014

COURSE PLAN

Unit	Topic	% of marks in Trimester Exam
1	Introduction : Quality definitions and dimensions; Reliability and maintenance; Quality costs; Quality and productivity; Quality policies and goals, Six Sigma – Definition, Key Concepts of Six Sigma –Critical to Quality, Defect, Process Capability, Variation, Origin of Six Sigma, Myths about Six Sigma, Benefits of Six Sigma.	5
2	Six Sigma and Quality: Key Elements in Six Sigma- Customers, processes, employees, Organisation- Leadership, Sponsors, Team Leaders , Methodology - DMADV Methodology, DFSS Methodology, Project Team Formation, SIPOC Process Map, Measure Phase, Analyse Phase, Improve Phase, Control Phase – Quality Control, Standardisation, Control Methods and Alternatives, Technical tools - Critical-to-quality tree, Process Map, Histogram, Pareto Chart.	10
First Internal Examination		
3	Quality Philosophies and Practices: Quality gurus and their contributions; Three major philosophies of quality management, Strategic QM; TQM and its building blocks; TQM vs. traditional organizations; Benefits and obstacles in TQM. Practices leading to TQM- QCs, QTs, TPM,5S, ZDc, Poka-yoke, QFD, Taguchi’s QF. Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.	25
4	Non-statistical Quality Tools and Techniques: Seven tools- flowcharts, check sheets, histograms, Pareto chart, scatter diagram, control chart, cause-and-effect diagram; Continuous improvement techniques; benchmarking process; Six-sigma approach.	30
Second Internal Examination		
5	Quality Awards and Certification: Malcolm Baldrige award and its criteria, ISO-9000 principles, ISO-9000 series and certification., e-Six Sigma, Division Six Sigma Council, Global Six Sigma Council, KANO Analysis, Leading Six Sigma Training (LSS), Leading Teams Training (LT).	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T5-7	Software Project Management	3-0-0	3	2016

Course Objectives

This course describes the key aspects of software project and provide introduction to Plan, manage, execute and evaluate control software projects at each stage of the software development life cycle (SDLC). The subject also focus on areas like managing software cost and schedule during development; risk engineering; and continuous process improvement. This course introduces software engineers aspiring to become software project managers to the responsibilities of these roles.

Syllabus

Introduction to software project management, Project scheduling, Risk Management, Project Life cycle, Effort and software cost estimations, COCOMO models, Managing people, Monitoring and control of projects

Expected Outcomes

On completion of the course students will acquire knowledge about managing software projects and will be able to overcome challenges associated with software projects and finally help them to successfully lead such projects in today's complex systems environment.

References

1. Bob Hughes, Mike Cotterell, "Software Project Management", Third Edition, Tata McGraw Hill, 2004.
2. Ramesh, Gopaldaswamy, "Managing Global Projects", Tata McGraw Hill, 2001.
3. Royce, "Software Project Management", Pearson Education, 1999.
4. Jalote, "Software Project Management in Practice", Pearson Education, 2002.

Unit	Course Plan	% of marks in Trimester examination
I	INTRODUCTION TO SOFTWARE PROJECT MANAGEMENT- Project Definition — Activities covered By Software Project Management –Requirement Specification- Overview of Project Planning – Stepwise Project Planning	20
II	ACTIVITY PLANNING- Objectives – Project Schedule – Sequencing and Scheduling Activities – Shortening Project Duration – Activity on Arrow Networks – Risk Management – Managing Risk	15
First series examination		
III	PROJECT LIFE CYCLE AND EFFORT ESTIMATION Software process and Process Models – Choice of Process models – mental delivery – Rapid Application development – Agile methods – Extreme Programming – SCRUM – Managing interactive processes	20
IV	Basics of Software estimation – Effort and Cost estimation techniques COCOMO II A Parametric Productivity Model – Staffing Pattern.	15
Second Series Examination		
V	MANAGING PEOPLE AND ORGANIZING TEAMS Introduction –Working In Groups – Becoming A Team –Decision Making – Leadership – Organizational Structures – Stress –Health And Safety – Case Studies.	15
VI	MONITORING AND CONTROL Creating Framework – Collecting The Data – Visualizing Progress – Cost Monitoring –Getting Project Back To Target – Change Control – Managing Contracts	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T5-8	Knowledge Management in IT and ITES	3-0-0	3	2016

Course Objectives

The core objective of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information technology or IT enabled sectors.

Syllabus

Overview of Knowledge Management (KM), Managing organizational knowledge, learning and intellectual capital, the knowledge management core process, Knowledge Management Tools, Application of Knowledge Management tools in IT & ITES sectors.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. Define KM, learning organizations, intellectual capital and related terminologies and understand the role of knowledge management in organizations.
2. Identify and select tools and techniques of KM for the stages of creation, acquisition, transfer and management of knowledge.
3. Evaluate the impact of technology including telecommunications, networks, and Internet/intranet role in managing knowledge.
4. Identify KM in specific environments: managerial and decision making communities.
5. Demonstrate an understanding of the importance of intellectual capital to benefit the competitive advantage in organizations.

References

1. Kai Mertins, Peter Heisig and Jens Vorbeck, *Knowledge Management – Concepts and Best Practices*, Springer, 2003
2. Davenport, Thomas and Laurence Prusak. *Working Knowledge: How Corporations Manage What They Know*. Boston, Harvard Business School Press. 2000.
3. Kimiz Dalkir, *Knowledge Management in Theory and Practice*, MIT Press, 2011
4. Edna Pasher and Tuvya Ronen, *Knowledge Management in Theory and Practice*, John Wiley & Sons, 2011
5. Dr. Santwana Chaudhuri, *Knowledge Management in Indian IT Industries 2011* 3rd International Conference on Information and Financial Engineering IPEDR vol.12, IACSIT Press, Singapore, <http://www.ipedr.com/vol12/45-C115.pdf>
6. Donald Hislop, *Knowledge Management in Organizations: A Critical Introduction*, Oxford University Press, 2013
7. Elias.M. Award and Hassan M. Ghaziri, *Knowledge Management*, Pearson Education, 2003
8. Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, *Knowledge Engineering and Management*, Universities Press, 2001.
9. Carla O'Dell and Jack Grayson, *If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice*, Free Press, 2012
10. Philip Rosner, *Knowledge isn't POWER ... Until It Is Applied: The Three Keys to Developing Future Leaders In Your Company* Kindle Edition, HRD Publishing, 2016
11. C.W. Holsapple, "Handbooks on Knowledge Management", International Handbooks on Information Systems, Vol 1 and 2, Springer, 2003

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Knowledge Management</i> Human cognition from the technology manager's perspective; Knowledge creation at the level of the individual, group and organization; The nature of technical problem solving, Formulating knowledge, Explicit and codified knowledge Tacit, implicit and sticky knowledge; Technological versus pre-technological knowledge; Experts and expertise.</p>	20
2	<p><i>Managing organizational knowledge, learning and intellectual capital</i> Developing metrics for knowledge, learning and intellectual capital; Knowledge quality; Organizational knowledge creation theories and their application; Experimentation strategies for knowledge creation; Knowledge diversity and knowledge integration; Multi-dimensional organizational learning; Knowledge transfer; Value-of-ownership models</p>	20
First Internal Examination		
3	<p><i>The knowledge management core process</i> The Knowledge Management Design Fields; Business Process Oriented Knowledge Management - The GPO-WM Implementation Mode, KM Strategy, The GPO-WM Analysis of Business Process, KM Solutions, KM-Implementation Phase The Fraunhofer Knowledge Management Audit (FKM Audit), Audit approaches for the evaluation of Knowledge Management - The Knowledge Audit (According to Liebowitz), Knowledge Management Assessment Tool (KMAT), Knowledge Management Diagnostic (KMD), Knowledge Audit(According to Pfeifer), Knowledge Management Maturity Model (KMMM).</p>	20
4	<p><i>Knowledge Management Tools</i> Diagnostic technologies and their value Structuring Knowledge and Information - Definition of knowledge structure, Search strategies and knowledge structures, methods of structuring knowledge and Information Data management, information technology and organizational productivity; Web-centric knowledge management Global, joint, simultaneous problem solving in a value network; Content Analysis</p>	20
Second Internal Examination		
5	<p><i>Applications of knowledge management in IT & ITES</i> Application - Information Technology - Intranets; Best Practices; Systems Analysis Techniques; Systems Lifecycle; Design & Evaluation; Knowledge management in manufacturing and the service sector; Knowledge Management: Retaining Knowledge in IT/ITES Companies - Dissatisfied customers - breaches in SLAs; Productivity challenges; Increased competition; Knowledge scarcity; KM Solution - Nephila</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T5-9	Business Intelligence and Data Mining	3-0-0	3	2016

Course Objectives

This course provides a comprehensive introduction to Business Intelligence (BI) and Data Mining (DM) problems and tools to enhance managerial decision making at all levels of the organization and across business units. We discuss scenarios from a variety of business disciplines, including the use of data mining to support customer relationship management (CRM) decisions, decisions in select industries.

Syllabus

Overview and concepts Data Warehousing (DW) and Business Intelligence (BI), The Architecture of BI and Introduction to data mining (DM), Concept Description and Association Rule Mining, Classification and Prediction and Web mining and Data Mining for Business Intelligence Applications.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. *Use a variety of BI systems and technologies to support decision making in modern organizations*
2. *Explain key concepts, techniques, and current practices related to business intelligence, data warehousing, and data mining,*
3. *Apply the concepts and techniques to solving real-world BI problems,*
4. *Appreciate the value of BI systems and technologies to modern organizations, and*
5. *Understand the societal impacts and ethical dimensions of BI systems and technologies.*

References

1. William H. Inmon, *Building the Data Warehouse*, Wiley India Private Limited, 2005
2. Michael JA Berry and Gordon S Linoff, *Data Mining Techniques: for Marketing, Sales and Customer Relationship Management*, Wiley India Private Limited, 2012
3. Han, *Data Mining Concepts and Techniques*, Elsevier, 2007
4. Efraim Turban, *Business Intelligence: A Managerial Approach*, Pearson Education, 2013
5. Paulraj Ponniah, *Data Warehousing Fundamental for IT Professionals*, John Willey, 2012
6. J. Han and M. Kamber, *Data Mining Concepts and Techniques*, Morgan Kaufmann Publishers, 2011.
7. Mehmed Kantardzic, *Data mining: Concepts, models, methods and algorithms*, John- Blackwell, 2011
8. Loshin, *Business Intelligence: The Savvy Manager's Guide*, Elsevier, 2012
9. Carlo Vercellis, *Business Intelligence: Data Mining and Optimization for Decision Making (WSE)*, Wiley India Private Limited, 2013
10. Galit Shmueli, Nitin R Patel and Peter C Bruce, *Data Mining for Business Intelligence*, Wiley, 2008
11. White Paper - *Using analytic services data mining framework for classification*, <http://www.oracle.com/technetwork/middleware/bi-foundation/data-mining-essbase-wp-129552.pdf>
12. Yudho Giri Sucahyo, *Introduction to Data Mining and Business Intelligence*, http://ocw.ui.ac.id/materials/12.01_FASILKOM/IKI83403T_-_Data_Mining_and_Business_Intelligence/Lect1_-_Intro_to_DMBI.pdf

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview and concepts Data Warehousing (DW) and Business Intelligence (BI)</i> Analyzing data, Raw data to valuable information-Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks: Defining Features - Data warehouses and data marts, Virtual Warehouses - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing, Architectures, OLAP and OLAP Servers – recent trends in data warehousing, Dynamic Warehousing.</p>	20
2	<p><i>The Architecture of BI and Introduction to data mining (DM)</i> BI and DW architectures and its types - Relation between BI and Data Mining. Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems – DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process- Various Models and their significance.</p>	20
First Internal Examination		
3	<p><i>Concept Description and Association Rule Mining</i> Concept description - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm - generating rules – Improved Apriori algorithms, FP Growth Algorithm – Incremental ARM – Associative Classification – Rule Mining, ARCS.</p>	20
4	<p><i>Classification and Prediction</i> Issues regarding Classification and prediction; Various Classifiers and Classification methods - Decision tree, Bayesian Classification, Rule Based Classifiers, CART, Neural Network, Nearest Neighbour, Case Based Reasoning, Rough Set Approach. The role of Genetic Algorithm and fuzzy logic; Prediction methods - Linear and non linear regression, Logistic Regression.</p>	20
Second Internal Examination		
5	<p><i>Web mining and Data Mining for Business Intelligence Applications</i> Web Mining - Web mining introduction, Web Content Mining, Web Structure Mining, Web Usage mining, Automatic Classification of web Documents. Data Mining for Business Intelligence Applications - Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance and CRM</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T5-10	Simulation for Managers	3-0-0	3	2016

Course Objectives

This course will provide the students a thorough understanding of the systems they encounter in real life situations, the modeling of these systems for the study of their behavior under different operating conditions and different decision rules. It also enables the students to think of problems in a systemic view.

Syllabus

System concepts, components of systems, system theories, modelling of uncertainties, random numbers and variates, process modelling for simulation, simulation study and analysis.

Expected Outcomes

After the completion of course, the students will be able to understand systems and their properties in a systemic approach. They will be able to analyse existing systems and design modifications in systems with desired properties.

References

1. Geoffrey Gordon, System Simulation, PHI
2. Narsingh Deo, System Simulation with Digital Computer, PHI
3. J. Banks, Discrete Event System Simulation, Pearson Education
4. Serman, Business Dynamics, Tata-McGraw Hill
5. Sheldon M. Ross, Simulation, Elsevier

Course Plan		
Sl No	Topics	% of marks in Trimester exams
1	Systems: Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems. Areas of application of simulation, steps in simulation study, classification of systems, different types of system models. Merits and demerits of simulation, comparison between simulation and numerical methods.	15
2	Random Numbers and random variates: Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers (concepts only) and testing of randomness, Generation of random processes: random walk (one dimensional only), demand processes, lead time generation, arrival process generation, service activity generation, defects and defectives generation.	15
First Internal Examination		
3	Types of Simulation: Monte-Carlo method, Distributed Lag models, Cobweb models. Continuous system models, feedback systems, Real-time simulation. Use of Monte Carlo method to approximate solutions and games applied to business situations. Modelling of uncertainty in maintenance and inventory systems, stock price fluctuation, demand process and market price.	15
4	Dynamic Business Systems: Business dynamics, properties of dynamic systems, effects of dynamic interactions - learning disabilities and System archetypes. Modelling of dynamic systems- tools of modelling - stock and flows & causal relations. Simulation of dynamic systems: Basic models and behaviour patterns, Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.	25
Second Internal Examination		
5	Discrete Event Simulation: Next-Event approach/Event scheduling, Fixed Time Increment method. Hand simulation of Queuing models, Business systems and Service models, other business system models. Concepts of Verification and Validation of models, statistical analysis of outputs.	30
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T5-11	Global Information System	3-0-0	3	2016

Course Objectives

Upon successful completion of this course the student will be able to understand global information systems management issues associated with culture, standards and regulations, outsourcing and off-shoring. In addition, this course provides students with a basic understanding of how the global economy is influenced by information systems and technology.

Syllabus

Overview of Information Systems in Global Business, Strategic connectivity, Physical Connectivity, emerging technologies, Managing global systems and outsourcing.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. Explain roles in information technology adoption patterns across countries.
2. Discuss strategies for global electronic commerce.
3. Identify best practices of global IT.
4. Discuss challenges associated with outsourcing and off-shoring.

References

6. Dorothy E Leidner and Tim Kayworth, *Global Information Systems: The Implications of Culture for IS Management*, A Butterworth-Heinemann Title; Textbook edition, 2008
7. Ash Bisaria, What's next for outsourcing? – <http://outsourcemag.com/whats-next-for-outsourcing/>
8. Nigel Chisnall, All sides are winners as IT outsourcing deals get shorter and less costly – <http://outsourcemag.com>
9. Arshdeep Bahga and Vijay Madiseti, *Cloud Computing: A Hands-on Approach*, Orient Blackswan Pvt Ltd, India, 2014
10. Jawadekar, *Management Information Systems: A Global Digital Enterprise Perspective*, McGraw Hill Education (India) Private Limited; 2013
11. Yi chen Lan, *Global Information Society: Operating Information Systems in a Dynamic Global Business Environment*, Idea Group Publication, 2006
12. Thorsten Blecker, *Mass Customization Information Systems in Business*, IGI Global; 2007
13. Emily Nagle Green, *Anywhere: How Global Connectivity is Revolutionizing the Way We Do Business*, McGraw Hill Education (India) Private Limited, 2010
14. Andrew S Tanenbaum and Herbert Bos, *Modern Operating Systems: Global Edition*, Kindle Edition, Pearson Education, 2015
15. Mary C. Lacity, Leslie P. Willcocks, Mary Cecelia Lacity, and Leslie Willcocks, *Global Information Technology Outsourcing: In Search of Business Advantage*, John Wiley & Sons, 2000
16. Erran Carmel and Paul Tjia, *Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce*, Cambridge University Press, 2005

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Information Systems in Global Business</i></p> <p>Information Systems in Global Business Today – systems in businesses, why it’s important; Global IT workforce vs Domestic Workforce; Global e-business and collaboration; obstacles in rollout, challenges in Multi site projects; tools and techniques to increase productivity; implications of poor global information systems management;</p>	20
2	<p>Moore’s Law; Law of Mass Storage; Implications of laws in reducing costs and improving performance; Cloud computing; Cloud in multinational enterprise; Firewalls, hacking, ethical hacking, role of systems managers, system administrators.</p>	20
First Internal Examination		
3	<p><i>Strategic connectivity</i> Information Technology, Corporate Strategy, and Competitive Advantage (Interlinked Value Chains);</p> <p><i>Physical Connectivity</i> Basic Communications Technology and Concepts, Local Area Networks, Wide Area Networks (Packet Networks), Network Protocols (ISO OSI).</p> <p><i>Emerging Technologies</i> Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.</p>	20
Second Internal Examination		
4	<p><i>Managing global systems</i> Key business drivers and challenges in the global environment; strategies for success in the global market; “connectivity” as a driver for global information system; software be designed to fit the business requirements Vs. business requirements be modified to fit existing software.</p>	20
5	<p><i>Outsourcing</i> B2B Exchange Model; Micro-sourcing; Outsourcing from Service Provider Viewpoint; Producer/Consumer Perspective in Outsourcing; Voluntary/Involuntary Perspective in Outsourcing;</p> <p>Need to outsource; challenges and risks, advantages and disadvantages associated with outsourcing an organization’s IT function; different kinds of outsourcing currently in use in today’s global economy.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T5-12	Cloud Computing	3-0-0	3	2016

Course Objectives

The core objective of this course is to provide an understanding of cloud computing, and to compare it with existing technologies. Also it is aimed at gaining knowledge on developing cloud as a service.

Syllabus

Cloud Computing, History of Cloud Computing, Cloud Architecture, Disadvantages of Cloud Computing, Cloud Services, Types of Cloud Service Development, Centralizing Email Communications, Schedules, To-Do Lists, Contact Lists, Group Projects and Events, Calendars, Schedules and Task Management, Contact Management, Project Management, Databases, Web- Based Communication Tools, Web Mail Services, Social Networks and Groupware, Blogs and Wikis.

Expected Outcomes

On completion of the course, the students are expected to have the ability to design and develop cloud services. Also it is for making them able to use Cloud Service and collaborate it with various applications and taking it online.

References

1. Dan C. Marinescu , *Cloud computing: Theory and Practice*, Morgan Kaufmann, 2013
2. Kai Hwang, Geoffrey C. Fox, Jack J. Dongarra, *Distributed and Cloud Computing.:* From
3. *Parallel Processing to the Internnet of Things*, 1/e, Morgan Kaufmann , 2011
4. Michael Miller, *Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online*, Que Publishing, 2008.
5. Haley Beard, *Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing*, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, 2008.

COURSE PLAN

Units	Topics	% of Marks in Trimester Exam
1	Cloud Computing - History of Cloud Computing - Cloud Architecture- Cloud Storage - Why Cloud Computing Matters - Advantages of Cloud Computing - Disadvantages of Cloud Computing - Companies in the Cloud Today	15
2	Cloud Services Web-Based Application - Pros and Cons of Cloud Service Development - Types of Cloud Service Development - Software as a Service - Platform as a Service - Web Services - On-Demand Computing	15
First Internal Examination		
3	Discovering Cloud Services Development Services and Tools - Amazon Ec2 - Google App Engine - IBM Clouds. Centralizing Email Communications - Collaborating on Schedules - Collaborating on To-Do Lists	20
4	Collaborating Contact Lists - Cloud Computing for the Community - Collaborating on Group Projects and Events - Cloud Computing for the Corporation. Collaborating on Calendars, Schedules and Task Management - Exploring Online Scheduling Applications	20
Second Internal Examination		
5	Exploring Online Planning and Task Management - Collaborating on Event Management - Collaborating on Contact Management - Collaborating on Project Management - Collaborating on Word Processing - Collaborating on Databases - Storing and Sharing Files- Collaborating via Web-Based Communication Tools - Evaluating Web Mail Services - Evaluating Web Conference Tools - Collaborating via Social Networks and Groupware - Collaborating via Blogs and Wikis.	30
Final Examination		

MASTER OF BUSINESS ADMINISTRATION

**Programme
Under**



APJ Abdul Kalam Technological University

SYLLABUS & COURSE PLAN

Trimester 6

June 2016

TRIMESTER VI

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Trimester Marks	Exam Duration (hours)	Credits
	61	Cross Cultural Management	3-0-0	40	60	3	3
	62	Elective IX	3-0-0	40	60	3	3
	63	Elective X	3-0-0	40	60	3	3
	64	Comprehensive Project (Report and Viva-voce)	0-3-9	40	160		6
	65	Internship	0-2-6	60			3
		TOTAL	9-5-15	220	340		18

Course No.	Course Name	L-T-P	Credits	Year of Introduction
61	Cross Cultural Management	3-0-0	3	2016

Course Objectives

The objective of the course Cross-cultural Management is to give the students an insight into the implications of cultural factors for business decision making, particularly in the context of the growing globalization of markets and business.

Syllabus

Cultural Environment of Business, Cross-cultural Marketing, Cross-cultural HRM, Cross – cultural Communication and Negotiation, Cross-cultural Operations Management.

Expected Outcome

On successful completion of the course one should be able to make right decisions at strategic, functional and operational levels analysing relevant cultural factors.

References

1. David C Thomas, *Cross-Cultural Management: Essential Concepts*, Sage Publications.
2. Rober Rugimbana and Sonny Nwankwo, *Cross-cultural Marketing*, Thomson Learning.
3. Shobhana Madhavan, *Cross-cultural Management*, Oxford.
4. Francis Cherunilam, *International Business Environment*, Himalaya Publishing.
5. Charles Mitchell, *International Business Culture*, World Trade Press.
6. Philip R Cateora and John L Graham, *International Marketing*, Tata McGraw-Hill.
7. Charls W L Hill, *International Business: Competing in the Global Marketplace*, Tata McGraw-Hill.

COURSE PLAN		
Unit No.	Topics	% of marks in final exam
1	Cultural Environment of Business Business-culture interface; risks of self-reference criterion; meaning and elements of culture; organisation of culture; cultural adaptation; acculturation; cultural shock; cultural transmission; cultural conformity; cultural lag; cultural traits; cultural stereotypes; religion and ethnicity; culture and organizational behavior; impact of migration on cultural environment and business; emergence of borderless / flat world and global culture; business implications of cultural differences.	25
2	Cross-cultural Marketing Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product-communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation); ethnocentrism, polycentrism, regiocentrism and geocentrism.	20
First Internal Examination		
3	Cross-cultural HRM Management challenges and opportunities of HR diversity; factors affecting international HRM; approaches to staffing policy; staffing policy determinants; cross-cultural teams; the global manager.	15
4	Cross-cultural Communication and Negotiation Challenges of multi-linguistic business environment; problems in cross-cultural verbal communication; cultural dimensions of non-verbal communication; cultural differences in etiquettes; cross-cultural negotiations; role of cultural factors in negotiations; stages of negotiation; pre-requisites for effective negotiation; bargaining power in negotiations.	20
Second Internal Examination		
5	Corporate Culture and Cross-cultural Operations Management Corporate culture; corporate ethics; cultural influences on market selection and supply chain management; cultural environment and financing strategies; cultural integration of operations; cultural environment and corporate governance and CSR	20
Final Examination		

ELECTIVES

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T6-13	Strategic Financial Management	3-0-0	3	2016

Course Objectives

The objective of this course is to learn advanced concepts of financial management and application of the financial strategies for organizations.

Syllabus

Need and importance of strategic Financial Management-Risk and Uncertainty in Strategic Financial management-financial analysis- corporate Restructuring

Expected Outcome

On completion of the course, the students are expected to be familiar with various strategies involved in financial management areas and also they should learn corporate restructuring and financial analysis.

References

1. Rajni Sofat & Preeti Hiro, *Strategic Financial Management*, Prentice Hall of India, New Delhi
2. Jakhotiya G P, *Strategic Financial Management*, Vikas Publishing house
3. Girish P. Jakhotiya, *Strategic Financial Management*, Vikas Publishing House, New Delhi
4. Prasad G Godbol, *Mergers, Acquisitions, Principles & Corporate Restructuring*, Vikas Publication.
5. George Foster, *Financial Statement Analysis*, Pearson publication.
6. Suwendu Narayan Roy, *Financial Management With New Approach*, Excel Books.
7. Fred Weston J and Samuel Weaver, *Mergers & Acquisitions*, Mc Graw Hill Publication.
8. Pandey I. M. *Financial Management*, Vikas Publishing House, New Delhi
9. Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi
10. Sudarsanam P. S., *The Essence of Mergers and Acquisitions*, Prentice Hall of India, New Delhi

Units	Topics	% of Marks in Trimester Exam
1	<i>Strategic Financial Management (SFM)</i> -An overview of SFM – characteristics – scope and importance- constraints - strategic planning process – components – benefits - balancing financial goals and sustainable growth – Corporate valuation methods.	16
2	<i>Risk and Uncertainty</i> - types of corporate risk-Uncertainty- Sources of uncertainty-Investment decisions under risk and uncertainty- Techniques of Investment decisions, RADR- Certainty Equivalent Method-Statistical Method-Sensitivity analysis.	22
First Internal Examination		
3	<i>Financial Analysis</i> - Evolution of Financial Analysis- Objectives- Sources of information-steps of financial statement analysis- Traditional and Modern approach-Tools of Financial Analysis- Comparative- Common size- Trend- Ratio- Cash flow and Fund Flow.	22
4	<i>Corporate Restructuring</i> - purpose - types of corporate restructurings- expansion strategies - takeovers – joint ventures – franchises - business alliances - divestment strategies – liquidation – buyback of shares – leveraged buyouts - Constraints to restructuring.	20
Second Internal Examination		
5	<i>Mergers and Acquisitions</i> –purpose – types – process – payment options - evaluation of merger proposals - determination of swap ratios –steps involved in a merger transaction in India- Reverse Merger-Financial Distress.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T6-14	Financial Derivatives	3-0-0	3	2016

Course Objectives

This course is focused on Derivatives instruments and their application in Financial Market. This course will also focus on the different pricing models of financial derivatives.

Syllabus

Derivatives- derivatives market- derivatives instruments- different pricing strategies.

Expected Outcome

On completion of the course, the students are expected to be familiar with the concepts and framework of derivative markets and various pricing strategies.

References

1. Francis, J.C., *Investments: Analysis and Management*, 4th ed, McGraw Hill New York.
2. Madhumathi. R and Ranganathan M, *Derivatives and Risk Management*, Pearson Education, Chennai.
3. Gupta SL, *Financial Derivatives (Theory, Concepts and Problems)*, Tata MC Grew Hills.
4. Rangarajan K Sundaram and Sanjiv R Das, *Derivatives Principles and Practice*, MC Grew Hills, 2013
5. Kumar, S.S.S, *Financial Derivatives*, Prentice Hall of India
6. Pandey, I. M , *Financial management*, Vikas publishing
7. Aman Chugh, *Financial Derivatives: The Currency and Rates Factor*, Pearson Education.
8. Redhead, Keith, *Financial Derivatives- An Introduction to futures, Forwards, Options and swaps*, Prentice- Hall of India, New Delhi.
9. John C Hull, *Options, Futures and other derivatives*, sixth edit, Pearson Education.
10. Rene, M., Stulz, *Risk Management and derivatives*, Thomson –South Western.

Units	Topics	% of Marks in Trimester Exam
1	<i>Derivatives-</i> Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives - Importance of derivatives in risk Management- Derivative markets in India— Major Recommendations of Dr. L.C. Gupta Committee-Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE- Regulation of Financial Derivatives in India – Structure of the Market – Trading systems	20
2	<i>Forwards and Futures-</i> Pricing and Trading Mechanism of forward contract – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Futures – Financial Futures Contracts –Types of futures- Commodity Futures-Currency Futures-Stock Futures- Index Futures-Interest rate Futures— Evolution of Futures Market in India – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts	22
First Internal Examination		
3	<i>Stock Index Futures-</i> Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy– Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market-Trading Mechanism of Commodity Futures- Currency Futures	18
4	<i>Option</i> - Introduction about option market-option as financial Insurance- Payoff and trading strategies- Trading mechanism, of option- stock options-currency options-Option pricing-Binomial Option pricing- Black and Scholes Model- Options hedging strategies- estimating volatilities.	22
Second Internal Examination		
5	Currency Derivatives and Swaps- Introduction about SWAP- Introduction to Currency Forwards-Currency Futures-Currency Options- Currency Swaps- Interest rate Swaps-Credit derivatives- Exotic options.	18
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
FIN-T6-15	Insurance Management	3-0-0	4	2016

Course Objectives

This course intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. Insurance transaction as a business and its markets are explained. The relationship between insurers and their customers and the importance of insurance contracts are discussed.

Syllabus

Insurance and its Evolution, Risk Management, Legal Aspects of Insurance- IRDA Guidelines, The Insurance Market, Customer relation-management and supply chain management, Underwriting and Settlement of Claims Arbitration, Loss Minimization and Salvage.

Expected Outcome

Upon completion of this course, the students will be able to:

- 1. Demonstrate knowledge of insurance contracts and risks associated with it.*
- 2. Demonstrate knowledge of the operation and management of insurance entities.*
- 3. Develop skills to facilitate insurance underwriting, claims settlement, loss minimization and Salvage.*

References

1. P.K. Gupta: *Insurance & Risk Management*, Himalaya Publishing House: Mumbai:
2. Emmett .J. Vaughan and Therese Vaughan, *Fundamentals of Risk and Insurance*, Wiley India Edition.
3. Neelam C. Gulati, *Principles of Insurance Management: a Special Focus on Developments in Indian Insurance Sector Pre and Post Liberalisation*, Excel publication
4. K.C. Mishra and G.E. Thomas, *General Insurance - Principles and Practice*, Cengage
5. Insurance Institute of India – IC 34 – *General Insurance*.
6. Insurance Institute of India – IC 45- *General Insurance Underwriting*
7. K. C. Mishra and M. Bakshi , *Legal and Regulatory Aspects of Insurance*, Cengage
8. *Principles and Practice of General Insurance*, The Institute of Chartered Accountants of India: New Delhi.
9. Joseph F Mangan & Connor M Harrison, *Underwriting Principles*,
10. K.C.Mishra & R.Venugopal, *Life Insurance Underwriting*
11. Breighner, M., J. Drewes, and G. Alonso. "Understanding Property Insurance Values." *URMIA Journal* (2001): 43-51.

Unit	Topic	% of marks in Trimester Exam
1	<i>Insurance and its Evolution:</i> Nature of insurance –insurance operations today - role of insurance in economic development and social security –contribution of insurance to the society –different classes of insurance – importance of insurance – unexpected eventualities in insurance. Types of insurance. Indian Insurance Environment.	15
2	<i>Risk Management:</i> Risk management in Insurance –different types of risks – actual and consequential losses – management of risks – loss minimization techniques-Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers.	15
First Internal Examination		
3	<i>Legal Aspects of Insurance-</i> The Insurance Contract: Terms of an insurance contract – principles that form the foundation of insurance – significance of the principles of - utmost good faith- insurable- Interest - indemnity –subrogation – Contribution – disclosure of all relevant information –The relevance of proximate cause – the insurance contract. The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.	25
4	<i>The various constituents of the insurance market:</i> Operations of insurance companies - operations of intermediaries – specialist Insurance companies insurance specialists – Marketing of General Insurance-Life Insurance Marketing- Channels of Sales. Management of insurance companies, challenges of globalisation and business process reengineering ;Methodology of outsourcing- Application of IT in insurance business, system controls, application of ERP for insurance companies, Customer relation-management.	25
Second Internal Examination		
5	<i>Underwriting and Settlement of Claims:</i> Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards- Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage. Insurance Ombudsman	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T6-13	Management of Creativity	3-0-0	3	2016

Course Objectives

The success of any creative work depends not only on the ability to find good ideas, but on the skills for developing, managing and presenting those ideas to others. This course will explore different techniques for finding and developing ideas, and apply them in common project and professional situations, such as presenting design briefs to potential clients, pitching ideas to peers or superiors, and winning design or creative debates with others. Further, students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

Syllabus

Creativity and concepts, idea and opportunity, ideation process, systematic inventive thinking and decision and ownership.

Expected Outcome

Upon completion of this course, the students will be able to:

1. *Understand building blocks of ideation and thinking skills*
2. *Be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decision making*
3. *Enhance their creative and innovative thinking skills*
4. *Be familiar with creative and innovative thinking styles*
5. *Understand risk taking, paradigm shift, and paradigm paralysis*

References

1. Chris Bilton, *Management and Creativity: From Creative Industries to Creative Management*, Wiley-Blackwell.
2. E. de Bono, *Serious Creativity: Thoughts on Reinventing Society*, Vermilion.
3. E. de Bono, *The Use of Lateral Thinking*, Penguin Books.
4. E. de Bono, *Six Thinking Hats*, Penguin.
5. E. Sickafus: *Unified Structured Inventive Thinking*, Ntelleck.
6. Donald H. Weiss: *Creative Problem Solving*, Amacom.
7. Ira Flatow: *They All Laughed From Light Bulbs to Lasers*, San Val.
8. James Higgins: *101 Creative Problem Solving Techniques: The Handbook of New Ideas for Business*, San Val.
9. Scott Shane, *A General Theory of Entrepreneurship The Individual-Opportunity Nexus*, Edward Elgar Publishing Ltd.
10. J. G. Altschuller: *Creativity as an Exact Science*, CRC Press, 1984
11. H. Altov: *The Art of Inventing (And Suddenly The Inventor Appeared)*, Technical Innovation Ctr, 1995
12. Genrikh Altshuller, Lev Shulyak and Steven Rodman: *40 Principles: Triz Keys to Technical Innovation: 1 (Triztools, V. 1)*, Technical Innovation Ctr, 1997
13. Tony Buzon, *Use Both Sides of Your Brain*, Plume, 1991.
14. Karl H Vesper, *New venture strategies*.
http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1496217
15. Saras Sarasvathy, *what is effectuation?*
<http://www.effectuation.org/sites/default/files/documents/effectuation-3-pager.pdf>

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Creativity & Concepts:</i> Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity. Creativity styles; Setting the stage for success - Basic philosophy, Having a vision, Setting the right attitude, recognizing and avoiding mental blocks, Avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work; Creativity in problem solving - Problem Definition, Understanding, Representing; Pattern Breaking - Thinking differently, Changing your point of view, Watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation (escape, random word), Mind stimulation: games, brain-twisters and puzzles.</p>	20
2 (a)	<p><i>Idea and Opportunity:</i> History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time; Recognizing Opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge, luck.</p>	15
First Internal Examination		
2 (b)	<p>Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view (building on cognitive foundations and Scott Shane’s material) - sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy’s effectuation logic, implications on the process.</p>	15
3	<p><i>Ideation process:</i> Idea-collection processes - Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts; Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity, Experimentation</p>	15
Second Internal Examination		
4	<p><i>Systematic Inventive Thinking</i> TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation; Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention; Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principles to resolve technical contradiction</p>	15
5	<p><i>Decision and Ownership:</i> Decision and Evaluation - Focused thinking framework; recognising Reasoned Arguments – short arguments and non arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions; Reasoning – reasoning, explanations, flaws in reasoning; Six thinking hats; Ethical considerations. Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights ©, Trademarks ®, Trade Secret, Unfair Competition.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T6-14	Human Resource Analytics	3-0-0	3	2016

Course Objectives

This course is designed to introduce students to the concepts of HR analytics in HR situations. Student should be able to understand the role of HR Analytics and build skills to conduct a HR Analysis

Syllabus

Introduction to HR Analytics- Environmental scanning- Staffing Utility – Concept and Measures- Absenteeism and Separation - Employee Health Wellness and Welfare

Expected Outcome

The study of the subject HR analytics should enable the students to understand the process of conducting HR analysis It should build capability to design & conduct a HR Analysis and come out with actionable recommendations.

References

1. Wayne F. Cascio, John W. Boudreau, Investing in people: Financial Impact of Human Resource Initiatives , Pearson Education ,New Jersey,US
2. Tracey Smith, HR Analytics ,The what ,Why and How , 1e Create Space Independent Publishing Platform
3. Laurie Bassie, Rob Carpenter :HR Analytics Handbook , Mc Bassi & Company; 1st paperback edition, Brooklyn ,US
4. Jac Fitz-Enz , The New HR Analytics: Predicting Economic Value of Your Company's Human Capital Investments. New York, NY: AMACOM.

Unit	Topics	% of marks in Trimester Exams.
1	<p>HR Analytics Analytics-Nature-Evolution of Human Capital metrics-Steps in Analytics-Role of Descriptive analytics & Prescriptive analytics in HR analytics-HR Analytics Frameworks :LAMP framework – Logic, Measures, Analytics, Process ,HCM:21 Framework , Talent ship Framework</p> <p>Environmental scanning The Big Picture-The value of statistical analysis-The importance of risk assessment ,Predictive management-Ready, Aim and Begin</p>	20
2	<p>Staffing Utility – Concept and Measures A Decision-Based Framework for Staffing Measurement, Overview: The Logic of Utility Analysis, Utility Models and Staffing Decisions, The Taylor-Russell Model, The Naylor-Shine Model, The Brogden-Cronbach-Gleser Model</p>	15
First Internal Examination		
3	<p>Absenteeism and Separation Cost of Absenteeism - Direct Costs and the Incidence, Causes, Consequences, Categories of Costs, Analytics and Measures for Employee Absenteeism, Strategies to reduce absence, positive Incentives, Paid Time Off (PTO)</p>	35
4	<p>Employee Turnover: Separations, Acquisitions, Cost, and Inventory, Voluntary Versus Involuntary Turnover, Functional Versus Dysfunctional Turnover, Pivotal Talent Pools with High Rates of Voluntary Turnover, Involuntary Turnover due to Dismissals and Layoffs, computing Turnover rates, training cost, performance difference between separating employees and replacements, cost of lost productivity and lost business ,Promotion and succession planning analytics, Compliance analytics</p>	15
Second Internal Examination		
5	<p>Employee Health Wellness and Welfare Logic of Workplace Health Programs (WHP), Analytics for Decisions about WHP Programs, Measures: Cost Effectiveness, Cost-Benefit, and Return-on-Investment Analysis, Cost-Effectiveness Analysis, Cost-Benefit and Return-on-Investment Analysis, Employee Assistance Programs (EAPs) Future of Lifestyle Modification, WHP, and EAPs</p>	15
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
HR-T6-15	Human Resource Consulting – Profession and Practice	3-0-0	3	2016

Course Objectives

The primary objective of this elective is to provide the student with an opportunity to become familiar with the typical phases in a consulting project with special reference on HR functional specialty. These phases include: selling a project, entering the client firm, gathering data, diagnosing issues, implementing solutions and sign-off.

Syllabus

Introduction to Consulting, the Consulting Process, Managing consulting projects, Delivering results and disengagement, Human Resources in Organization Consulting.

Expected Outcome

Upon completion of this course, the students will be able to:

1. *Learn what a human resources consultant does,*
2. *Understand how to manage human resources consulting assignments and clients.*
3. *Understand how to develop their skills to succeed in a human resources consulting career*

References

1. Block Peter. *Flawless Consulting – A Guide to getting your expertise used* (3rd Edition), Jossey-Bass
2. Toppin Gilbert, Czerniawska Fiona. *Business Consulting – A guide to How it Works and How to Make it Work*, The Economist
3. Nair Rajit. *Making of a Sensible Consultant*, Createspace.com
4. Friga Paul, Rasiel Ethan *The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm*, McGraw-Hill Education
5. Olson, Thomas H. and Poulfelt, Flemming . *Management Consulting Today and Tomorrow Casebook: Enhancing Skills to Become Better Professionals*, Routledge
6. Bell, Chip R. and Leonard Nadler. *Clients and Consultants: Meeting and Exceeding Expectations*. 2nd Edition. Gulf Publishing Company, Book Division, Houston.
7. Cohen, William A. *How to Make it Big as a Consultant*. AMA, New York, 2009.
8. David Karlson. *Marketing Your Consulting or Professional Services (A Step=By-Step Program of Proven Marketing Techniques*. Viva Books, 2004.
9. HR Consulting reference sites: <http://www.hr-guide.com/HR/Consultants.htm>
10. Best HR Consulting firms to work with. <http://www.vault.com/company-rankings/consulting/best-firms-in-each-practice-area/?sRankID=81>
11. The most prestigious consulting firms - <http://www.forbes.com/sites/susanadams/2011/08/25/the-most-prestigious-consulting-firms/#58b2f9b770c9>

Units	Topics	% of Marks in Trimester Exam
1	<i>Consulting- Firms and Professions:</i> Business consulting; The changing consulting industry, global trends and acceptance of Consultants; Consultants - Types, competencies and Values; Consulting as a profession; HR consultancy – scope, application, effectiveness; Top Consulting Firms in the world – services offered, future of consulting companies; The new business consulting ecosystem – model, drawbacks.	5
2	<i>The Consulting Process:</i> Consulting Models - models used by consulting firms to analyze clients; The client market - Understanding buyer values, Advertising PR; Client relationship - relationship management, repeated assignments, retainer contracts; Generating and winning consulting assignments – services offering, marketing pitch, consulting services presentations; Proposals - Writing successful Proposals.	25
First Internal Examination		
3	<i>Managing consulting projects:</i> Process - From diagnosis to discovery – Diagnostic review; Dealing with internal Resistance; Whole-system discovery; Meetings to understand the complete picture; Workflow and Business process – Business Process definition, Mapping workflow techniques, bottlenecks identification, discovering Gifts, Capacities and possibilities; Findings – presentation of findings and recommendations; Project Management – tools, techniques.	25
	<i>Delivering results and disengagement:</i> Analyzing and framing problems - applying business process reengineering, smoothening the bottlenecks; Preparation of Deliverables, standards and compliance with law of the land, benchmarking; Review of Deliverables – standardization; Meeting for ‘buy-ins’ – presentation of solutions; Implementation of deliverables – training, coaching and mentoring; Interim review and feedback; Knowledge transfer and disengagement.	25
Second Internal Examination		
	<i>Human Resources in Organization Consulting :</i> Specialty areas of HR consulting; Outsourcing and HR – areas for outsourcing, readiness for outsourcing; HR Consulting firms in India and its future in India; HR Consultant Career graph.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T6-13	Customer Analytics	3-0-0	3	2016

Course Objectives

The course will help the candidate to build knowledge of and develop models that will help firms offer its customers products and services that offer superior value than competition. Further it will help marketing professionals understand and evaluate customers and create strategies for effective marketing.

Syllabus

Marketing Management Process and Customer Analytics, pricing of single product and product bundles, revenue management, forecasting demand, customer insights, customer value and market segmentation.

Expected Outcome

The course is for imparting knowledge related to the various terminologies and techniques associated with customer analytics, understand the various statistical models that can be used to derive meaningful customer insights. It also helps analyze how the markets price can be determined and how to forecast demand and evaluate various the customers and the business based on customer value. It helps develop a good segmentation strategy based on the understanding of customer lifetime value.

References

1. Winston, Wayne L. (2014), *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*, 1st ed. Wiley.
2. Malhotra, Naresh (2015), *Marketing Research – An Applied Orientation*, 7th ed., Pearson Education Vandana Ahuja. *Digital Marketing*. Oxford University Press India, 2015
3. Joe Teixeira. *Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer*. John Wiley and Sons, 2011.
4. Damian Ryan. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (3rd Edition). Kogan Page Publishers, 2014.
5. Alan Charlesworth. *Digital Marketing: A Practical Approach* (2nd Edition). Routledge, 2014.
6. Judy Strauss and Raymond Frost. *E-marketing* (5th Edition 5). Pearson Prentice Hall, 2009.
7. Dave Chaffey and PR Smith. *E-marketing Excellence: Planning and Optimizing your Digital Marketing* (4th Edition). Routledge, 2013.
8. Matthew A. Russell and Matthew Russell. *Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn, and Other Social Media Sites*. O'Reilly Media, Inc., 2011.

Course Plan		
Sl No	Topics	% of marks in Trimester exams
1	<p>Marketing Management Process and Customer Analytics The Marketing Management Process and its link to Customer Analytics and Customer Insights. Quantifying Customer Value, Using Excel to summarize marketing data</p> <p>Forecasting Simple linear regression, correlations to summarize linear relationships, multiple regression to forecast sales, modeling for trend and seasonality, Winter's model</p>	20
2a	<p>Pricing Estimating demand curve, optimal pricing, pricing multiple products, price bundling, optimal bundle prices, demand curve and the willingness to pay,</p>	10
First Internal Examination		
2b	Non-linear pricing strategies for profit maximization, price skimming and sales, revenue management – handling uncertainty and price markdowns	10
3	<p>Customer Insights Conjoint analysis – product attributes and levels, full profile conjoint analysis, choice based conjoint analysis, logistic regression for dichotomous relations, random utility theory, discrete choice analysis, impact of price and brand on discrete choice, dynamic discrete choice</p>	20
Second Internal Examination		
4	<p>Customer value Lifetime customer value, using customer value to value a business, Markov chain model of customer value, Monte Carlo simulation; modeling relation between spending, customer acquisition and customer retention; optimizing retention and acquisition spending, market basket analysis, RFM analysis. Role of analytics in CRM</p>	20
5	<p>Market Segmentation Cluster analysis to segment market, conjoint analysis to segment market, collaborative filtering, classification trees for segmentation. Application of Customer Analytics in Advertising, Retailing and Internet & Social Marketing</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T6-14	B2B Marketing	3-0-0	3	2016

Course Objectives

The objective of the course B 2 B Marketing is to give the students an insight into the distinguishing features and strategic dimensions of Industrial Marketing.

Syllabus

Overview of B to B marketing; demand for industrial goods; buyer behavior; industrial market segmentation, targeting and positioning; partnering/relationship marketing; industrial product decisions; industrial pricing decisions; industrial marketing communication decisions; industrial logistics decisions.

Expected Outcome

On successful completion of the course one should be able to make right decisions pertaining to the different aspects of business to business marketing.

References

1. *Michael H Morris, Industrial and Organisational Marketing, MacMillan Publishing Co.*
2. *Richard M Hill et al, Industrial Marketing, A.I.T.S. Publishers & Distributors.*
3. *Michael D Hutt and Thomas W Speh, Business Marketing Management, Thomson/South-Western*
4. *Frederick E Webster Jr. Industrial Marketing Strategy, John Wiley & Sons.*
5. *Frank G Bingham Jr., Business Marketing Management, NIC Business Books.*
6. *Andrew C Gross et al, Business Marketing, A.I.T.S. Publishers & Distributors.*
7. *Robert R Reeder, E G Brierty, B H Reeder, Industrial Marketing, PHI.*
8. *Philip Kotler, Abraham Koshy M Jha, Marketing Management, PHI*
9. *William Stanton, Fundamentals of Marketing, McGraw-Hill*

Course Plan		
Unit No.	Topics	% of marks in final exam
1	Overview of B to B Marketing Meaning and scope of B 2 B Marketing; classification of business goods; industrial customers; components of industrial market; comparison between industrial and consumer market/marketing - why and what of business marketing; product and demand characteristics; customer characteristics; product/service mix characteristics; market characteristics; marketing mix characteristics.	20
2	Demand for Industrial Goods and Buyer Behaviour Demand for Industrial Goods - derived demand; joint demand; price insensitivity; price sensitivity; reverse elasticity; cross elasticity. Industrial Buying and Buyer Behaviour - Factors affecting industrial buying decision; environmental factors; organizational environment; buying centre factors; roles in buying process; structural dimensions; individual factors; buying objectives/criteria; non-economic objectives; Webster-Wind model; Sheth model; the Buygrid model; buy classes; buy phases; appropriate marketing strategies over various buying situations and phases; business buying process complexity.	20
First Internal Examination		
3	Industrial Market Segmentation, Targeting & Positioning and Relationship Marketing Industrial Market Segmentation - requirements for effective segmentation; macro and micro segmentations; intermediate segmentation; nested approach to segmentation; other bases of segmentation; benefits of market segmentation; criteria for segmentation variables; market targeting; differentiation; positioning. Partnering/Relationship Marketing and CRM - Characteristics of adversarial and partnership models; lifecycle models of buyer-supplier relationship; stages of buyer seller relationship models; selection of firms for collaboration; production linkages and industrial marketing; CRM.	20
4	Industrial Product and Pricing Decisions Product Decisions – Industrial product; product lifecycle; new product development; classification of new products; product revitalisation/elimination. Industrial Pricing - Characteristics of industrial prices; factors affecting pricing; pricing objectives; costs in industrial pricing; pricing methods/approaches; new product pricing; pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing.	20
Second Internal Examination		
5	Industrial Marketing Communication and Logistics Industrial Marketing Communication - Communication mix; salient features of business marketing communication; major decisions in industrial marketing communication; trade fairs and exhibitions. Personal Selling - Types of industrial salesmen; management of sales force; knowledge/training for sales force; organising sales force; personal selling process; summary. Industrial Marketing Logistics - Components of logistics; importance of logistic; business-to-business logistical services; supply chain management; types of distribution; channel systems; multi-channel marketing system; channel conflicts; factors influencing channel design.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
MKT-T6-15	Strategic Marketing	3-0-0	3	2016

Course Objectives

The course aims at enabling the students with marketing acumen to formulate a strategy to accentuate the firm's performance. The course showcases a right blend of theoretical and practical approach so as to ensure that the students gets accustomed to the industry standards for formulating a strategic marketing plan.

Syllabus

Strategic Marketing, Market Situation Analysis, An approach to strategy formulation, Marketing Strategy Implementation, Marketing orientation to development policy, Marketing Strategy Evaluation

Expected Outcome

On completion of the course, the students are expected to be familiar with the concepts and framework of Strategic Marketing Management, Competitive Analysis and Strategic Formulation.

References

1. Phillip Kotler, *Marketing Management: Analysis, Planning & Control*, Prentice Hall, 1990
2. A. K. Phophalia, Sarita Sharma and G. R. Basotia, *Marketing Management: Analysis, Planning and Control*, Kanishka Publishers Distributors, 1997
3. Azar Kazmi, *Strategic Management and Business Policy*, TMH, 2008
4. Douglas West, John Ford and Essam Ibrahim, *Strategic Marketing: Creating Competitive Advantage*, Oxford University Press India, 2011
5. A. Nag, *Strategic Marketing*, Macmillan Publishers India, 2008
6. David W. Cravens, *Strategic Marketing*, McGraw Hill Higher Education, 1999
7. Kaynak E and Savitt, R *Comparative Marketing Systems*, New York, Praegar, 1984
8. Gergory G. Dess, Alan Eisner, GT (Tom) Lumpkin and Gerry Mcnamara, *Strategic Management: Creating Competitive Advantages*, McGraw-Hill Higher Education, 2013
9. Porter M E, *Competitive Advantage: Creating, Sustaining Superior Performance*, Simon & Schuster, 2004
10. Porter M E, *Competitive Strategy: Techniques for Analyzing Industries Competitors*, Simon & Schuster, 2003
11. M.J. Xavier, *Strategic Marketing A Guide for Developing Sustainable Competitive Advantage*, Sage Response, 1999

Units	Topics	% of Marks in Trimester Exam
1	Nature and scope of market oriented strategic planning, Corporate & division planning SBUS, Business strategic planning, the marketing process, marketing plan	15
2	<i>Market Situation Analysis</i> ; Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies ñ Expanding the Total market, Protecting market Share, Expanding market Share,	15
First Internal Examination		
3	<i>An approach to strategy formulation</i> – Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios, Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter’s five force competition model – Generic Strategies, Concept of Value Creation – Cost drivers & Uniqueness drivers, 4C’s of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.	20
4	<i>Marketing Strategy Implementation</i> – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services, Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution, Offerings – Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy, Resources Deployment – Value-based Planning, Monitoring, Shareholder Value.	20
Second Internal Examination		
5	<i>Marketing orientation to development policy</i> - Corporate strategy – Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies - Competitive Analysis - Industry Analysis - Self Analysis of Organizations. <i>Marketing Strategy Evaluation</i> – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s Marketing strategy formulation.	30
Final Examination		

Course No.	Course Name	L T P	Credits	Year of Introduction
OM-T6-13	Business Sustainability	3-0-0	3	2016

Course Objectives

The major objective of this course is to build awareness and acquaint students with the tools to analyze, evaluate, improve, develop framework and create business models that alleviate challenges to mankind related to climate change, energy, waste, labor, and poverty in the global scenario. It aims to review green technologies that are relevant for entrepreneurs and managers.

Syllabus

The course addresses global problems like climate change leading to global temperature rise, poor availability of water and its management, and their impact on potential economy, society and environment. It helps reiterate private and public initiatives including their CSR responsibilities on sustainability and generation of corresponding regulations for better management. Sustainability metrics tools, their measurement for relative positioning of companies and products aid better management from the sustainability point of view. Sustainable market opportunities, carbon mitigation technologies, reduction in risk in each stage of technology innovation process before going for mass production also form subject matter for this course.

Expected Outcomes

The students should gain sufficient insight on global issues related to global warming, cleaner production techniques, tools for sustainability measurement and management, CSR responsibility including responsibility to provide inputs for improving regulatory framework and innovation that satisfy green and cleaner environmental needs for the new generation professional and budding entrepreneurs among them.

References

1. http://www3.weforum.org/docs/WEF_GlobalRisks_Report_2014.pdf
2. Ni bin Chang, System Analysis for Sustainable Energy: Theory and Applications, McGraw Hill Publications
3. Twindell J W and Weir A D, Renewable energy sources, English Language Book Society
4. ECBC Code 2007, New Delhi, Bureau of Energy Efficiency Rating System, TERI Publications-GRIHA Rating System
5. Environmental Impact Guidelines, Notification of Government of India, 2006.
6. http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2013/06/14/000445729_20130614145941/Rendered/PDF/784240WP0Full00D0CONF0to0June19090L.pdf
7. Robert Socolow, Roberta Hotinski, Jeffery B.Greenblatt, and Stephen Pacala, Solving the Climate Problem: Technologies Available to Curb CO₂ emissions. http://cmi.princeton.edu/wedges/pdfs/climate_problem.pdf
8. IPCC Assessment Report, <http://www.ipcc.ch/pdf/technical-papers/climate-change-water-en.pdf>
9. http://cmi.princeton.edu/wedges/flash_intro.php
10. IPCC on Summary for Policymakers, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg3/ar4-wg3-spm.pdf>
11. Food, Fibre, and Forestry Products. IPCC Fourth Assessment Report <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter5.pdf>
12. Assessment of observed changes in Systems, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter1.pdf>
13. Assessment methods <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter2.pdf>

14. Water Resource Management <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter3.pdf>
15. Properties, Goods and Services, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter4.pdf>
16. Impact on coastal zones. <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter6.pdf>
17. Impact on Human health <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter8.pdf>
18. Impact on Asia. <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter10.pdf>
19. Climate change Risk, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter19.pdf>
20. Sustainable development and adaptation to climate change, <http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter20.pdf>
21. Policy Response to Climate Change, Stern Review, http://mudancasclimaticas.cptec.inpe.br/~rmclima/pdfs/destaques/sternreview_report_complete.pdf
22. Environmental Protection Agency (2003). Lean Systems Research in Manufacturing Systems for greener Performance. <http://www.epa.gov/lean/environment/pdf/leanreport.pdf>
23. <http://www.greenbiz.com/blog/2014/01/24/startups-lead-way-cracking-unsolvables>
24. Business strategies for sustainable development. https://www.iisd.org/business/pdf/business_strategy.pdf
25. <http://isites.harvard.edu/fs/docs/icb.topic541380.files/Business%20Sustainability.pdf>
26. Measuring and Evaluating Business Sustainability: Development and Application of Corporate Index of Sustainability, Sustainability Appraisal: Quantitative Methods and Mathematical Techniques for Environmental Performance Evaluation, Publisher: Springer Berlin Heidelberg, Editors: Marina G Erechtkhoukova, Peter A Khaite, Paulina Golinska, pp.33-61
27. UNDP Guidelines on CSR for Companies, https://www.spcc.pl/images/file/forums_workhops/csr_self_assesment_undp.pdf

Units	Topics	% of Marks in Trimester Exam
1	<p>Introduction to Business Sustainability:</p> <p>Energy Consumption and its Relationship to Climate Change- The Potential Impacts of Climate Change- Global warming-Technologies and Wedges- Relationship between risk and sustainability</p>	20
2	<p>Carbon Mitigation and Carbon Adaptation</p> <p>Technological Solutions for Carbon Mitigation and Carbon Adaptation- carbon credits, carbon trading, carbon foot print-ozone layer depletion-measurement sustainability-Life Cycle Analysis-Green House Gas inventories- Measuring social impacts and benefits</p>	20
FIRST INTERNAL EXAMINATION		
3	<p>“Green” Markets</p> <p>Green Markets-Market opportunities for sustainability-Consumer and corporate demand-Products vs. Services-Examples of failures- Business strategies for sustainable development-</p> <p>Alternate Energy and Waste Management</p> <p>Alternate energy resources from solar, wind, fuel cells, bio fuel, tidal and geothermal. Waste - to - Energy - Sustainable waste water treatment-solid waste management-zero waste concept and green buildings.</p>	20
4	<p>Sustainable Engineering</p> <p>Consumption challenges-Business innovation-framework for Sustainability in action- Resource Optimization, Triple Bottom line concept</p>	25
SECOND INTERNAL EXAMINATION		
4	Lean start-up, Lean Government, Agility of processes-Lean tool kit- cracking the unsolvable innovatively in business-Nano technology - case studies	
5	<p>Environmental Laws and Legislation</p> <p>CSR Guidelines for companies on sustainability-Clean Development Mechanism- ISO 14000- Environment Legislation in India- Air Act, Water Act</p>	15
FINAL EXAMINATION		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T6-14	Advanced Project Management	3-0-0	3	2016

Course Objectives

The objective of this course is to sensitize the students to apply the latest principles of advanced project management to explore problems, solutions, and best practices in diverse industrial settings.

Syllabus

Project and Project Management, Project Life Cycle, Project Portfolio, Best Practices in Project Management, Change Management, Team Organisation and People Management, Scheduling, Controlling

Expected Outcomes

After successful completion of the course, the students will be able to focus on projects to create a learning organisation which foster excellence in project management by developing and justifying project management strategies.

References

1. Harold Kerzner, *Project Management Best Practices: Achieving Global Excellence*, Wiley India Private Limited, 2015
2. Clifford, G and Larson, E., *Project Management*, McGraw Hill Education (India) Private Limited, 2014
3. K. Venkataraman, *Maintenance Engineering and Management*, PHI Learning Private Limited, 2007 Jack Gido and James Clements, *Successful Project Management*, South-Western, 2002
4. Meri Williams, *Principles of Project Management*, SitePoint, 2008
5. K.V. Subba, Rao, *Project Management*, Adhyayan Publishers & Distributors, 2009

Unit	Topic	% of marks in Trimester Exam
1	Introduction: Project and Project Management, Categories, Project Management – Definition – Goal, Lifecycles. Project Selection Methods. Project Development Cycle, Project Selection Methods, Project Portfolio, Project Teams.	10
2	Project Organisation: Project Organisation, Project Manager- Roles and Responsibilities, Selecting Project Manager, Project formulation, Types of Project Organisations, Conflict management, Resolving Conflicts, Client- Values & Expectations, - Application of Project Management software.	10
First Internal Examination		
3	Project Planning and Budgeting: Planning, Project Identification, Project Appraisal, - Technical, financial, Legal, Social Appraisal, Project Profiling Models, Darnall- Preston Complex Index, Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty and risk management.	25
4	Project Scheduling & Allocation: Scheduling and Resource Allocation-PERT& CPM Networks-Crashing– Goldratt’s Critical Chain, Time Management, Estimate Cost, Budget & Budgetary Control, Managing Project Risk, Project Management & Closure, Procurement Plan, Project Closure.	30
Second Internal Examination		
5	Emerging Issues: Best Practices in Project Management, Fostering Excellence in PM, Project Management Office, Project Portfolio Management, Team Organisation and People Management, Complex Issues in Communication and Virtual Teams	25
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
OM-T6-15	Advanced Maintenance Management	3-0-0	3	2016

Course Objectives

Down time of machines at reduced cost by applying proper maintenance management tools and techniques forms the major objective of this course. Later developments like Reliability Centred Maintenance, Expert Systems applications in maintenance, Maintenance Management Information system, Predictive maintenance and signature analysis are included to make the student aware of the latest practices in Maintenance Management.

Syllabus

Maintenance Concepts-strategies-organization-Reliability-Mean Time Between Failure-Availability-Design for Maintenance-Replacement decision- Maintenance policies and recent developments in maintenance.

Expected Outcomes

The student should be able to suggest a suitable maintenance management technique to reduce cost arising out machine down time for practical situation in an organization. Also the student will be aware of computer based maintenance management systems and contemporary techniques in maintenance management.

References

6. Mishra RC and Pathak K, *Maintenance Engineering and Management*, PHI.
7. Sushil Kumar Srivatsava, *Industrial Maintenance Management*, S Chand and Company.
8. Gopalakrishnan, P. Banerji, A.K., "*Maintenance and Spare Parts Management*", Prentice Hall of India.
9. Jardine AK, *Maintenance, Replacement and Reliability*, Pitman Publishing.
10. Kelly and Harris MJ, *Management of Industrial Maintenance*, Butterworth and Company Limited.

Unit	Topics	% marks in Final Exam.
I	Maintenance - Objectives and functions– Preventive, Breakdown - Predictive Maintenance Strategies – Five Zero Concept - Organisation for Maintenance	20
2	Reliability of an equipment-Time to Failure Analysis - Bath Tub Curve MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential, and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.	20
First Internal Examination		
3	Replacement Decision - Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Group replacement. Optimal interval between preventive replacement of equipment subject to break down	20
Second Internal Examination		
4	Maintenance Policies - Fixed Time Maintenance – Condition based Maintenance -Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance	15
5	Recent Techniques - Reliability Centered Maintenance (RCM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology –Expert Systems-Maintenance Management Information Systems-Reengineering Maintenance process.	25
Final Exam		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T6-13	Business Data Mining	3-0-0	3	2016

Course Objectives

To develop an understanding of the strengths and limitations of popular data mining techniques and to be able to identify promising business applications of data mining.

Syllabus

Machine Learning, Data Mining, Concepts, attributes and Output, Classification, Evaluation & Credibility and Lifts & Costs, Clustering, Association, Visualizations and Summarization and Applications.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. Understand the basic theory and models used in machine learning.
2. Recognize when machine learning and data mining tools are applicable.
3. Understand and apply a wide range of clustering, estimation, prediction, and classification algorithms, including *k*-means clustering, and regression trees, the C4.5 algorithm, logistic Regression, *k*-nearest neighbor, multiple regression.
4. Understand and apply the most current data mining techniques and applications, such as text mining, mining genomics data, and other current issues.
5. Plan and execute successful machine learning and data mining projects, including selecting an adequate process for your specific task and avoiding the main machine learning pitfalls

References

1. S.K. Shinde and Uddagiri Chandrasekhar, *Data Mining and Business Intelligence*, DreamtechPress, 2015
2. Hand, *Principles of Data Mining*, PHI Learning Private Limited-New Delhi, 2004
3. Ian H. Witten, Eibe Frank, Mark A. Hall, *Data Mining: Practical Machine Learning Tools and Techniques Paperback*, Elsevier, 2010
4. Berry and Linoff. *Mastering Data Mining*, Wiley India Private Limited, 2008
5. Kumar, *Data Mining: Principles and Techniques*, Elsevier, 2012
6. Shmueli, Patel, and Bruce, *Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner*, Wiley-Blackwell, 2007.
7. Delmater and Hancock. *Data Mining Explained*, Digital Press, 2001
8. *Introduction to KDD (AI Mag 1996)* (kdnuggets.com/gpspubs/aimag-kdd-overview-1996-Fayyad.pdf)
9. Weng-Keen Wong et al, *Rule-based Anomaly Pattern Detection for Detecting Disease Outbreaks*, <https://www.aaai.org/Papers/AAAI/2002/AAAI02-034.pdf>
10. G. Piatetsky-Shapiro, T. Khabaza, S. Ramaswamy, *Capturing Best Practice for Microarray Gene Expression Data Analysis*, in *Proceedings of KDD-2003*. <http://dl.acm.org/citation.cfm?id=956797>
Study: *Knowledge Discovery in Databases vs. Personal Privacy Symposium*, editor Gregory Piatetsky-Shapiro, IEEE Expert, April 1995. <http://www.kdnuggets.com/gpspubs/ieee-expert-9504-priv.html>

Units	Topics	% of Marks in Trimester Exam
1	<i>Machine Learning, Data Mining, Concepts, attributes and Output</i> Data Flood; Data Mining Application Examples; Data Mining and Knowledge Discovery; Data Mining Tasks; Machine Learning and Classification, Examples; Learning as Search; Bias, Weka; Preparing the data; Knowledge Representation - Decision tables; Decision trees; Decision rules; Rules involving relations; Instance-based representation.	20
2	<i>Classification</i> Basic Methods – OneR, NaiveBayes; Decision Trees - Top-Down Decision Trees, Choosing the Splitting Attribute, Information Gain and Gain ratio; C4.5 - Handling Numeric Attributes, Finding Best Split Dealing with Missing Values, Pruning, Pre-pruning, Post-Pruning, Estimating Error Rates, From Trees to Rules; CART - CART Overview and Gymtutor Tutorial Example, Splitting Criteria, Handling Missing Values, Pruning, Finding Optimal Tree; Other Methods – Rules, Regression, Instance-based (Nearest neighbour).	20
First Internal Examination		
3	<i>Evaluation & Credibility and Lifts & Costs</i> Definition, Classification with Train, Test, and Validation sets Handling Unbalanced Data; Parameter Tuning, Predicting Performance, Evaluation on "small data": Cross-validation Bootstrap, Comparing Data Mining Schemes, Choosing a Loss Function; Lifts & Costs - Lift and Gains charts, ROC, Cost-sensitive learning, Evaluating numeric predictions, MDL principle and Occam's razor; Data Preparation for Knowledge Discovery - Data understanding, Data cleaning, Date transformation, Discretization, False "predictors" (information leakers), Feature reduction, leaker detection, Randomization, Learning with unbalanced data.	20
Second Internal Examination		
4	<i>Clustering, Association, Visualizations and Summarization</i> Clustering – Definition, K-means, Hierarchical; Association – Transactions, Frequent itemsets, Association rules, Applications; Visualization – concept, Graphical excellence and lie factor, Representing data in 1,2, and 3-D, Representing data in 4+ dimensions - Parallel coordinates, Scatterplots, Stick figures; Summarization and Deviation Detection – Summarization, KEFIR: Key Findings Reporter, WSARE: What is Strange About Recent Events.	20
5	<i>Applications</i> Targeted Marketing and Customer Modelling - Direct Marketing Review, Evaluation: Lift, Gains, Lift and Benefit estimation; Genomic Microarray Data Analysis – Definition and techniques; Data Mining and Society; Future Directions; Data Mining and Society: Ethics, Privacy, and Security issues; Future Directions for Data Mining, web mining, text mining, multi-media data.	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T6-14	Big Data Analytics in Business	3-0-0	3	2016

Course Objectives

The course emphasizes that business analytics is not a theoretical discipline: these techniques are only interesting and important to the extent that they can be used to provide real insights and improve the speed, reliability, and quality of decisions. The concepts learned should help identify opportunities in which business analytics can be used to improve performance and support important decisions. It should make the management student aware of analytics which can be used — and misused — within an organization.

Syllabus

Overview of big data, predictive analytics, prescriptive analytics, Introduction to R and delivering results.

Expected Outcomes

Upon completion of this course, the students will be able to:

1. *Help the student think critically about data and the analyses based on those data.*
2. *Identify opportunities for creating value using business analytics.*
3. *Estimate the value created using business analytics to address an opportunity.*
4. *Understand and apply these methods to drive value.*

References

1. Bernard Marr, *Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance*, Wiley, 2015
2. Vignesh Prajapati, *Big Data Analytics with R and Hadoop*, Packet Publishing 2013
3. Chris Eaton, Dirk Deroos, Tom Deutsch et al., *Understanding Big Data Analytics for Enterprise Class Hadoop and Streaming Data*, McGrawHill, 2015.
4. Alberto Cordoba, *Understanding the Predictive Analytics Lifecycle*, Wiley, 2014.
5. Eric Siegel, Thomas H. Davenport, *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*, Wiley India Private Ltd, 2016.
6. R. N. Prasad, Seema Acharya, *Fundamentals of Business Analytics*, Wiley, 2015.
7. McKinsey Chief Marketing & Sales Officer Forum, *Big Data, Analytics, and the Future of Marketing & Sales*, McKinsey & Company, 2013
8. James Manyika, Michael Chui, Brad Brown, Jacques Bughin, Richard Dobbs, Charles Roxburgh, Angela Hung Byer, *Big data: The next frontier for innovation, competition, and productivity*, http://www.mckinsey.com/insights/mgi/research/technology_and_innovation/big_data_the_next_frontier_for_innovation
9. C Nina Zumel, John Mount, *Practical Data Science with R*, DreamTech Press, 2014.
10. Jure Leskovec, Anand Rajaraman, Jeffrey D. Ullman, *Mining of Massive Datasets*, Cambridge University Press, 2014
11. Mark Gardener, *Beginning R - The Statistical Programming Language*, John Wiley & Sons, Inc., 2013.
12. Tony Ojeda, Sean Patrick Murphy, Benjamin Bengfort, Abhijit Dasgupta, *Practical Data Science Cookbook*, Packt Publishing Ltd., 2014.
13. http://www.johndcook.com/blog/r_language_for_programmers/
14. <http://bigdatauniversity.com/>
15. <http://home.ubalt.edu/ntsbarsh/stat-data/topics.htm#rintroduction>

Units	Topics	% of Marks in Trimester Exam
1	<p><i>Overview of Big Data:</i></p> <p>Overview - history of big data, its elements, career related knowledge, advantages, disadvantages; Use of Big Data in Businesses - big data in marketing, analytics, retail, hospitality, consumer good, defense; Technologies for Handling Big Data - Hadoop, Cloud computing (features, advantages, applications); Data Warehousing and OLAP concepts;</p> <p>Advanced Analysis - Linear Regression Analysis, Logistic Regression, Decision Tree, Cluster Analysis, Market Basket Analysis.</p>	20
2	<p><i>Predictive Analytics</i></p> <p>Predictive Analytics - Predicting outcomes, lending analytics, recommendation analytics; Quality of predictions, healthcare analytics, financial analytics; Predictions and skill versus luck, sports analytics.</p>	20
First Internal Examination		
3	<p><i>Prescriptive Analytics</i></p> <p>Testing / retail analytics - Simulating the future, pension analytics; Optimizing complex decisions / salesforce analytics; Optimizing with multiple objectives / portfolio analytics;</p> <p>Decision-support systems -from concept to deployment-supply chain analytics.</p>	20
4	<p><i>Introduction to R</i></p> <p>R Software - Reading and getting data into R – ordered and unordered factors – arrays and matrices – lists and data frames – reading data from files – probability distributions – statistical models in R - manipulating objects – data distribution.</p>	20
Second Internal Examination		
5	<p><i>Delivering Results</i></p> <p>Documentation and deployment – producing effective presentations – Introduction to graphical analysis – plot () function – displaying multivariate data – matrix plots – multiple plots in one window - exporting graph - using graphics parameters.</p>	20
Final Examination		

Course No.	Course Name	L-T-P	Credits	Year of Introduction
SYS-T6-15	Information Security And Risk Management	3-0-0	3	2016

Course Objectives

The program is designed to increase security knowledge and for understanding the influence of appropriate employee behavior at all levels of the workforce. This course provides knowledge in principles of Information Security, not knowledge of specific technologies or products.

Syllabus

Information Security Principles, Information Risk, Threats and Vulnerabilities, Risk Management, Information Security Framework, Organization and Responsibilities, Policy Standards & Procedures, Information Security Governance, Incident Management, Legal Framework

Expected Outcomes

Upon completion of this course, the students will be able to:

- 1. Acquire knowledge of Information Security and Risk Management concepts*
- 2. Candidate will be able to anticipate threats on information in various levels of an organization.*
- 3. The candidate can find, assess and refer to information and material necessary to carry out a risk assessment.*
- 4. The candidate can use guidelines and standards to structure the implementation of information security in an organization.*

References

1. Manish Agrawal, Alex Campoe, Eric Pierce (2014), *Information Security and IT Risk Management*, 2nd edition Wiley India
2. Evan Wheeler , *Security Risk Management: Building an Information Security Risk Management Program from the Ground Up*, 1st edition Syngress
3. Mark Stamp (2011), *Information Security: Principles and Practice*, 2nd edition Wiley India
4. David Alexander, Amanda Finch, David Sutton, Andy Taylor (2013), *Information Security Management Principles*, 2nd edition BCS
5. Sari Greene (2014), *Security Program and Policies: Governance and Risk Management*, 2nd edition Pearson

Course Plan		
Sl No	Topics	% of marks in Trimester exams
1	Information Security Principles Introduction- Principles of Information Security-Concepts and Definitions of Information Security Principles-CIA Triad-Information Security Ethics-Information Security & your Business needs-Hi-tech crime.	15
2	Information Risk, Threats and Vulnerabilities Information Risk- Threats- Vulnerability- Business Impact of Realized Threats Vulnerabilities. Threat models- Threat Agent- Threat Action. Addition of threat intelligence, big data, the Internet of things and the vulnerabilities in social media and networks.	20
First Internal Examination		
3	Risk Management Introduction-Risk Management Life Cycle- Risk Analysis - Risk Assessment-Risk Mitigation-Risk Dealing Options-Value of Information Assets-Risk Registers Contribution-Information Classification Strategies. Information Security Framework-Introduction to Information Security Framework- Introduction to Information Security Management.	25
4	Risk Assessment Techniques Identification of Risks- Risk Assessment in Business. - Operational Assessment- Project Based Assessment- Third Party Assessment. Reports and Consulting – Structure of Risk Assessment Report- Writing Audit Reports.	10
Second Internal Examination		
5a	Information Security Governance Introduction to Information Security Governance- Organization and Responsibilities-Introduction to Organization and Responsibilities- Roles and Responsibilities-Good Principles Policy Standards & Procedures-Policy Standards and Procedures.	10
5b	Incident Management Introduction to Incident Management-Concepts of Incident Management -Techniques for Investigation-Evidence Preservation. Legal Framework-Protection of Personal Data -Employment Issues-Computer Misuse-Credit Card Fraud-IT Act-Record Retention.	20
Final Examination		

Sl.No.	Code	HR Electives	Trimester
1	HR-T4-1	Training and Development	T4
2	HR-T4-2	Organizational Change and Development	T4
3	HR-T4-3	Industrial Relations and Labour Law	T4
4	HR-T4-4	Discovery of self and others	T4
5	HR-T4-5	Talent Sourcing and acquisition	T4
6	HR-T4-6	Industrial Psychology	T4
7	HR-T5-7	Performance Management	T5
8	HR-T5-8	Compensation Management	T5
9	HR-T5-9	Leadership, Influence and Power	T5
10	HR-T5-10	Negotiation and Conflict Resolution	T5
11	HR-T5-11	HRM: Policy and Strategy	T5
12	HR-T5-12	Global HRM	T5
13	HR-T6-13	Management of Creativity	T6
14	HR-T6-14	HR Analytics	T6
15	HR-T6-15	HR Consulting: Profession and Practice	T6

Sl. No.	Code	Finance Electives	Trimester
1	FIN-T4-1	Financial Markets and Services	T4
2	FIN-T4-2	Project Finance	T4
3	FIN-T4-3	Financial Risk Management	T4
4	FIN-T4-4	Commercial Banking System	T4
5	FIN-T4-5	Investment Management	T4
6	FIN-T4-6	Financial Statement Analysis	T4
7	FIN-T5-7	Behavioural Finance	T5
8	FIN-T5-8	Security Analysis and Portfolio Management	T5
9	FIN-T5-9	Corporate Taxation	T5
10	FIN-T5-10	International Finance	T5
11	FIN-T5-11	NBFCs and Microfinance	T5
12	FIN-T5-12	Cost Accounting and Budget Control	T5
13	FIN-T6-13	Strategic Financial Management	T6
14	FIN-T6-14	Financial Derivatives	T6
15	FIN-T6-15	Insurance Management	T6

Sl. No.	Code	Marketing Electives	Trimester
1	MKT-T4-1	Rural Marketing	T4

2	MKT-T4-2	Consumer Behaviour	T4
3	MKT-T4-3	Social Marketing	T4
4	MKT-T4-4	Services Marketing	T4
5	MKT-T4-5	Marketing Research	T4
6	MKT-T4-6	Sales and Distribution Management	T4
7	MKT-T5-7	International Marketing	T5
8	MKT-T5-8	Brand Management	T5
9	MKT-T5-9	Retail Management	T5
10	MKT-T5-10	Integrated Marketing Communications	T5
11	MKT-T5-11	Customer Relationship Management	T5
12	MKT-T5-12	Digital and Social Media Marketing	T5
13	MKT-T6-13	Customer Analytics	T6
14	MKT-T6-14	B2B Marketing	T6
15	MKT-T6-15	Strategic Marketing	T6

Sl. No.	Code	Operations Electives	Trimester
1	OM-T4-1	Supply Chain and Logistics Management	T4
2	OM-T4-2	Facilities and Location Management	T4
3	OM-T4-3	Quality Management	T4
4	OM-T4-4	Business Process Reengineering	T4
5	OM-T4-5	World Class Manufacturing	T4
6	OM-T4-6	Logistics and Materials Handling	T4
7	OM-T5-7	Healthcare Management	T5
8	OM-T5-8	Services Operations Management	T5
9	OM-T5-9	Technology Management	T5
10	OM-T5-10	Innovation Management and New Product Development	T5
11	OM-T5-11	Green Logistics and Supply Chain Management	T5
12	OM-T5-12	Six Sigma and TQM	T5
13	OM-T6-13	Business Sustainability	T6
14	OM-T6-14	Advanced Project Management	T6
15	OM-T6-15	Advanced Maintenance Management	T6

Sl. No.	Code	Systems Electives	Trimester
1	SYS-T4-1	System Analysis and Design	T4
2	SYS-T4-2	Software Engineering	T4
3	SYS-T4-3	ERP	T4
4	SYS-T4-4	e-Business	T4

5	SYS-T4-5	e-Governance	T4
6	SYS-T4-6	Business Database System	T4
7	SYS-T5-7	Software Project Management	T5
8	SYS-T5-8	Knowledge Management in IT and ITES	T5
9	SYS-T5-9	Business Intelligence and Data warehousing	T5
10	SYS-T5-10	Simulation for Managers	T5
11	SYS-T5-11	Global Information System	T5
12	SYS-T5-12	Cloud Computing	T5
13	SYS-T6-13	Business Datamining	T6
14	SYS-T6-14	Big data Analytics in Business	T6
15	SYS-T6-15	Information Security and Risk Management	T6